



## NORWEGIAN DEFENCE UNIVERSITY COLLEGE (NDUC)



### Action Plan for Diversity, Equality and Gender Balance at NDUC 2019-2023

Passed by The NDUC Board on 11 March 2019

# Introduction

*«All people have intrinsic value, regardless of background, characteristics and performance. The Norwegian Armed Forces must mirror society's diversity. In a modern force, diversity is, in itself, of value. Ethnic or religious background, age, gender or sexual orientation has no bearing on human dignity»* (Excerpt from the document setting out the core values of the Norwegian Armed Forces, *Forsvarets verdigrunnlag*, only available in the Norwegian).

The Norwegian Defence University College (NDUC) aims to be a good place to work and study for co-workers of diverse backgrounds and beliefs. NDUC must be perceived as an attractive employer and educational establishment, in order to attract the best applicants. To achieve this, NDUC must be an inclusive place of work, focusing on diversity and equality, and protecting against discrimination and harassment.

## Definition of terms

The term *background* is used to encompass gender, age, disabilities, ethnicity, nationality, family situation, social class, place of education, religion or belief, sexual orientation, gender expression, political orientation and personal interests. The term *diversity* is understood to mean variations in these characteristics. Following the education reform, NDUC has seen a larger group of students/cadets/pupils at the lower academic levels. For this group, there are other diversity and equality issues than there are for permanent staff. The term co-workers is here used to encompass both staff and students/cadets/pupils.

The term *harassment* is understood to mean acts, omissions or statements which have the purpose or the effect of being offensive, frightening, hostile, degrading or humiliating. See the Equality and Anti-Discrimination Act, section 13.

The term *Sexual harassment* is understood as defined in the Equality and Anti-Discrimination Act, section 13: *«Sexual harassment means any form of unwanted sexual attention that has the purpose or effect of being offensive, frightening, hostile, degrading, humiliating or troublesome.»*

## Main goals and priorities

At NDUC, all co-workers are to have the same opportunities to progress in their field, as well as for promotion. This means that background cannot be taken into account when selecting for training and courses, grants, promotions, conferences, panels, committees and meetings. Positive discrimination is permitted on the terms set out in the Equality and Anti-Discrimination Act.

It is the goal of the Norwegian Armed Forces to achieve a better gender balance at all levels throughout the organisation. NDUC provides all grades of officer training, and does, as such, have a particular responsibility for future recruitment.

NDUC wishes to have robust policies against harassment and bullying, with clear standards and procedures for whistleblowing, supported by clear penalties for breach. NDUC has zero tolerance for sexual harassment and will actively seek to prevent, stop, and investigate unwelcome sexual behaviour.

NDUC has a relatively high proportion of civil and military employees with long careers behind them, and with the upcoming changes in the pension system the proportion of co-

workers with senior status is likely to increase. Hence there must be a focus on senior co-workers and co-workers with impaired mental and physical health. NDUC is an educational establishment and dyslexic co-workers must be helped to make their working day easier. Co-workers with impaired mental and physical health must be protected from distrust and condescension.

## Quantifiable measures, focus on results

This action plan is first and foremost concerned with measures which are concrete and can be quantified. The effect of the measures must be included in relevant reporting. This will be treated in more detail in this action plan.

One measurable effect of the efforts to promote equality is the proportion of women and men in all job categories. The gender balance amongst student/cadets/pupils is to be given weight when evaluating efforts to promote equality, particularly as an improved gender balance in this group is likely to be reflected in higher ranks of the Norwegian Armed Forces in the future. Other characteristics relating to background is recorded only to a small degree and does not as yet give a good basis for statistical evaluation.

## Legal basis for the Action Plan

**The NDUC Equal Opportunities Committee** (Likestillingsutvalget, LUV) has its mandate in a directive from the NDUC Commandant and Rector, dated 8 January 2019. The directive tasks the Committee with carrying out measures set out in this action plan.

### **The Core Values of the Norwegian Armed Forces**

This document gives overarching directions, as is quoted in the introduction to this action plan. <https://regelverk.forsvaret.no/fileresult?attachmentId=12928086> (only available in the Norwegian)

### **The Equality and Anti-Discrimination Act**

The Act Relating to Equality and Prohibition Against Discrimination (Equality and Anti-Discrimination Act) of 1 January 2018, forms the basis for how terms and measures referred to in this document are to be understood. Proposed measures are to be interpreted within the framework of this act.

### **The Working Environment Act**

Section 13 of the Act Relating to Working Environment, Working Hours and Employment Protection, etc. (Working Environment Act) of 17 June 2005, (No. 62), protects the employee against, and prohibits the employer from discriminating.

### **The Act Relating to Universities and University Colleges**

Section 6-2 of the Act Relating to Universities and University Colleges of 1 April 2005 (No. 15) imposes a duty on universities and university colleges to *make active, targeted and systematic efforts* to ensure gender equality.

### **The Security Act**

The Act Relating to National Security of 1 June 2018 (No. 24), states that the Act is intended to ensure that *security measures are implemented in accordance with the fundamental legal*

*principles and values of a democratic society.* Stipulations in this Act relating to security clearance and authorisation may affect diversity at NDUC.

### **Proposition to the Storting (draft resolution) (2018-2019) – part 3**

#### **Memorandum on Equality and Diversity in the Armed Forces**

The memorandum on equality and diversity (*Likestilling og mangfold i Forsvaret*) dated 3 July 2018 is not given formal authority but provides a good analysis of the issues in question as well as a number of recommended measures which have been included in this action plan.

## **Measures Listed by Issue**

This chapter does not contain a complete list of measures which are regarded as important, but which so far as possible are quantifiable and which are to be focused on in the period covered by this plan.

### **Recruit and retain**

Goal: NDUC must recruit, retain and develop competent co-workers of all genders, capabilities and beliefs. A greater diversity and better gender balance is an instrument for a balanced and inclusive recruitment policy. There must be particular focus on the following:

1. Implementing the use of moderate gender quotas for job positions and student places, in order to increase the proportion of the underrepresented gender.
2. Ensuring vacancy notices list requirements for skills and qualifications which are in line with the actual tasks of the position.
3. Ensuring diversity and gender balance in the make-up of employment and assessment committees. All such committees must have one representative who has a particular responsibility for diversity.
4. Actively bringing vacant military positions at NDUC to the attention of female military personnel and military personnel from minority groups.
5. Ensuring there is gender balance and diversity amongst participants at mentoring and leadership courses.
6. Recruitment campaigns must communicate the wide variety of jobs available in the Armed Forces.
7. At FOS – the professional military education selection process – applicants must face a varied and balanced group of interviewers and selectors, who have been trained in and been made aware of unconscious bias and harassment.
8. The group of officers and instructors the students meet are to represent diversity and have a good gender balance.
9. Ensuring diversity and gender balance in the awarding of PhD research grants and sabbaticals.

10. Making sure that prior to the announcement of permanent scientific positions, a recruitment committee be appointed, tasked with finding women and candidates from other underrepresented groups and encouraging them apply for the position.
11. Maintaining a particular focus on gender balance and diversity in professor II positions (full professors, part time).
12. Ensuring pay is set purely on the basis of qualifications, independently of background, and that guidelines are in place to ensure equal pay as a basis for wage negotiations. Measures to even out unintentional differences in pay must be introduced.
13. Making it easier to combine studies and work with family life. Missions and exercises must have regards to the individual's family and care situation.
14. Make sure that positions are graded correctly, and to lower the grade of the positions where this is expedient.

## **Education, Research, Research Communication and Dissemination**

Goal: Education, research, research communication and dissemination at NDUC must mirror a commitment to equality and gender balance, respect for minorities and diversity, opposition to harassment and mistreatment. There must be particular focus on the following:

1. Awareness of diversity and gender perspective in the selection of curriculum literature.
2. Actively seeking out and encouraging women, older people and minorities to participate at seminars and conferences, also as speakers.
3. Ensuring diversity in the make-up of panels at conferences and seminars, particularly with regards to the gender balance.
4. Facilitating and encouraging women and minorities to be given course responsibility. Such responsibility must not interfere with the access to sabbaticals.
5. Giving researchers equal access to develop their research portfolios.
6. Designing an educational programme for the teaching at NDUC to contribute to attitudes against harassment, and to publicise routines for whistleblowing and following up incidents.
7. Undertaking an annual survey of students/cadets with a particular focus on bullying, harassment and sexual harassment.
8. Making sure there is a contact on each of NDUC's campuses who knows the rights of dyslexic co-workers, has knowledge of possible aids and who can advise both the school and co-workers with such needs.

## Culture and attitudes

NDUC has the curricular responsibility for the Norwegian Armed Forces' education system, leadership development methods, military psychology, military sports and training, international law and non-service education. As such, NDUC plays an important role and has an important function as a bearer of culture and identity in the Armed Forces as well as in society as a whole, with a particular responsibility to integrate diversity and equality into educational activities.

Goal: A culture which promotes diversity and equality, created by leading by example and role modelling. Management and instructors at all levels have a particular responsibility to reflect on the effect of their own behaviour in the organisation.

There must be particular focus on the following:

1. In all its undertakings, NDUC must show respect for co-workers' values, boundaries and characteristics.
2. NDUC publications should include editorial content featuring representatives from different backgrounds.
3. Officers and instructors are to be trained in the following two issues: (a) Unconscious discrimination, and (b) how to become aware of harassment, to receive and record reports of it, and how to talk to those who have experienced harassment.
4. Students do not learn purely from what NDUC employees say, but from what those employees do. Employees must be aware and reflect on their own behaviour in all situations where students are present.
5. Training about sexual orientation, gender identity and expression must be offered at all levels in NDUC and included in the different courses' curriculums.
6. Ensuring that the core values of The Norwegian Armed Forces are upheld and that bullying, harassment and sexual harassment forms part of the security evaluation of the students. Breach of the core values will be punished.
7. NDUC's action plan for attitudes, ethics and governance is integrated and put into practice by involving all employees in annual target plans.

## Organisation and Governance

Goal: As an institution, NDUC will have a clear strategy for diversity and equality. All operational leadership must be clear, considered and show respect and empathy for each individual. Diversity and equality are difficult goals, and there therefore rests a responsibility on all management (in particular commander/directors, senior non-commissioned officers and student directors) to establish and implement a culture of equality in the workplace.

There must be particular focus on the following:

1. Each department of NDUC must report on the diversity and equality situation as part of its annual reporting. The gender balance amongst students and employees is to be quantified and compared with the figures for the previous year. This is a performance parameter for the commanders/directors of the departments.

2. NDUC staff are encouraged to participate in the annual Norwegian Armed Forces' gender equality conference and similar events.
3. Establishing formal links with the Committee for Gender Balance and Diversity in Research (KIF).
4. Exchanging experiences about equality issues with other educational institutions.
5. Setting up cooperation with Norwegian Armed Forces Communication (FKOM) and Norwegian Armed Forces HR and Conscription Centre (FPVS) with regards to recruitment and selection.
6. Facilitating a careers network for women and minorities in order to prevent a feeling of isolation, whilst making sure such networks do not contribute to segregation.
7. Advising against gender segregated events in education. There must be access for all to a common learning arena.
8. Senior and lower level leadership to be trained in how to become aware of harassment, to receive and record reports of harassment, how to talk to and help those who have been harassed, and how to follow procedures relating to this.
9. The diversity and equality situation at NDUC must be on the agenda of every board meeting.
10. Projects and measures receiving equality funding are to be evaluated for their goals and effects.
11. Diversity and equality is to be a separate point of evaluation in discharge certificates and interim evaluations.
12. The Action Plan for Diversity, Equality and Gender Balance must be included as an appendix to the NDUC overall strategy plan.

## About the NDUC Equal Opportunities Committee

The NDUC Equal Opportunities Committee (Likestillingsutvalget, LUV) plays a central role in equality work at NDUC. It is made up of the heads of each department and also one member of staff from each department. It is LUV's responsibility to revise the action plan and make sure that its goals are adhered to and implemented at all NDUC departments. Investigating the needs for and effects of measures that have been taken, LUV must assess the need for changes to existing measures and new measures to be added to the action plan. The Commandant and Rector at NDUC awards NOK 750,000 each year for diversity and equality projects, following an assessment and recommendation by LUV.

The state of diversity and equality at NDUC is to be documented in an annual report. The annual report must show the effects of the measures in the action plan, and form part of an evaluation of how the equality funding contributes to reaching the action plan's goals and to the diversity and equality situation at NDUC.

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