

# **ACTION PLAN FOR IMPROVING THE GENDER BALANCE IN ACADEMIC POSITIONS**

Adopted by the Board on 09/12/2015

## **1. Background**

The percentage of women in academic positions at NHH is generally low, and the percentage is lower the higher up the hierarchy one moves. Enabling NHH and the disciplines it represents to attract accomplished women is a main challenge.

The present gender balance is a strategic challenge. The gender equality focus must be integrated in the work on the School's strategy. This means that the efforts to improve the gender balance in academic positions must be incorporated into the School's core activities, i.e. research, teaching and dissemination.

## **2. Aim**

One of NHH's main objectives is the integration of gender equality as a fundamental element in all ordinary activities at the School.

Gender equality is both a goal and a process that entails:

- that NHH consciously promotes an organisational culture and a working environment that are inclusive and fair for both genders
- that research, teaching and dissemination shall be organised so that it is attractive to both men and women and gives employees of both genders equal opportunities to use their talents
- that NHH has an active recruitment policy that equalises a skewed gender selection and prevents indirect discrimination
- that the gender distribution in academic positions at a minimum reflects the gender distribution of the recruitment basis for the various levels of positions

## **3. Target figure for the recruitment of women**

Fifty per cent of people recruited to PhD research scholar positions, post-doctoral researcher positions and permanent positions such as associate professor and full professor in each academic department

shall be women.

The target figure is ambitious and realistic.

#### **4. Anchoring of and responsibility for the work on improving the gender balance in academic positions**

- Goals and measures for gender equality shall be integrated into all work on main and local strategies, plans, regulations, guidelines, budgets and reports. The integration of gender equality in research strategy, internationalisation strategy, communications strategy and the strategy for NHH Executive is highlighted in particular.
- Heads of academic departments are responsible for the integration and anchoring of the work in their disciplines and for achieving the targets for their disciplines. In other respects, the tasks and responsibility this entails will follow the School's organisation and are a management responsibility at all levels.
- The academic departments initiate the measures they consider suitable for achieving the targets.
- Follow-up and evaluation are integrated into routines and processes for follow-up of the School's main strategy, plans and reports, and in the reporting from the programme committees in particular.
- The NHH gender equality advisor is responsible for coordinating central gender equality measures.

#### **5. Measures**

##### *5.1 General measures for a better gender balance in academic positions*

- The Board allocates annual funding for central measures and funding to encourage locally-initiated measures, such as network measures. Dedicated staff time has been set aside for the work on gender equality. The allocated funding is administered by the rectors and the Office of Research Administration. .
- Women are important role models in research, teaching and dissemination. Among other things, this means that students shall encounter women and men lecturers in all programmes and at all levels and that experts of both genders shall be used in the media as sources in strategically important areas.
- The composition of boards, councils and committees shall ensure that men and women have equal influence on key decision-making processes
- Heads of academic departments, operational research managers and the School's research administration personnel are offered management training, including in research management, in which gender equality is integrated.
- A gender equality seminar is organised annually for staff in teaching and research positions.

- Women in academic positions are given support for enhancing their research management competency.
- Development discussions are held annually between the rectors and academic departments' management, and the action plan for improving the gender balance in academic positions is a mandatory topic in these discussions.
- The Heads of Academic Departments' Forum (ILF) shall annually hold at least one meeting in which gender equality is the only topic.
- The Board discusses the annual status report for the Action Plan and gender equality statistics

### *5.2 Measures for the recruitment of women to academic positions*

- In connection with appointments to academic positions (including adjunct positions and PhD research scholarships), a special explanation must be given if the applicants do not include qualified applicants of both genders.
- Appointments in unadvertised positions can be made as a measure to recruit women.
- The School's salary policy shall be used actively to achieve the targets for the recruitment of women.
- When appointing women to adjunct professor positions, half the cost of the salary for the first two years will be covered by central gender equality funds. This measure applies to academic departments in which the percentage of women in academic positions is lower than 40 per cent.
- When appointing women to secondary (adjunct) positions below full professor level, half the cost of the salary for the first year will be covered by central gender equality funds. This measure applies to academic departments in which the proportion of women in academic positions is lower than 40 per cent.
- When appointing women to post-doctoral researcher positions, 20 per cent of the salary for the first two years will be covered by central gender equality funds. This measure applies to academic departments in which the percentage of women in academic positions is lower than 40 per cent.
- Women students shall be actively drawn into teaching and research as teaching assistants and research assistants.
- Academic leaders are offered competence enhancements within recruitment, and this includes knowledge of measures to improve the gender balance.
- An annual women's seminar will be held each year in connection with the career day for recruitment to the doctoral degree programme.

### *5.3 Measures aimed at further qualifying women for academic positions*

- Heads of academic departments shall facilitate the qualification and promotion of women, including by facilitating measures to promote publications (such as writing workshops), seminars about research strategy, academic mentors, support for research groups, etc.
- Women in associate professor posts will earn the first two years of research leave in half the normal time. The academic departments will qualify for a refund of NOK 80,000 per semester for each semester of research leave taken under this scheme.
- Women post-doctoral researchers and women associate professors in internally funded positions are awarded NOK 25,000 annually for further qualification purposes. Unused funds will automatically be carried over to the next year, but limited upwards, so that the total amount (carried over funds + new funds) may not exceed NOK 40,000.
- Measures to facilitate greater gender equality in terms of qualifications are also integrated into the Funds Regulations. For example, at the moment it is possible to increase the annual grant of NOK 30,000 for conference travel etc. to NOK 40,000 per year in special circumstances. NHH also refers to the Funds Regulations for schemes for stays abroad, extra trips home, etc.

## **6. Date in effect**

The Action Plan is in effect from 1/1/2016.