



ACTION PLAN FOR EQUALITY, INCLUSION AND DIVERSITY

A safe and inclusive workplace for all employees

Table of Contents

Click on the topic you want to read more about!

To return to the table of contents click on  in the top left corner.

> Background	3	> Action Plan - Competence and Tools	7
> Direction	3	> Action Plan - Communication and Language	8
> Positive Diversity Climate	4	> Action Plan - Recruitment, Inclusion and Employer Branding	9
> Target Groups	5	> Definitions	10
> Goals	6	> Contact Information	11
> Focus Areas	6		



Background

Our employees constitute the most important asset of Oslo University Hospital's specialist health service. As Norway's largest health-related workplace, we are responsible for national and regional health services for the Norwegian population. Adequate and competent personnel are essential to provide good quality health services.

Oslo University Hospital is a workplace characterized by significant diversity, which we consider essential to addressing the tasks assigned to us. Employees with different backgrounds make us better equipped to meet a diverse patient group, equitable health services and provide a specialist health service able to handle all the challenges and opportunities of the future.

Oslo University Hospital's perspective on equality, inclusion and diversity involves commitment from the organization to actively work towards ensuring that all our employees are given equal rights and opportunities for professional development regardless of ethnicity, functional ability, age, gender and sexual orientation.

Direction

There is an increasing emphasis on diversity, equality and inclusion in the workplace, evident in various measures, laws and regulations. "The activity duty and the duty to issue a statement" requires that all employers work actively, purposefully and systematically to promote equality and prevent discrimination in the workplace.

Oslo University Hospital will systematically address these issues, with guiding documents supporting the hospital's vision and values of being a workplace characterized by openness, trust and respect. The Action Plan for Equality, Inclusion and Diversity guides these efforts by outlining specific measures and areas of responsibility.

The Action Plan is an elaboration of diversity goals outlined in the Area Plan for Organization, Leadership and Competence (*Områdeplan organisasjon, ledelse og kompetanse*).



Positive Diversity Climate

A positive diversity climate in the workplace, with well-established diversity competence in leadership, contributes to:

- > **Improved job satisfaction and well-being:** Diversity can enhance a positive and inclusive work culture, resulting in improved well-being and job satisfaction among employees.
- > **Strengthening reputation:** A workplace recognized for its inclusivity and diversity can enhance its appeal to potential new employees and contribute to a positive organizational reputation.
- > **Increased innovation and improved problem-solving:** Diversity brings different perspectives, experiences and ideas to the table, leading to innovation, creativity and improved problem-solving in the workplace.
- > **Better understanding of patients:** A diverse workplace can help employees consider diversity and communicate with each patient in a more effective manner.





Target Groups

The Action Plan and its measures are aimed at two target groups.

- > **Leaders and employees** – to ensure that Oslo University Hospital is a workplace where both leaders and employees value and have competence in equality, inclusion and diversity.
- > **Organizational structure** – to ensure commitment and follow-up at all organizational levels.

Work on diversity is a long-term and continuous process. The totality of measures and the interaction between commitment, measures and motivation provides direction and results.

Through attitudes, actions and communication, all employees at Oslo University Hospital share responsibility for promoting equality, anti-racism and equity.

Leaders bear a unique responsibility to cultivate a working environment that provides care of employees, and to foster a culture aligned with our shared values. Simultaneously, the entire organization is obligated to work proactively to prevent discrimination and promote equality.





Goals

- > Oslo University Hospital has a working environment that appreciates values, promotes inclusion and prevents racism and discrimination.
- > Equality, inclusion and diversity are included in the hospital's strategic and governing documents.
- > Our employees have competence in equality, inclusion and diversity.
- > Our employees have equal access to professional development, management education and career advancement opportunities.

Focus Areas

In the period from 2023 to 2026, we will work actively on three focus areas within equality, inclusion and diversity. Each focus area has measures that specify what we will work on in that period:

- > **Competence and Tools**
- > **Communication and Language**
- > **Recruitment, Inclusion and Employer Branding**



Action Plan 2023-2026: Competence and Tools

LIM = Equality, inclusion and diversity

Id	Target Group	Measures	Responsible
1.1	Employees Leaders	Develop competence packages and tools in the Competence Portal (Kompetanseportalen) that clinics will use in seminars to focus on topics such as: Spirituality, cultural competence and cultural sensitivity, gender and sexuality diversity, discrimination, racism and harassment.	HR, Equity, The Working Environment Department
1.2	Employees	Include Equality, inclusion and diversity themes in the onboarding program for new employees.	HR, Equity
1.3	Leaders	Include diversity management in the revised leadership program.	HR, Equity
1.4	Organizational structure	The hospital establishes a contact point to assist leaders in facilitating arrangements for employees (funds, accommodating employees with reduced functional ability, addressing the need for Norwegian language courses, etc.)	HR
1.5	Organizational structure	Equality, inclusion and diversity are focal points in the clinic's Health, Safety, and Environment (HMS) action plan.	HSE and the clinics
1.6	Organizational structure	Develop a baseline measurement and risk assessment related to discrimination, racism and harassment in accordance with annual reporting and "The activity duty and the duty to issue a statement" (Aktivitets- og redegjørelsesplikten).	HR
1.7	Organizational structure	Conduct at least one annual dialogue meeting in all units on the topics of racism, discrimination and harassment.	HR, Trade unions and Protection Service (Vernetjeneste)
1.8	Organizational structure	Oslo University Hospital conducts a survey of equal pay per clinic.	HR
1.9	Organizational structure	Interdisciplinary collaboration including with Norwegian Institute of Public Health (FHI), The Directorate of Integration and Diversity (IMDi), The Norwegian Directorate for Children (Bufdir), Youth and Family Affairs, Norwegian Labour and Welfare Administration (NAV) and the Norwegian Directorate of Health (Helsedirektoratet) to increase knowledge about racism and discrimination in the health services, as well as care of employees.	HR, Equity
1.10	Leaders	Leaders must be familiar with the senior policy at Oslo University Hospital and actively implement it in their management roles.	HR
1.11	Organizational structure	Ensure that gender equality and diversity are topics in the risk assessment reviewed in management review meetings.	HR



Action Plan 2023-2026: Communication and Language

LIM = Equality, inclusion and diversity

Id	Target Group	Measures	Responsible
2.1	Employees Organizational structure Leaders	Advocate for inclusive and non-discriminatory language at the hospital. Use a glossary for non-discriminatory language.	Communication, Equity, The Working Environment Department
2.2	Organizational structure	Use employees with minority experience/background as sources in media cases.	Media guard, Communications
2.3	Organizational structure	Conscious use of illustrations, photos and language that reflect diversity on the hospital's websites, social media, image banks, advertisements, campaigns, brochures, information leaflets and e-learning.	Communication, HR
2.4	Employees Organizational structure	Use of gender-neutral pronouns in internal and external communication.	Communication



Action Plan 2023-2026: Recruitment, Inclusion and Employer Branding

LIM = Equality, inclusion and diversity

Id	Target group	Measures	Responsible
3.1	Organizational structure Leaders	The CEO, directors and clinic leaders prioritize equality, inclusion and diversity and continuously highlight the topic in their leadership.	CEO, Directors, clinic leaders
3.2	Organizational structure	Expand the portfolio of images that reflect diversity.	HR and Communication
3.3	Leaders	Training of leaders in recruitment tools. Topics: Diversity, competence assessment, etc.	HR
3.4	Organizational structure Leaders	The hospital has procedures for workplace adaptations for people with disabilities. Hospital leaders are familiar with the procedures.	HR
3.5	Leaders	The Equality, inclusion and diversity perspective is included in work with inclusive working life (Inkluderende arbeidsliv), and the hospital will offer work experience (arbeidspraksis), job-trials (arbeidsutprøving), and language practice (språkpraksis).	HR
3.6	Organizational structure	Develop a schedule that designates days to be observed and in which channels.	Communication, Equity, HR
3.7	Organizational structure	Annual celebration of Pride: The hospital participates in the Pride parade, rainbow flags during Pride week and features on the intranet and social media.	Communication
3.8	Organizational structure	Focus on Equality, inclusion and diversity topics during the Working Environment Week (Arbeidsmiljøuka).	The Working Environment Department, HR, Equity and the Protection Service
3.9	Leaders	Include points on diversity, as well as objective and fair assessment, in the checklist for recruitment and hiring.	HR
3.10	Organizational structure	Invest in new flags and update the flagging guidelines to include additional days of observance.	HR, Equity and Safety
3.11	Ledere	The hospital has a particular focus on diversity in the recruitment of management positions, and actively works towards attracting qualified candidates.	CEO, Directors, Clinic Managers



Definitions

> **What do we mean by diversity?**

Diversity entails multicultural diversity, functional diversity, age diversity and gender and sexuality diversity. Diversity in the workplace is not just about one particular type of diversity, but about the sum of different personalities with different backgrounds, experiences, cultures, perspectives and abilities.

> **What do we mean by inclusion?**

Inclusion implies that individuals participate on equal terms in social communities, have equal opportunities to succeed and have real influence.

> **What is gender equality?**

Gender equality means that every individual should have equal rights and opportunities in society, regardless of gender, functional ability, sexual orientation, age, ethnicity and religion. While traditionally used to denote gender equality between women and men, the term has evolved to include other grounds for discrimination.

> **What is discrimination?**

Discrimination refers to unfair or unreasonable differential treatment of individuals and/or groups, both direct and indirect. According to the Equality and Anti-Discrimination Act, discrimination based on gender, pregnancy, childbirth or adoption leave, caregiving duties, ethnicity, religion, worldview, disability, sexual orientation, gender identity, gender expression, age, or combinations of these factors is prohibited.



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Kilder:

[Diversity in the public sector | IMDi](#)

[Relationships between ethnic diversity and profitability | IMDi](#)

[Long-term plan for diversity, equality and migration health Ahus 2022-2026](#)

[The labour market for health personnel up to 2035 \(ssb.no\)](#)

[Equality and Prohibition of Discrimination Act \(Equality and Anti-Discrimination Act\) Chapter 2 - Prohibition of discrimination](#)

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