

EQUAL OPPORTUNITIES ACTION PLAN 2014-2016

Reg.no. MIUN 2014/879

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1. Introduction

The Equal Opportunities Action Plan concerns the entire Mid Sweden University and covers students and employees alike. It is in accordance with the Swedish Discrimination Act (SFS 2008:567) regarding

- gender
- gender identity or gender expression
- sexual orientation
- ethnic affiliation
- religion or other belief
- disability
- age

More information can be found at: www.do.se.

At Mid Sweden University, the work with these grounds for discrimination is called equal opportunities.

The aim of the equal opportunities work can be found in *The Strategy for the prerequisites for our activities*, reg.no. MIUN 2012/612. There, we find that “Mid Sweden University should be permeated by the equal value of all people and provide both staff and students with equal opportunities.” This is a self-evident and basic condition for the activities at the university. The meaning is underlined, saying “both employees and students should be met and treated with respect and dignity and the university should make full use of differences to support the individual’s possibilities to work or study”, from which follows that Mid Sweden University should be a seat of learning and a place of work free from discrimination and harassment and where differences are made full use of to both support the individual’s possibilities to work or study and to develop the activities of the university.

To achieve this, it is important that the equal opportunity work is given a clear role within the quality and work environment work at the university. The equal opportunity work should be deeply rooted in the university and be integrated in the daily tasks of all activities.

This action plan starts with a description of general equal opportunities measurements for all grounds of discrimination. Thereafter follows measurements tied to a specific ground of discrimination – equality and gender, sexual orientation, gender identity or gender expression, ethnic affiliation, religion or other belief, disability and age.

2. General measurements

1. Active work with local measurement programmes

Aim: Local measurement programmes for equal opportunities shall be developed for each department of the faculty as well as for the Administration and the Library/LRC.

These measurement programmes shall be based on local conditions, the Swedish Discrimination Act (SFS 2008:567) and the Equal Opportunities Action Plan of the university.

Furthermore, the work with the local measurement programmes shall be based on the results of *Nöjd studentindex* (Satisfied student index), course evaluations, the results from the psycho-social environment survey as well as the follow-up of the local equal opportunities work of previous years.

Responsible: Head of Department/ Unit

Will be realized: Yearly

Follow-up: The local measurement programmes shall be developed and decided upon in the context of the budgetary work and be followed up in the context of the activities dialogues.

2. Underline the equal opportunities issues as part of cooperation

Aim: Equal opportunities issues should be integrated in the daily tasks of all activities and be a natural part of the different forms of cooperation at the university. This means that at work place meetings and when the local cooperation group meets, one of the unchanging issues of the agenda should be the equal opportunities work. In addition, at least once a year at staff days or similar meetings, different aspects of equal opportunities should be highlighted.

Responsible: Head of Department/ Unit

Will be realized: Yearly

Follow-up: In the context of the activities dialogues

3. The strategy group for equal opportunities shall take part in investigations, submissions for comments etc.

Aim: To make sure that the equal opportunities issues are integrated in the activity, The Strategy Group for Equal Opportunities should be offered the opportunity to take part in the work with greater investigations and circulations for consideration at Mid Sweden University, both internal and external ones, where the issue equal opportunities must be especially observed.

Responsible: RLG

Will be realized: Yearly

Follow-up: In the context of the activities dialogues

4. Follow-up the students' notion of issues related to equal opportunities

Aim: Continuously follow up how the students feel about their studies at Mid Sweden University regarding topics related to equal opportunities and to plan activities with this information as a starting point.

Responsible: Vice-Chancellor, the person responsible for quality, and subject faculty meetings

Will be realized: Continuously in the context of course evaluations

Follow-up: In the context of the activities dialogues in terms of analyses, measurements and/or results and effects

5. Continuously follow up programmes and education from an equal opportunities perspective

Aim: To increase the knowledge about norm critical pedagogic of the teaching staff. Focus can for instance be on course literature, theoretical choices of perspective, syllabuses and examination. In terms of teaching situations, focus could be on language, possibility to speak, hierarchy, ways of working as well as open or hidden structures.

Responsible: Head of Department

Will be realized: Continuously

Follow-up: In the context of the activities dialogues in terms of analyses, measurements and/or results and effects

6. Employees at Mid Sweden University shall be offered skills enhancement in the area of equal opportunities

Aim: Increase the knowledge of the staff about equal opportunities and the meaning of the term in the daily work. HR plans the content and execution of the skill enhancement in consultation with the equal opportunities coordinators, Forum for Gender studies and the Heads of the academic departments and units.

Responsible: Head of HR/ equal opportunities coordinators /Head of Forum for Gender Studies/all managers. The Head of department or unit is responsible for finding time for the employees to attend.

Will be realized: Yearly

Follow-up: In the context of the activities dialogues

Budget: Under investigation

7. Analysis of the existing skills enhancement in the area of equal opportunities

Aim: This task has been decided upon within the scope of the “Action Plan for the Implementation of Mid Sweden University’s Research Strategy” (MIUN 2014/2184). In order to develop the course activities, an analysis of the existing skills enhancement in the area of equal opportunities shall be conducted. The analysis will form the basis of a plan of the areas that are in need of development.

Responsible: Dean

Will be realized: 2015

Follow-up: In the context of the activities dialogues

8. Status report regarding equal opportunities in research environments

Aim: This task has been decided upon within the scope of the “Action Plan for the implementation of Mid Sweden University’s Research Strategy” (MIUN 2014/2184). In order to strengthen the work for equal opportunities in research and third-cycle education, a status report regarding equal opportunities shall be made for all research environments.

Responsible: Dean

Will be realized: 2015

Follow-up: In the context of the activities dialogues

9. Develop strategies to achieve diversity in the recruitment of research staff

Aim: This task has been decided upon within the scope of the “Action Plan for the implementation of Mid Sweden University’s Research Strategy” (MIUN 2014/2184). In order to strengthen the work for equal opportunities in research and third-cycle education, strategies to achieve diversity in the recruitment of research staff shall be developed.

Responsible: Dean

Will be realized: 2015

Follow-up: In the context of the activities dialogues

10. Further development and realization of Equal opportunities day

Aim: Increase knowledge and awareness of equal opportunities issues with students and employees.

Responsible: Strategy Group for Equal Opportunities

Will be realized: 2015. The issue will be chosen by a working group nominated by the Strategy group for Equal Opportunities.

Budget: SEK 20 000

11. Suggest award winners for the Mid Sweden University Equal opportunities award

Aim: Stimulate and call attention to the equal opportunities work at the university. Regularly look into and if necessary revise the criteria to be awarded the prize.

Responsible: Strategy Group for Equal Opportunities

Will be realized: Will be awarded at the Mid Sweden University Annual Ceremony.

Budget: SEK 10 000 per prize awarded

12. Co-organizer of the Gender Marathon of the Forum for Gender studies

Aim: Help spreading knowledge about Gender studies at Mid Sweden University.

Responsible: Equal opportunities coordinators, equal opportunities representatives

Will be realized: February 2016.

Budget: SEK 10 000

13. Co-organizer of the mentor education of the Student union

Aim: To increase the knowledge of the students within the area of equal opportunities – for instance in terms of discrimination and harassment.

Responsible: Equal opportunities coordinators, equal opportunities representatives

Will be realized: Yearly

Budget: SEK 15 000 yearly

14. Develop information and communication within the area of equal opportunities

Aim: Relevant information must be available for staff and students to prevent discrimination and harassment.

Responsible: Equal opportunities coordinators, equal opportunities representatives

Will be realized: Yearly

Budget: SEK 5 000

15. Equal opportunity issues should be discussed at Chefsforum or similar meetings

Aim: Increased competence and awareness in terms of equal opportunities issues with the managers of the university. Focus should be on treatment, harassment, victimization and discrimination.

Responsible: Equal opportunities coordinators

Will be realized: Yearly

16. Regularly make sure that schedule process routines are followed

Aim: Develop and ensure that the routines for schedule processes are followed, in order to make it easier for students to combine studies and family life.

Responsible: Head of Student and University Services

Will be realized: Continuously

Follow-up: In the context of the activities dialogues

17. Develop working and meeting routines

Aim: Develop and ensure that meeting and working routines are followed in order to make it easier for staff to combine work and family life.

Responsible: Head of Department/ Unit

Will be realized: Continuously

Follow-up: In the context of the activities dialogues

18. Inform students about equal opportunities issues at the beginning of the semester

Aim: Ensure that the students are provided with basic information about equal opportunities issues and about where to find further support and information.

Responsible: LRC, Head of Department/ Unit

Will be realized: At the beginning of the semester

Follow-up: In the context of the activities dialogues

3. Specific measurements

3.1 Equality and gender

The condition for equality is an equal distribution of power and influence between men and women. In a qualitatively sense, it means that the knowledge, experience and views of both women and men are considered and affect society, while the quantitative aspect means an equal distribution of women and men in all areas of society, at least 40/60.

Gender means to look at the sexes as socio-culturally created ones that are constantly produced and reproduced between people, and where the decisive power is unequal.

19. Complete regular investigations of salaries

Aim: To discover, attend to and prevent possible prejudiced differences in salaries and other terms of employment.

Responsible: Head of HR

Will be realized: Regularly

Follow-up: Report to the Strategy Group for Equal Opportunities

20. Skills enhancement in the areas of leadership and gender at Mid Sweden University

Aim: Increase the number of women in leading positions

Responsible: Head of HR

Will be realized: Continuously

Follow-up: In the context of the activities dialogues

21. Stimulate and facilitate the acquisition of qualifications for female teachers

Aim: Develop and complete actions to improve the gender equality among associate professors and professors.

Responsible: Dean

Will be realized: Continuously

Follow-up: In the context of the activities dialogues

22. Gender equality when appointing boards, committees, councils etc.

Aim: We strive for gender equality as far as possible in boards, committees, working groups etc. in our organization.

Responsible: Head of Department/ Unit

Will be realized: Continuously

Follow-up: In the context of the activities dialogues

23. Activities to ensure more female applicants when recruiting professors externally

Aim: In the appropriation directions, the government put targets for the number of women among newly employed professors. The target is for the period 2012–2015 and in the case of Mid Sweden University; the number is 32 per cent. In the case of external recruitments, certain activities should be conducted to increase the share of female professors at the university. The recruiting committees have a heavy responsibility for this work.

Responsible: Dean

Will be realized: During 2014–2016

Follow-up: In the context of the activities dialogues

24. Conduct a survey of the allocation of direct government funding for research from a gender equality perspective

Aim: In 2013, the Government commissioned the Swedish Agency for Public Management to conduct a survey of how universities and university colleges allocate direct government funding for research and third-cycle education from a gender equality perspective. In their report, the agency suggested that the higher education institutions that were not included in the survey should compile comparable data themselves concerning the allocation of research funding. By analyzing the outcome from a gender perspective, Mid Sweden University will be able to ascertain that the criteria for the allocation of funding that have been selected

have a real impact and that men and women are not subjected to unequal treatment based on gender.

Responsible: Dean

Will be realized: During 2015-2016

Follow-up: In the context of the activities dialogues

3.2 Sexual orientation and gender identity or gender expression

According to the law, sexual orientation is homosexuality, bisexuality and heterosexuality.

Gender identity or gender expression means someone who does not identify him- or herself as a man or a woman through clothes or in other ways express their belonging to a/another sex.

In the Discrimination Act, the terms used are transgender identity or expression.

25. Cooperate with HBTQ groups in the region

Aim: To increase the knowledge and awareness of gender identity, gender expression and sexual orientation to prevent discrimination and harassment.

Responsible: Equal opportunities coordinators, equal opportunities representatives

Will be realized: Continuously

Follow-up: In the context of the activities dialogues

26. In cases where the education deals with partnership, love and/or sexuality, non-normative forms shall also be treated

Aim: To include and visualize non-normative forms of partnership, love and sexuality.

Responsible: Course coordinator

Will be realized: Continuously

Follow-up: In the context of the activities dialogues

3.3 Ethnic affiliation and religion or other belief

According to the law, ethnic affiliation is a person belonging to a group with the same national or ethnic origin, race or skin colour. Everybody has one or more ethnic affiliations. Therefore, everybody may be a victim of ethnic discrimination – Sámi people, Romany, persons with Swedish, Somali, Bosnian ethnic affiliation etc. Ethnic affiliation is based on self-identification. The individual defines his or her ethnic affiliation or affiliations.

“Other belief” has another meaning than "religion", but it is limited to a belief based on or in the context of a religious belief. It does not comprise ethical, philosophical or political values or belief. Buddhism, atheism and agnosticism are comparable to religion and fall under other belief.

27. Information about different religious holidays

Aim: To increase the knowledge and awareness of different religious holidays. All Heads of Department/ Units receive a copy of the multi-religious calendar yearly.

Responsible: Equal opportunities coordinators

Will be realized: During 2014-2016

Budget: 7 000 SEK yearly

28. Signs on Mid Sweden University campuses

Aim: The signs on our campuses should be bilingual, Swedish and English, to facilitate for students and employees.

Responsible: Head of Camp services

Will be realized: Continuously

Follow-up: In the context of the activities dialogues

29. Translation to English of staff news published on the Mid Sweden University intranet

Aim: Increase the share of staff news translated into English – above all in the area of research news.

Responsible: Head of Department of Communications

Will be realized: Continuously

Follow-up: In the context of the activities dialogues

3.4 Disability

A disability is a lasting physical or mental disorder or a syndromic mental retardation appearing in the context of an accident or deriving from an illness at birth, thereafter or an expected illness.

For further information about the work at Mid Sweden University, see the *Action plan for pedagogical support for students with disabilities at Mid Sweden University*, reg. No. Miun 2009/436.

30. Organize specific theme activities focusing on disabilities

Aim: Increased understanding and awareness of different disabilities and about how everybody can facilitate life for persons with disabilities in their everyday life.

Responsible: Head of Student and University Services

Will be realized: Yearly

Follow-up: In the context of the activities dialogues

31. Keep developing the mentor support for students with disabilities

Aim: Improve and quality proof the mentor support

Responsible: Head of Student and University Services

Will be realized: Continuously

Follow-up: In the context of the activities dialogues

32. Create routines to help employees with disabilities

Aim: Help employees with disabilities to get support and aids.

Responsible: Head of HR

Will be realized: 2014

Follow-up: In the context of the activities dialogues

33. Develop and publish information on the web and printed information about disabilities

Aim: Improve the terms for staff and students with disabilities through increased knowledge for both staff and students.

Responsible: Head of Student and University Services

Will be realized: Continuously

Follow-up: In the context of the activities dialogues

3.5 Age

Length of life a physical person has reached. In other words; the protection refers to physical persons of all ages, without any age limit.

The law also protects assumed age, i.e. discrimination on the grounds that a person is assumed to be younger or older than he or she is. Every person has an age, but the fact that it constantly changes makes age a special form of discrimination. Ageism is a term to describe stereotyping and discriminating individuals on the basis of their age.

34. Review employment terms from an age perspective

Aim: Mid Sweden University should be perceived as an attractive working place regardless of the age of the employees.

Responsible: Head of HR

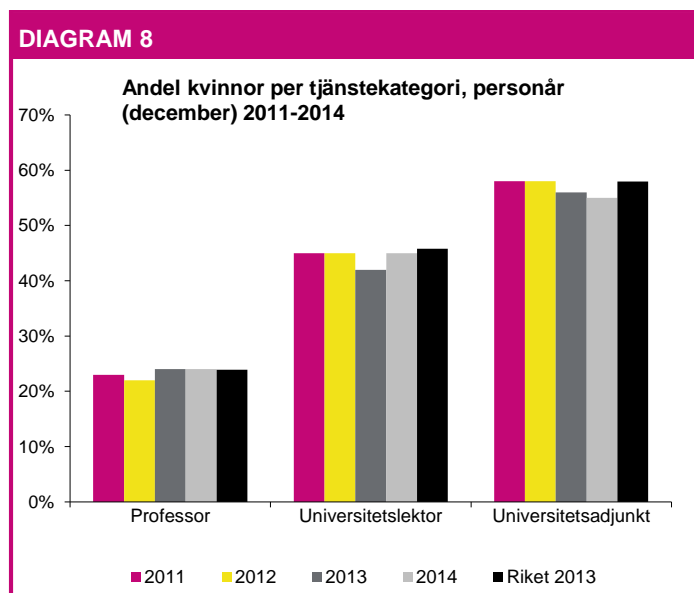
Will be realized: Continuously

Follow-up: In the context of the activities dialogues

Appendix 1

Statistics on the staff and students of Mid Sweden University

Staff



From the Mid Sweden University annual report 2014.

Tjänstekategori	Personår			Andel kvinnor			Andel kvinnor %		
	2012	2013	2014	2012	2013	2014	2012	2013	2014
Professor	72	75	71	16	18	17	22%	24%	24%
Universitetslektor	165	170	164	74	72	73	45%	42%	45%
Universitetsadjunkt	175	165	152	102	92	84	58%	56%	55%
Gästlärare									
Forskarassistenter	5	5	6	0	1	1	0%	20%	17%
Doktorand	130	115	95	70	56	48	54%	49%	51%
Annan undervisande/forskande personal	66	54	50	29	28	20	44%	52%	40%

Report from HR per 31 December 2014.

TABELL 31

Antal nyanställda professorer samt antal kvinnor bland dessa

	Humanvetenskap	Naturvetenskap teknik och medier	MIUN
Nyanställda professorer 2012	5	5	10
Därav kvinnor	4	-	4
Nyanställda professorer 2013	8	4	12
Därav kvinnor	3	1	4
Nyanställda professorer 2014	8	4	12
Därav kvinnor	5	-	5
Andel kvinnor bland nyanställda professorer			
	Mål 2012-2015	32%	
	Utfall 2012 - 2014	38%	

From the Mid Sweden University annual report 2014.

TABELL 36

Könsfördelning för ledningspersoner, individer (december)

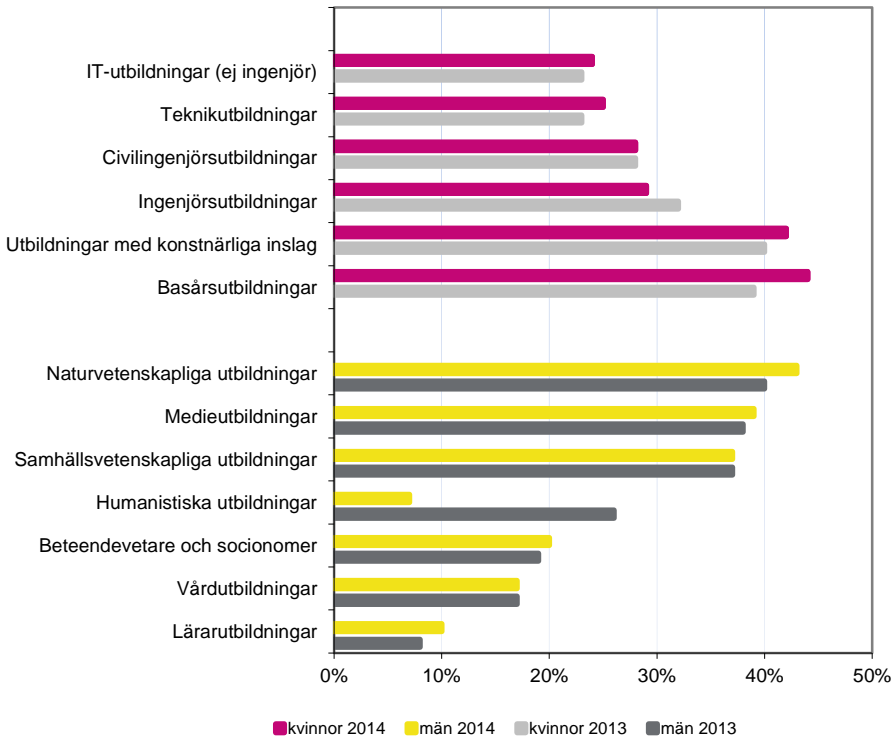
Ledningspersoner	2011		2012		2013		2014	
	Totalt	Kvinnor	Totalt	Kvinnor	Totalt	Kvinnor	Totalt	Kvinnor
Dekaner	2	1	2	1	2	1	2	1
Prefekter/avdelningschefer	8	1	8	2	20	8	20	8
Avdelningschefer förvaltning, bib. samt kanslier	12	7	12	7	14	7	14	8
Andel kvinnor		41%		45%		44%		47%
Övrig ledningspersonal, dvs. rektor, prorektor, överbibliotekarie samt förvaltningschef							4	0
					Totalt		40	17
					Andel kvinnor			43%

From the Mid Sweden University annual report 2014.

Students

DIAGRAM 9

Underrepresenterat kön i programutbildningarna



From the Mid Sweden University annual report 2014.

Appendix 2

1 Follow-up of the Equal Opportunities Action Plan 2014-2016

1.1 Introduction

The Equal Opportunities Action Plan 2014-2016 was decided upon in May 2014. According to the Swedish Discrimination Act, active measures shall be taken for both employees and students. In accordance with the Discrimination Act, a plan of such measures for employees may extend over a period of three years, whereas corresponding measures for students must be decided on yearly. The Mid Sweden University Action Plan covers both employees and students, and it is valid from 2014 to 2016. In order to fulfil the requirements of the Discrimination Act, there is a yearly follow-up of all measures, based on which the plan is revised.

2 Follow-up of the measures of the Equal Opportunities Action Plan

Below is a description of the situation per 31 December 2014.

AP Act.no	Measure according to the central action plan	Follow-up 31 December 2014	Measure
1	<p>Active work with local measurement programmes</p> <p><i>Aim:</i> Local measurement programmes for equal opportunities shall be developed for each department of the faculty as well as for the Administration and the Library/LRC.</p> <p>These measurement programmes shall be based on local conditions, the Swedish Discrimination Act (SFS 2008:567) and the Equal Opportunities Action Plan of the university.</p> <p>Furthermore, the work with the local measurement programmes shall be based on the results of Nöjd studentindex (Satisfied student index), course evaluations, the results from the psycho-social environment survey, as well as the follow-up of the local equal opportunities work of previous years.</p> <p><i>Responsible:</i> Head of Department/ Unit</p>	<p>All departments have developed local measurement programmes. A few have yet to be decided on.</p> <p>Routines for the follow-up of equal opportunities issues are being developed and will be decided on in early 2015.</p>	

	<p><i>Will be realized:</i> Yearly</p> <p><i>Follow-up:</i> The local measurement programmes shall be developed and decided upon in the context of the budgetary work and be followed up in the context of the activities dialogues.</p>		
2	<p>Underline the equal opportunities issues as part of cooperation</p> <p><i>Aim:</i> Equal opportunities issues should be integrated in the daily tasks of all activities and be a natural part of the different forms of cooperation at the university. This means that at work place meetings and when the local cooperation group meets, one of the unchanging issues of the agenda should be the equal opportunities work. In addition, at least once a year at staff days or similar meetings, different aspects of equal opportunities should be highlighted.</p> <p><i>Responsible:</i> Head of Department/ Unit</p> <p><i>Will be realized:</i> Yearly</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	<p>Regulated in accordance with the Collaboration Agreement and the Recommendations for Collaboration at Mid Sweden University.</p> <p>An evaluation of the employees' feelings and experiences regarding the Collaboration Agreement has been initiated. A report of the results will be made in early 2015.</p>	
3	<p>The strategy group for equal opportunities shall take part in investigations, submissions for comments etc.</p> <p><i>Aim:</i> To make sure that the equal opportunities issues are integrated in the activity, The Strategy Group for Equal Opportunities should be offered the opportunity to take part in the work with greater investigations and circulations for consideration at Mid Sweden University, both internal and external ones, where the issue equal opportunities must be especially observed.</p> <p><i>Responsible:</i> RLG</p> <p><i>Will be realized:</i> Yearly</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	<p>Follow-up in the next activities dialogue.</p>	
4	<p>Follow-up the students' notion of issues related to equal opportunities</p> <p><i>Aim:</i> Continuously follow up how the students feel about their studies at Mid Sweden University regarding topics related to equal opportunities and to plan activities with this information as a starting point.</p>	<p>A decision was made on 2 December 2014 to change the wording of the question about equal opportunities in the course evaluations, in order to increase the precision of the feedback and thereby improve the opportunities for taking active measures.</p>	

	<p><i>Responsible:</i> Vice-Chancellor, the person responsible for quality, and subject faculty meetings</p> <p><i>Will be realized:</i> Continuously in the context of course evaluations</p> <p><i>Follow-up:</i> In the context of the activities dialogues in terms of analyses, measurements and/or results and effects</p>		
5	<p>Continuously follow up programmes and education from an equal opportunities perspective</p> <p><i>Aim:</i> To increase the knowledge about norm critical pedagogic of the teaching staff. Focus can for instance be on course literature, theoretical choices of perspective, syllabuses and examination. In terms of teaching situations, focus could be on language, possibility to speak, hierarchy, ways of working as well as open or hidden structures.</p> <p><i>Responsible:</i> Head of Department</p> <p><i>Will be realized:</i> Continuously</p> <p><i>Follow-up:</i> In the context of the activities dialogues in terms of analyses, measurements and/or results and effects</p>	<p>Follow-up in the next activities dialogue.</p> <p>In order to increase the general knowledge in the area, norm criticism and norm critical teaching will be the theme issues of the Equal Opportunities Day 2015.</p>	
6	<p>Employees at Mid Sweden University shall be offered skills enhancement in the area of equal opportunities</p> <p><i>Aim:</i> Increase the knowledge of the staff about equal opportunities and the meaning of the term in the daily work. HR plans the content and execution of the skill enhancement in consultation with the equal opportunities coordinators, Forum for Gender studies and the Heads of the academic departments and units.</p> <p><i>Responsible:</i> Head of HR/ equal opportunities coordinators /Head of Forum for Gender Studies/all managers. The Head of department or unit is responsible for finding time for the employees to attend.</p> <p><i>Will be realized:</i> Yearly</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	<p>The Equal Opportunities Committee has given the Forum for Gender Studies the task of developing a general complementary education in gender and equal opportunities. The first round of courses is planned to begin in the autumn of 2015.</p>	

7	<p>Further development and realization of Equal opportunities day</p> <p><i>Aim:</i> Increase knowledge and awareness of equal opportunities issues with students and employees.</p> <p><i>Responsible:</i> Strategy Group for Equal Opportunities</p> <p><i>Will be realized:</i> 2015. The issue will be chosen by a working group nominated by the Strategy group for Equal Opportunities.</p>	<p>It has been decided that the Equal Opportunities Day will take place in September 2015. The theme issues will be norm criticism and norm critical teaching.</p>	
8	<p>Suggest award winners for the Mid Sweden University Equal opportunities award</p> <p><i>Aim:</i> Stimulate and call attention to the equal opportunities work at the university. Regularly look into and if necessary revise the criteria to be awarded the prize.</p> <p><i>Responsible:</i> Strategy Group for Equal Opportunities</p> <p><i>Will be realized:</i> Will be awarded at the Mid Sweden University Annual Ceremony.</p>	<p>The Equal opportunities award 2014 was awarded to the Department of Industrial Design.</p>	
9	<p>Co-organizer of the Gender Marathon of the Forum for Gender studies</p> <p><i>Aim:</i> Help spreading knowledge about Gender studies at Mid Sweden University.</p> <p><i>Responsible:</i> Equal opportunities coordinators, equal opportunities representatives</p> <p><i>Will be realized:</i> February 2016.</p> <p><i>Budget:</i> SEK 10 000</p>	<p>Will be realized in 2016.</p>	
10	<p>Co-organizer of the mentor education of the Student union</p> <p><i>Aim:</i> To increase the knowledge of the students within the area of equal opportunities – for instance in terms of discrimination and harassment.</p> <p><i>Responsible:</i> Equal opportunities coordinators, equal opportunities representatives</p> <p><i>Will be realized:</i> Yearly</p>	<p>Follow-up in the next activities dialogue.</p>	
11	<p>Develop information and communication within the area of equal opportunities</p> <p><i>Aim:</i> Relevant information must be available for staff and students to prevent discrimination and harassment.</p> <p><i>Responsible:</i> Equal opportunities coordinators, equal opportunities representatives</p> <p><i>Will be realized:</i> Yearly</p>	<p>The layout and contents of the Equal Opportunities pages on the intranet have been reviewed and revised.</p> <p>The following has been developed and communicated during 2014</p> <ul style="list-style-type: none"> • An information brochure for employees and students • Administrative procedures for the work against discrimination, harassment and other forms of victimization 	

		<ul style="list-style-type: none"> • Introductory training for new employees 	
12	<p>Equal opportunity issues should be discussed at Chefsforum or similar meetings</p> <p><i>Aim:</i> Increased competence and awareness in terms of equal opportunities issues with the managers of the university. Focus should be on treatment, harassment, victimization and discrimination.</p> <p><i>Responsible:</i> Equal opportunities coordinators</p> <p><i>Will be realized:</i> Yearly</p>	An activity will be planned in 2015.	
13	<p>Regularly make sure that schedule process routines are followed</p> <p><i>Aim:</i> Develop and ensure that the routines for schedule processes are followed, in order to make it easier for students to combine studies and family life.</p> <p><i>Responsible:</i> Head of Student Affairs</p> <p><i>Will be realized:</i> Continuously</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	Follow-up in the next activities dialogue.	
14	<p>Develop working and meeting routines</p> <p><i>Aim:</i> Develop and ensure that meeting and working routines are followed in order to make it easier for staff to combine work and family life.</p> <p><i>Responsible:</i> Head of Department/ Unit</p> <p><i>Will be realized:</i> Continuously</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	Follow-up in the next activities dialogue.	
15	<p>Inform students about equal opportunities issues at the beginning of the semester</p> <p><i>Aim:</i> Ensure that the students are provided with basic information about equal opportunities issues and about where to find further support and information.</p> <p><i>Responsible:</i> LRC, Head of Department/ Unit</p> <p><i>Will be realized:</i> At the beginning of the semester</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	Follow-up in the next activities dialogue.	

16	<p>Complete regular investigations of salaries</p> <p><i>Aim:</i> To discover, attend to and prevent possible prejudiced differences in salaries and other terms of employment.</p> <p><i>Responsible:</i> Head of HR</p> <p><i>Will be realized:</i> Regularly</p> <p><i>Follow-up:</i> Report to the Strategy Group for Equal Opportunities</p>	<p>During 2014, an investigation of salaries was completed and a new action programme for equal salaries 2014-2016 was decided on.</p>	
17	<p>Skills enhancement in the areas of leadership and gender at Mid Sweden University</p> <p><i>Aim:</i> Increase the number of women in leading positions</p> <p><i>Responsible:</i> Head of HR</p> <p><i>Will be realized:</i> Continuously</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	<p>A follow-up of the previous programme was carried out in the autumn of 2014 by former participants and the Vice-Chancellor's management group.</p> <p>It was decided that another one would be carried out, beginning in the autumn of 2015.</p>	
18	<p>Stimulate and facilitate the acquisition of qualifications for female teachers</p> <p><i>Aim:</i> Develop and complete actions to improve the gender equality among associate professors and professors.</p> <p><i>Responsible:</i> Dean</p> <p><i>Will be realized:</i> Continuously</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	<p>Positive discrimination, with the intention of equalizing gender differences, is under certain circumstances permitted, in accordance with the Swedish Act of Discrimination.</p> <p>When it comes to positive discrimination in practice with regard to calls for tender for the further qualification of researchers, the opportunities are limited.</p> <p>For that reason, work is currently ongoing to find new ways of tackling the issue.</p>	
19	<p>Gender equality when appointing boards, committees, councils etc.</p> <p><i>Aim:</i> We strive for gender equality as far as possible in boards, committees, working groups etc. in our organization.</p> <p><i>Responsible:</i> Head of Department/ Unit</p> <p><i>Will be realized:</i> Continuously</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	<p>Follow-up in the next activities dialogue.</p>	

20	<p>Activities to ensure more female applicants when recruiting professors externally</p> <p><i>Aim:</i> In the appropriation directions, the government put targets for the number of women among newly employed professors. The target is for the period 2012–2015 and in the case of Mid Sweden University; the number is 32 per cent. In the case of external recruitments, certain activities should be conducted to increase the share of female professors at the university. The recruiting committees have a heavy responsibility for this work.</p> <p><i>Responsible:</i> Dean</p> <p><i>Will be realized:</i> During 2014–2016</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	A review of the job advertisements has begun.	
21	<p>Cooperate with HBTQ groups in the region</p> <p><i>Aim:</i> To increase the knowledge and awareness of gender identity, gender expression and sexual orientation to prevent discrimination and harassment.</p> <p><i>Responsible:</i> Equal opportunities coordinators, equal opportunities representatives</p> <p><i>Will be realized:</i> Continuously</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	There is a cooperation with the HBTQ group in Sundsvall within the scope of the nursing programmes, among other things.	
22	<p>In cases where the education deals with partnership, love and/or sexuality, non-normative forms shall also be treated</p> <p><i>Aim:</i> To include and visualize non-normative forms of partnership, love and sexuality.</p> <p><i>Responsible:</i> Course coordinator</p> <p><i>Will be realized:</i> Continuously</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	Follow-up in the next activities dialogue.	
23	<p>Information about different religious holidays</p> <p><i>Aim:</i> To increase the knowledge and awareness of different religious holidays. All Heads of Department/ Units receive a copy of the multi-religious calendar yearly.</p> <p><i>Responsible:</i> Equal opportunities coordinators</p> <p><i>Will be realized:</i> During 2014-2016</p>	The multi-religious calendar was handed out in the beginning of 2014.	

24	<p>Signs on Mid Sweden University campuses</p> <p><i>Aim:</i> The signs on our campuses should be bilingual, Swedish and English, to facilitate for students and employees.</p> <p><i>Responsible:</i> Head of Camp services</p> <p><i>Will be realized:</i> Continuously</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	Follow-up in the next activities dialogue.	
25	<p>Translation to English of staff news published on the Mid Sweden University intranet</p> <p><i>Aim:</i> Increase the share of staff news translated into English – above all in the area of research news.</p> <p><i>Responsible:</i> Head of Department of Communications</p> <p><i>Will be realized:</i> Continuously</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	<p>The following applies:</p> <ul style="list-style-type: none"> • KOM assesses the news flow according to the “need to know” principle and translates based on that. This applies to all kinds of general news/employee information. • No complete translation of “Mittuppslaget” • KOM looks into the translation of policy documents/routines etc. that have not yet been translated, taking a possible “Staff portal” into consideration. 	
26	<p>Organize specific theme activities focusing on disabilities</p> <p><i>Aim:</i> Increased understanding and awareness of different disabilities and about how everybody can facilitate life for persons with disabilities in their everyday life.</p> <p><i>Responsible:</i> Head of Student Affairs</p> <p><i>Will be realized:</i> Yearly</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	Follow-up in the next activities dialogue.	
27	<p>Keep developing the mentor support for students with disabilities</p> <p><i>Aim:</i> Improve and quality proof the mentor support</p> <p><i>Responsible:</i> Head of Student Affairs</p> <p><i>Will be realized:</i> Continuously</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	Follow-up in the next activities dialogue.	
28	<p>Create routines to help employees with disabilities</p> <p><i>Aim:</i> Help employees with disabilities to get support and aids.</p> <p><i>Responsible:</i> Head of HR</p> <p><i>Will be realized:</i> 2014</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	Follow-up in the next activities dialogue.	

29	<p>Develop and publish information on the web and printed information about disabilities</p> <p><i>Aim:</i> Improve the terms for staff and students with disabilities through increased knowledge for both staff and students.</p> <p><i>Responsible:</i> Head of Student Affairs</p> <p><i>Will be realized:</i> Continuously</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	Follow-up in the next activities dialogue.	
30	<p>Review employment terms from an age perspective</p> <p><i>Aim:</i> Mid Sweden University should be perceived as an attractive working place regardless of the age of the employees.</p> <p><i>Responsible:</i> Head of HR</p> <p><i>Will be realized:</i> Continuously</p> <p><i>Follow-up:</i> In the context of the activities dialogues</p>	Follow-up in the next activities dialogue.	

Appendix 3

Follow-up of the local action plans for equal opportunities

1 Introduction

According to the central Action Plan for Equal Opportunities, local measurement programmes for equal opportunities shall be developed for each department of the faculty as well as for the Administration and the Library/LRC

These measurement programmes shall be based on local conditions, the Swedish Discrimination Act (SFS 2008:567) and the Equal Opportunities Action Plan of the university.

2 Process

The central action plan is revised yearly in September. The local measurement programmes shall be followed up and decided on yearly. The follow-up will take place in the context of the follow-up of activities during the autumn term. This will be done based on the follow-up template, see point 3 below. When and to whom the follow-up shall be delivered will be in accordance with the directions that will be provided for the regular follow-up of activities. A copy of the follow-up of the equal opportunities work shall be sent to Mid Sweden University's equal opportunities coordinators, as well as the equal opportunities representative who was appointed by the departments. In connection with the follow-up, other suggestions for the revision of the measurement programmes will also be developed. These will be decided on by the Head of Department after the follow-up has been completed.

Time	Action	Responsible
Sep	Revision and decision regarding the MIUN Action Plan for Equal Opportunities	The Strategy Group for Equal Opportunities
Sep -Oct	Follow-up of the departments' local measurement programmes	Head of Department*
Oct	Submission of the departments' follow-up according to the template as a basis for dialogue	Head of Department*
Oct	Carrying out the departments' activities dialogues	Dean, Head of Administration, Pro-Vice-Chancellor, Head Librarian*
Nov	Notes from the activities dialogue to LVH, LVO	Dean, Head of Administration, Pro-Vice-Chancellor, Head Librarian*
Nov - Dec	Compilation of results from the dialogues per faculty/library/administration/office	Equal opportunities coordinators, equal opportunities representative
Nov - Dec	Revision and update of the local measurement programme	Head of Department*
Dec	Decision on the local measurement programme	Head of Department*

*for the Library, the local measurement programme encompasses all of the activities

3 Follow-up

Template for the follow-up of local measurement programmes

HP Act.no	Measure according to plan	Follow-up	Measure/Comment
Ref. to the activity in the central Action Plan	Add activities from the local plan	What has been done and what result has been achieved.	Note any potential measures or comments that have been suggested by the follow-up.

[Provide a brief comment in the follow-up field regarding the work that has been carried out. Add more lines.]

