

Activity and reporting obligation: Assesment of 2021 and action plan for 2022

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The “Aktivitets- og redegjørelsesplikt” (roughly translated: Activity and reporting obligation -ARP) was introduced by the Norwegian Government in 01.01.2020. See legislation in Norwegian here:

<https://www.regjeringen.no/no/dokumenter/endringslov-til-diskrimineringsombudsloven-og-likestillings--og-diskrimineringsloven/id2662536/>.

It states that employers in private enterprises with more than 50 employees shall work actively to promote equality and prevent discrimination through a specific working method laid down in section 26 of the [Equality and Discrimination Act](#). CMI has more than 50 employees and is therefore obligated by law to yearly work using this specific four-step method to promote equality and prevent discrimination in CMI.

The assessment outlined in this report uses the mandated four-step method to document and assess the previous year (2021). To be specify, steps 1-2. The Action plan is step 3: setting concrete steps for CMI to undertake in 2022 to actively promote equality and prevent discrimination. The Action plan will them be evaluated (step 4) in the end of 2022.

What does work with equality and discrimination entail?

This is the basis employers are now required to work with:

- Gender
- Pregnancy, maternity leave or adoption, care tasks
- Ethnicity, religion, outlook on life
- Disability
- Sexual orientation, gender identity, gender expression
- Combinations of these basics

The ARP is twofold:

1. **Activity obligation:** work actively by using the four-step method to promote equality and prevent discrimination.
2. **Reporting obligation:** report every year in the Annual Report (Årsrapport) the statistics that shed light on our employee demographics and other equality/discrimination markers.

Four-step method is obligatory.

The four-step method laid down in [section 26 of the Equality and Discrimination Act](#) that is used for the Activity obligation is as follows:

1. Document the status quo and map potential risks (kartlegging av status og risiko)
2. Analyze the results found in step 1.
3. Identify and implement steps to address this (tiltak)
4. Evaluate results.

CMI first completed the Activity and Reporting Obligation (ARP) in 2020, by reporting on the numbers and finds for 2020 and planning activity to promote equality and prevent discrimination for 2021. The ARP for 2020-2021 was evaluated in November 2021.

This plan for ARP for 2021-2022 is as follows (step 1-4 as listed):

1. Document the status quo and map potential risks: November/December 2021. This is to be done by the Head of HR, and the Administration and Finance Director.
2. Analyze the results found in step 1: 17th of December 2021 by the Head of HR in close collaboration with the Administration and Finance Director and the Union representatives.
3. Identify and implement steps to address this: 13th of January by the Head of HR and the Union representatives in close collaboration with the Working Environment Committee (AMU/WEC). Finalize the action plan on the 17th of January 2022 (Head of HR and the Union).
 - a. The Action plan will then be assessed by the Head of HR, Administration and Finance Director, CMI Director, and Assistant Director to see if the steps are realistic and in line with CMI's overall strategy (meeting set to the 18th of January 2021).
 - b. After the assessment the final action plan will be shared with the Unions, CMI management and the WEC/AMU.
4. Evaluate results: November 2022 by the Head of HR. Unions, CMI management and the WEC/AMU are entitled to receive a copy of the evaluation.

The 4-step method is to be done in close collaboration with the employee Unions.

Set topics CMI is obligated to assess and focus on in the four-step method:

- Recruitment
- Promotion and development opportunities
- Facilitation and opportunity to combine work and family life
- Wages and working conditions
- Working environment, harassment, sexual harassment, and gender-based violence

Process:

We have used the [prepared forms](#) made by [The Norwegian Directorate for Children, Youth and Family Affairs](#) (Bufdir) and followed the mandated four-step method. HR and the Administration and Finance Director (Sjøberg) prepared Step 1 of the four-step method, and the Unions were given the opportunity to participate actively in Step 2. Step 3 (setting specific steps to promote equality in CMI) was a collaboration between HR, the Administration and Finance Director, the Working Environment Committee, and the employee Unions at CMI (Aslak Orre representing CMIff- Forskerforbundet and Guri Stegali representing Parat). The data information is primarily sourced from our HRM-system Simployer, wage-system Visma and recruitment-system JobbNorge.

Step 1: Document the status quo and map potential risks (kartlegging av status og risiko)

Recruitment:

CMI primarily recruits via the JobbNorge system, and we have therefore based our analyses on data from this system. This report was taken the 03.11.2021. Per 03.11.2021, CMI had 211 applicants in 2021 through the JobbNorge system and 9 job announcements (11 positions in total). 10 positions were finalized per 03.11.2021, the last position was not filled yet. Please note that these are recruitment processes that commenced in 2021, some of the candidates hired will start in CMI in 2022). The following findings are based on reports on these applicants.

- **Age:** CMI has the most applicants between the ages of 30-39 (39.3%), and 65,8% of the applicants are between the ages of 20-39. Only 9.9% are over 50. 23.7% were between 40 and 49. The candidates we hired were on average 38,2 years old (upon average: 35,7 years old for the female hires, and 44 years old for the men).
- **Nationality (Citizenship):** In 2021, 19% of the applicants were from Norway and 81% from other countries. 50,7% of the applicants were from countries outside of Europe and Scandinavia. Of those we employed in 2021, 3 were with Norwegian citizenship and 7 with foreign citizenship (3 from Germany, one each from Ukraine, the UK, Colombia, and Croatia).
- **Disability:** CMI has no applicants who registered a disability or immigrant background in 2021.
- **Gender:** CMI has more male applicants than female (58,8% of the applicants were male). Yet, in 2021 we hired more women than men (72,7% women and 27,2% men).
- **Language:** We advertise in both English and Norwegian, but we only allow advertisement in Norwegian when proficiency in Norwegian is a requirement for the position. The CMI Director position was announced in both English and Norwegian. In 2021, we advertised 33,3% of our positions in Norwegian, these were 4 positions where 3 were in the Administration (Project Controller x 2, CMI Director and Payroll and Accounting officer). In these four positions, only two hires were Norwegian nationals.

We thus advertised 77,8% of our positions in English in 2021.

Step 3: Specific steps in recruitment to promote equality and prevent discrimination:

1. Policy:
 - i. Ensure that both sexes are represented on the recruitment committee in recruitment processes. Add this requirement to the existing Recruitment Policy.
2. Culture:
 - ii. Be more aware of existing age, ethnic or gender-composition in the group or unit, so that we can hire with that in mind if we have two candidates we would rate equally on the short list. The recruitment committee can check status with Research Director/Personnel leader or HR. Add reminder in the existing Recruitment Policy.
3. Resource material:
 - i. Checklist or other tools to counteract biases/prejudiced behavior in recruitment processes should be included in the Recruitment Teams. Use of existing material (such as the interview guide) can counteract bias, as all candidates are met with the same questions and systematic approach.

Promotion and development opportunities

Promotion opportunities:

- **Criteria:** The criteria for promotion opportunities are detailed in our Special Agreement (Særavtale).
- **Status:** Promotion has been a topic that several employees have addressed in 2020, this resulted in the establishment of the Tenure Track committee in 2021. To summarize, in 2021:
 - The Unions have an ongoing process with the CMI Director here concerning promotions in the U4.
 - In 2021 a Tenure Track Committee was established to make this promotion/recruitment process more transparent and standardized.
- **Data findings:** Of the 4 promotions at CMI in 2021, 3 av them were women.
 1. Post Doc. Researcher (Tenure Track) who applied for Senior a Researcher position. This application was processed by the Tenure Track committee.
 2. Post Doc. Researcher (Tenure Track) who applied for Senior a Researcher position. This application was processed by the Tenure Track committee.
 3. HR adviser, who was promoted to Head of HR when CMI established this new position (Researcher to Senior Researcher).
 4. Executive Officer adjusted to Senior Executive Officer, as his wages were higher than the Executive Officer frame permitted.
- **Policy:** CMI aims to pay staff equally within the same job categories (adjusted for seniority / experience in working life).

Specific steps in promoting opportunities to promote equality and prevent discrimination:

1. Policy:
 - Leaders should address promotion opportunities in the Employee Development Conversation, so staff know if they should apply for promotion or not (where they are in their career development). Add this to the Employee Development Conversation guide to the leadership.

Development opportunities:

- In the Working Environment Survey (AMIS) in 2020 we saw an expressed need for more focus on development opportunities.
 - CMI has therefore focused on leadership training, training in general and development of the Staff Development Conversations (Medarbeider utviklingsamtaler).
- **Courses/training:** 16 employees were offered leadership training, in addition the CMI leadership was offered leadership training. Project leaders were offered a webinar in project leadership, and several researchers were offered the SpeakLab course on presentation skills.
- **Language development:** CMI offers Norwegian language training to new employees who move to Norway.

Specific steps in Development opportunities to promote equality and prevent discrimination:

2. Training:
 - Inclusion and equal opportunity to leadership training for staff with leadership responsibility.

- Project leadership training for researchers who lead large projects.
- Admin staff should have access to necessary development training to maintain updated competency.

Promotion to and development of leadership at CMI:

- **Gender:** The gender balance within the management team is satisfactory at CMI (2021: 4 men and 4 female)
- **Nationality:** 6 Norwegian citizens and 1 British citizen (per 16.12.2021).
- **Leadership training:** Leadership training has been a focus in 2021 and will be a priority going forward into 2022. It is important that we have a systematic development focus, where the leaders and the employees work together on development - so that it is easier for leaders to identify leadership potential among all their employees.
- **Recruitment:** most leadership positions are advertised externally, but the Research Director positions were advertised internally.
 - The Research Director positions are fixed term contracts. In 2021 employees were given the opportunity to apply for these positions.

Specific steps in recruitment/promotion to leadership positions to promote equality and prevent discrimination:

1. Training (competency):
 - Continue to offer leadership training to staff with leadership responsibility.
2. Transparency:
 - Unions should be consulted when CMI recruits Deputy Directory, Research Director, and the Director. This is specified in the Special Agreement.

Facilitation and opportunity to combine work and family life

- **Pregnancy:** Travelling on research trips in the third trimester or during pregnancy can be challenging. Many pregnant women also need adjustments made (tilrettelegging) to their workplace or hours during pregnancy.
- **Working time:** Policy for not having a meeting outside of core time and before 12 AM (lunch). This is meant to both respect non-core hours and give room for work that requires concentration before lunch. We see now that new members of staff have not been informed of this routine.
- **Culture:** it is a challenge to separate work and family life when one has home office. This is something the leadership is aware of.
- **Economy on travel**
 - There has been little travel in 2021.

Specific steps in Facilitation and opportunity to combine work and family life to promote equality and prevent discrimination:

1. Support and training:
 - a. Workshop/training in remote data collection for those unable to travel due to pregnancy or small children, as work/life balance is challenge, and especially for young men and women in qualifying positions.
2. Equal opportunity:
 - a. Staff returning from statutory leave of absence (permisjon) should have equal opportunities and return to work tasks of the same level upon returning to CMI.

3. Information:
 - a. Nursing mothers and pregnant mothers –information regarding rights must be made available in the personnel handbook and HR.
 - b. Make existing benefits/policy. more readily available and precise.
4. Work-life culture:
 - a. Communication to colleagues: CMI leadership should promote a work-life balance. All members of staff have the opportunity to work in evenings and weekends, meaning one can choose to work in non-office hours, but not expect a response from colleagues.

Wages and working conditions

- Terms for wage-change: Determination of salary follows the Special Agreement.
- Trade union:
 - have the right to be consulted on positions with a duration of 2 years or more.
 - The union usually looks the following criteria when the evaluate wages for research-staff:
 - Age
 - Seniority (Ansiennitet)
 - Years since completing PhD
- Individual wage negotiations are process together with the annual wage negotiations.
- Temporary employment: CMI has a high use of temporary employment. But these are primarily positions such as PhD candidate and Post Doc.

Specific steps in wage conditions to promote equality and prevent discrimination:

1. Transparency and routines:
 - a. Process and purpose for individual wage negotiations should be clarified. Should be addressed in the next revision of CMI's wage policy.
 - b. Unions should continue to be informed about individual wage adjustments for union members.

Specific steps in working conditions to promote equality and prevent discrimination:

1. Onboarding:
 - a. New employees should be included on CMI's internet with their profile picture on the first day at work. Include in "First day at work" routine.
2. Avoid extra work falling to the same individuals:
 - a. All members of staff should clean up after themselves. Cleaning up at internal meetings is not a part of any CMI staff member's job description.

Working environment, harassment, sexual harassment and gender-based violence

- **Travel safety** – safety for staff in the field is a challenge as many of the countries CMI travels to have different views on gender and sexuality.

- **Working environment committee (AMU/WEC):** this committee has been very active in 2021, but has not received any feedback regarding harassment, sexual harassment or gender-based violence.
- **Working environment survey (AMIS):** We held one in 2020, but the previous one was in 2013. The next one will be in the fall of 2022.

This is the answer we received there regarding bullying/harassment/threats in 2020:

- Question: “Have you observed cases of bullying or harassment in your work-place during the past year” (63 employees responded, this is a 91% response rate).
 - 56 answered ‘No’, 7 answered ‘Yes’.
- Question: “Have you been subjected to bullying or harassment at work during the past year?” (63 employees responded, this is a 91% response rate).
 - 61 answered ‘No’, 2 answered ‘Yes’

Specific steps in working environment, harassment, sexual harassment, and gender-based violence to promote equality and prevent discrimination:

1. Information and awareness - travel safety guidelines:
 - a. Make existing Travel safety guidelines and regulations available and known to staff. Per 18.01.2022 many are available in the personnel handbook, but not known to new staff.
 - b. Update and develop necessary routines to ensure travel safety.
 - c. The Research Director should encourage juniors to speak with experienced colleagues before travelling to learn from their expertise (on the destination/country).
2. Training:
 - a. Workshop/training in safety on travel for women/other groups that are not accepted or at risk in the country(ies) CMI staff are travelling to/in.
 - b. Send employees travelling to high-risk countries to HEAT courses.
3. Culture:
 - a. Continue to clarify roles in the administration and communication. This is in place for the administration on the intranet: the [Admin Staff Guide](#), but should also be done for the communications unit.
 - b. Set clear expectations in the intro-conversation between personnel leader or project leader on first day at work (a part of the “First day of work” template) and in the introduction day, as to what new hires can expect from colleagues, junior staff, the administration, and communications.
 - c. Everyone has a responsibility to speak up for themselves or a colleague if one is being treated in an unacceptable manner or is being harassed.
 - d. Everyone has a responsibility to communicate directly with and in a respectful manner with the relevant person to sort out any issues before they escalate or turn into conflicts. The personnel leader or HR can give support and advice in the process, to help each person handle the issue in a productive way.
 - e. Every member of staff has a responsibility to clean up after themselves.
 - f. Make existing policies and routines available in the personnel handbook and known to the staff.