

Action plan for diversity and gender equality at AU 2020-2021

Introduction and purpose

Aarhus University wants to give everyone the opportunity to develop and realise their academic potential, and to ensure optimal opportunities for conducting research and research-based education, consultancy and communication at a high international level so that the university is placed as well as possible in the competition for positions and grants. This applies to early career researchers at postdoc and assistant professor level, established researchers with permanent positions and research directors. The university's goal of the highest quality of research requires more diversity among research staff. Therefore, the university's ambition is to work with diversity on a variety of fronts and to bring the total talent pool into play in the best possible way (AU Strategy 2025, p. 20).

On this basis, Aarhus University's Committee for Diversity and Equality has drawn up the action plan below, which includes activities aimed at engaging and committing all the university's managers and staff to promote diversity and gender equality. The action plan is to help all work environments to be open and accessible. This is an extremely important task, because, despite many initiatives over the years, diversity and gender equality remain an area with considerable shortcomings.

The action plan covers all staff at the university, although some activities focus specifically on academic staff. The action plan includes activities to be launched in the period 2020-2021. Some of the activities can also be completed within this period, while others have a longer timeframe. A new action plan will be prepared in the autumn of 2021 for the years 2022-2023.

The primary focus of the 2020-2021 action plan is on gender balance, because the university's challenges are particularly evident in this area. When updating and adjusting the action plan, activities addressing other aspects of diversity will also be included.¹

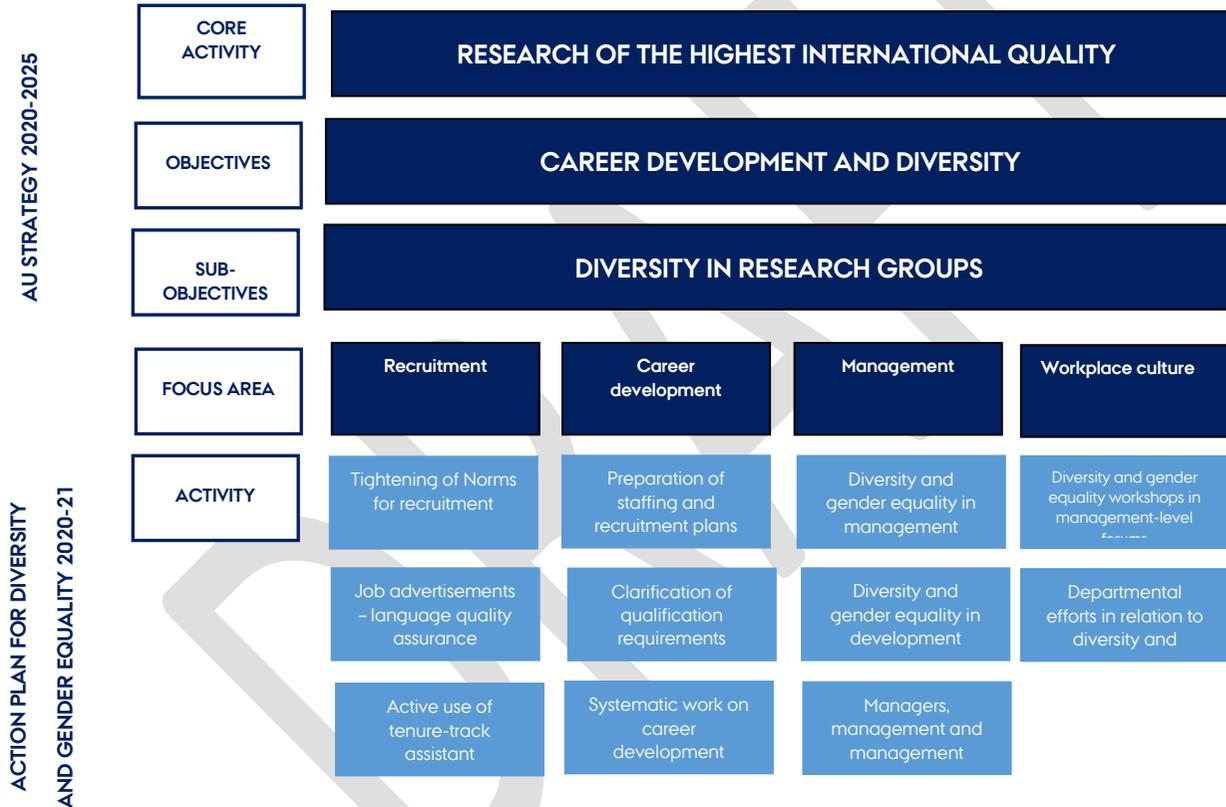
The action plan describes the activities that will be in focus at Aarhus University in the period 2020-2021 within four overall focus areas:

1. Recruitment (three activities)
2. Career development (three activities)
3. Management (three activities)
4. Workplace culture (two activities)

The activities will be supported by a communication effort to ensure that knowledge and experience are shared and made available across the organisation.

¹ Cf. section 1 of the Danish Gender Equality Act and section 1 of the Danish Prohibition of Discrimination on the Labour Market Act, diversity aspects include equal opportunities for all, irrespective of their gender, race, skin colour, religion, political affiliation, sexual orientation, age, disability or national, social or ethnic origin. Furthermore, the general requirement for impartiality and objectivity in the administration applies, and this means that decisions are made solely on the basis of academic and professional qualifications as well as objective factors.

Link between AU Strategy 2025 and focus areas and activities in the Action plan for diversity and gender equality at AU 2020-2021



Activities in the Action plan for diversity and gender equality at AU 2020-2021: Responsibilities and time schedule

The action plan includes activities to be conducted and developed either at central level/through the university, at the faculties or at the departments and schools.

Activities	2020			2021		
	Central/through university	Faculty	Department/school/centre	Central/through university	Faculty	Department/school/centre
Responsibility x: Activity starts o: Implementation of activity ends						
Recruitment						
1 Tightening of Norms for recruitment	xo	-	-	-	-	-
2 Job advertisements – language quality assurance	x	-	-	o	xo	xo
3 Active use of tenure-track assistant professorships	-	xo	x	-	-	o
Career development						
4 Preparation of staffing and recruitment plans	-	-	x	-	-	o
5 Clarification of qualification requirements	-	x	x	-	o	o
6 Systematic work on career development	xo	x	x	-	o	o
Management						
7 Diversity and gender equality in management contracts	xo	xo	-	-	-	-
8 Diversity and gender equality in development dialogues for managers	x	x	-	o	o	-
9 Managers, management and management development	x	-	-	o	-	-
Workplace culture						
10 Diversity and gender equality workshops in management-level forums	xo	x	-	-	o	xo
11 Departmental efforts in relation to diversity and gender equality	xo	x	-	-	o	xo

FOCUS AREA: RECRUITMENT

Objectives:

- *Strengthen the recruitment process*
- *Raise awareness of diversity and gender equality in all parts of the recruitment process*

Activity	Responsibility	Timing
<p>Tightening of 'Norms for recruitment of academic staff to permanent positions'</p> <p>The norms will be tightened to ensure even stronger emphasis on diversity and gender equality in all parts of the recruitment process, for example by requiring that:</p> <ul style="list-style-type: none"> • The job advertisement encourages the under-represented gender to apply. Furthermore, the job advertisement must always state that all interested parties can apply for the position, irrespective of their personal background. No one is given priority, and all applicants are assessed in accordance with the requirement profile for the position. • The shortlisted/qualified candidates represent a diverse group of applicants. Positions will be re-advertised if a gender is underrepresented among the qualified applicants. • Assessment and appointment committees are broadly based, with members representing several genders. • The appointment committees consider how the qualified applicants will contribute to diversity at the department/school/unit. When deciding to appoint a candidate (among the shortlisted qualified applicants), diversity is an objective factor. Consideration of gender balance in the unit therefore forms part of the decision and is a priority when selecting the candidate. 	<p>The senior management team, based on input from the AU Committee for Diversity and Equality</p> <p>Support: AU HR</p>	<p>The norms will be adjusted in 2020. Subsequently, they will be implemented at the faculties.</p>
<p>Job advertisements – language quality assurance</p> <p>Job advertisements must be worded so that they do not in themselves lead to a skewed gender balance among the qualified applicants. The effect of language quality assurance by means of a digital tool for quality assurance of job advertisements will be tested. The tool will screen the text for linguistic stereotypes and gendered words and will promote the use of more inclusive language.</p>	<p>In collaboration with AU HR, the AU Committee for Diversity and Equality will select an appropriate digital tool.</p>	<p>The digital tool will be selected in 2020. Subsequently, it will be implemented at the faculties with a view to continued use.</p>

<p>The digital tool will be used to guide hiring managers when they word job advertisements.</p> <p>At the end of 2021, the Committee for Diversity and Equality will evaluate the effect of this initiative.</p>	<p>Hiring manager Support: FAK HR</p>	
<p>Active use of tenure-track assistant professorships All faculties must actively use tenure-track assistant professorships as a recruitment tool and secure a diverse field of applicants for these positions.</p>	<p>Deans and heads of department/school. Support: FAK HR</p>	<p>From 2020</p>

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FOCUS AREA: CAREER DEVELOPMENT

Objectives:

- *Strengthen career development at AU so that diversity and gender equality are maintained at all career stages*
- *Provide clarity about future prospects for all academic staff.*

Activity	Responsibility	Timing
<p>Preparation of staffing and recruitment plans All departments/schools will prepare a staffing and recruitment plan. The plan should have a time frame of at least three years and include the job categories: assistant professor, associate professor/senior researcher and professor. The plan must be communicated clearly to the staff at the department/school.</p>	<p>The head of department/school with the involvement of relevant committees and other key stakeholders Support: FAK HR</p>	<p>Preparation of staffing and recruitment plans will commence in 2020 and be completed in June 2021.</p>
<p>Clarification of qualification requirements All hiring units (departments/schools, research centres etc.) will review their existing qualification requirements for the job categories: assistant professor, associate professor, senior researcher and professor. The requirements will be adjusted to ensure that they do not include any direct or indirect discrimination, discriminatory principles, stereotypes, etc. The requirements must be transparent and the staff at the department/school must be fully aware of them.</p>	<p>The head of department/school with the involvement of relevant committees and other key stakeholders, and as agreed with the faculty management team Support: FAK HR</p>	<p>The work will commence in 2020 and be completed in June 2021.</p>
<p>Systematic work on career development The heads of department/school will systematically discuss career development with all members of staff, focusing particularly on ensuring diversity and gender equality. This can be in connection with staff development dialogues (SDDs). SDD concepts will be updated accordingly. Internal as well as external mentors can be involved in career development.</p>	<p>AU HR will prepare proposals to be assessed and further developed by the AU Committee for Diversity and Equality. The head of department/school and others responsible for career development for staff will apply the adjusted SDD concepts. Support: FAK HR</p>	<p>The concept will be developed in 2020 and used from 2021 for SDDs.</p>

FOCUS AREA: MANAGEMENT

Objectives:

- *Ensure that all levels of the chain of command actively support and promote diversity in their organisation.*
- *Management groups at all levels should be more diverse*

Activity	Responsibility	Timing
<p>Diversity and gender equality in management contracts Requirements for active support and efforts in management work on diversity and gender equality must be explicitly stated in a manager's employment contract to provide a basis for ongoing follow-up with the manager's manager.</p>	Hiring manager Support: HR	As of autumn 2020, requirements will be included in new contracts and existing contracts in connection with extensions.
<p>Diversity and gender equality in development dialogues for managers The topics "diversity" and "gender equality" will be included in development dialogues with all managers.</p>	Chain of command Support: HR	AU HR will develop the concept in the second half of 2020. The concept will be used from 2021 in development dialogues for managers.
<p>Managers, management and management development Being a manager at AU should be made attractive in order to attract a qualified and diverse field of applicants for management positions at all levels. More internal leadership talents (m/f) should be developed. AU managers should develop their managerial competences, for example in the area of diversity management.</p>	Senior management team Support: AU HR	Proposals for management development to be ready for decision in 2020 – the programme to be initiated in 2021.

FOCUS AREA: WORKPLACE CULTURE

Objectives

- *Establish academic environments in which all staff members have equal opportunities to realise their potential and their ambitions.*
- *Positive development in job satisfaction, particularly among female members of staff*

Activity

Diversity and gender equality workshops in management-level forums

Diversity and gender equality will be on the agenda at the management group seminar in the autumn of 2020. Based on this workshop, diversity and gender equality will subsequently be addressed at workshops for:

- Senior management team (autumn 2020)
- Faculty management teams (late 2020/early 2021)
- LEA (the administration's management team) (late 2020/early 2021)
- Department/school management teams (2021) and administrative managements (2021)

Responsibility

The Rector's Office is responsible for developing workshop concepts in collaboration with AU HR. The AU Committee for Diversity and Equality, the faculty committees for diversity and equality and the dean's offices will be involved as required.

Timing

Workshops at management seminars and for the senior management team, faculty management teams and the LEA will be conducted in 2020. Workshops for department/school management teams and administrative management teams will be conducted in 2021.

Departmental efforts in relation to diversity and gender equality

All departments/schools will conduct a local survey of diversity and gender equality with a view to identifying the most pressing challenge(s) at the department/school. Relevant data as well as the workshop for the department/school management team (see above) will form the basis for this work. Staff at the departments/schools will be involved in the analysis.

Based on the survey, the department/school will select one (or more) challenge(s) to be addressed systematically. The department/school will draw up its own objectives, decide what actions it will launch, and decide how to follow up. The faculty management team will deal with department/school surveys and plans for the next steps, and it will involve the faculty committees for diversity and equality in this work.

Heads of department/school with the involvement of staff. Support: The Rector's Office and HR will contribute relevant data.

Department/school surveys and plans for the next steps will be prepared in 2021.

Data, dialogue and follow-up on diversity and gender equality at AU

The AU Committee for Diversity and Equality will follow up annually on the activities in the action plan and on data concerning diversity and gender equality.

All materials, along with the Committee's comments and any recommendations, will be submitted to the Committee for Research and External Cooperation for discussion, and subsequently to the senior management team. Final follow-up will be carried out by the senior management team, followed by local follow-up by the faculty management teams and LEA.

Data basis

- Portfolio of academic and administrative job categories (m/f)
- Portfolio of management positions (m/f)
- New appointments for academic positions (m/f)
- New appointments for management positions, including administrative positions (m/f)
- Qualified applicants for academic positions (m/f) – after shortlisting
- Qualified applicants invited for interviews (m/f)
- Composition of assessment committees (m/f)
- Composition of PhD assessment committees (m/f)
- PhD students' study periods abroad (m/k)
- Salaries (m/f)

Every third year, a workplace assessment will be conducted, including a special report on significant differences in job satisfaction of men and women across areas and job categories.