

# A sustainable work environment

ACTION PLAN FOR THE WORK ENVIRONMENT, GENDER EQUALITY AND EQUAL OPPORTUNITIES  
AT THE FACULTY OF MEDICINE 2020–2022



## Preamble

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The Faculty of Medicine is the sum of the people who work here. We operate in different places, perform different tasks and have different roles but together we form a strong and successful faculty with a wide range. We exist to improve human life and health. This is an important task that requires us to have a sustainable work environment.

The present action plan is addressed to all staff at the Faculty of Medicine. This includes not only employees but also those who contribute to the faculty's educational assignments, research or external engagement initiatives. Some employees may be leaders, which means that they are responsible for planning, implementing and evaluating projects or similar. Some are also managers, which means that they have a formal assignment with special responsibilities.

This action plan extends over a three-year period and takes a comprehensive approach to the work environment, gender equality and equal opportunities. This is the first time we have considered these aspects together and I am convinced that this is the right approach in order for us to achieve progress and growth in the future. The action plan does not focus on recruitment, promotion or career paths. It is based on the faculty's strategic plan for 2019–2024 and a thorough risk assessment, and presents the measures that the faculty will take in the coming years. It was drawn up through extensive and constructive dialogue with the faculty staff, and I would like to extend a warm thank you to everyone who has shown great commitment to these issues in various ways.

Lund, December 2019



Jimmie Kristensson,  
Vice-dean responsible for employeeship and ethics

# “We exist to improve human life and health”

From the Strategic Plan for the Faculty of Medicine 2019–2024

## Work environment

A condition for us to continue to be a successful faculty is a good and well-functioning work environment. This requires active, systematic work environment management and focus on both the physical work environment and the organisational and social work environment. Other conditions are well-functioning employeeship, leadership and management. The work environment is a shared responsibility – despite our different roles and responsibilities. All of us who work at the faculty are essential to the organisation and we create our workplace together. The formulated measures regarding the work environment include how to achieve greater harmonisation of systematic preventive work environment management, how to increase focus on the organisational and social work environment, how to clarify our processes and how to become stronger in our respective roles.

### RISKS WITH REGARD TO THE WORK ENVIRONMENT

In general, work environment management at the faculty operates well, and regular follow-ups and risk assessments are conducted. As a result of risk and impact assessments, the faculty has identified the following risks:

- Deficient systematic work environment management due to a lack of faculty-wide procedures and structures.
- The organisational and social work environments are a lower priority than the physical work environment due to unclear procedures and working methods.
- Staff risk being affected by stress as a result of insufficient support, among other things.
- Deficient management of work environment issues due to insecurity among staff, leaders and managers.
- Deficient processing of work environment issues as a result of unclear management support or support obtained too late.
- Risk of incorrect treatment of staff due to ambiguity regarding management roles.

### MEASURES

In order to prevent the identified risks, a number of measures will be implemented at different levels.

#### THE FACULTY OF MEDICINE SHALL:

##### Create:

faculty-wide procedures for systematic work environment management in the physical, organisational and social work environment, with a clearer focus on annual follow-ups.

faculty-wide information channels for work environment management that are clear to employees, e.g. newsletters and web pages.

##### Clarify:

the division of responsibilities within the faculty following a review of policy documents and delegations, and how delegations and sub-delegations of work environment-related tasks are documented and followed up.

##### Develop:

a faculty-wide management training course in collaboration with the central university administration, focusing on the role of the employer and work environment with the purpose of reinforcing expertise in this area among all faculty managers.

a faculty-wide introduction for new staff, focusing on the work environment.

a course for doctoral students that focuses on employeeship to strengthen future leaders.

##### Ensure:

that the organisational, social and physical work environments are addressed in every staff appraisal.

that stress and stress-related factors receive special attention in the systematic work environment management.

##### Reinforce:

administrative organisational support to managers, leaders and staff in work environment matters. The role of the work environment coordinator at faculty and department level is to be strengthened. A high level of expertise among work environment coordinators and HR staff is to be ensured through regular training.

## Gender equality and equal opportunities

In order to develop a strong and open university, we must be courageous and display that courage in our daily work. The courage to question consensus, the courage to defend our positions, but also the courage to be self-critical and attentive to injustices wherever we encounter them. Everyone should feel welcome, regardless of background and how we live our lives. That the Faculty of Medicine is gender equal and that we show each other respect and understanding is crucial to the way we feel at work. **The Faculty of Medicine has zero tolerance for discrimination, harassment and victimisation.** The formulated gender equality and equal opportunities measures include how we can work more preventively to avoid discrimination or victimisation. They also address the importance of leadership and of having clear courses of action when an incident occurs.

### RISKS WITHIN GENDER EQUALITY AND EQUAL OPPORTUNITIES

For a long time, the Faculty of Medicine has taken various measures to counteract discrimination and highlight the importance of equal opportunities. Meanwhile, we have yet to establish systematic preventive work procedures. The faculty has identified the following risks:

- Risk of discrimination, harassment and victimisation due to insufficiently comprehensive systematic preventive work at local level.
- Risk of discrimination, harassment and victimisation due to unclear courses of action and investigations procedures.
- Risk of discrimination, harassment and victimisation due to insufficient knowledge among staff and students.
- Risk that persons of an underrepresented gender do not attain the highest academic positions due to structural barriers.
- Risk of insufficient gender mainstreaming, particularly in the health sciences.

### MEASURES

A number of measures will be implemented at faculty, department and staff level for the purpose of preventing the identified risks.

#### THE FACULTY OF MEDICINE SHALL:

##### Develop and implement:

a leadership training course for senior researchers for the purpose of promoting a long-term gender balance among professors.

a management training course focusing on equal opportunities.

a course for doctoral students focusing on equal opportunities.

##### Introduce and implement:

systematic preventive work against discrimination at all departments or equivalent and in all study programmes.

a faculty-wide action plan for use in case of suspected harassment.

a faculty-wide action plan for staff who report or are reported for harassment in order to ensure good management and to prevent reprisals.

##### Organise:

regular seminars and workshops for staff, students and the general public.

a faculty-wide introduction for new staff, focusing on equal opportunities.

##### Encourage:

all staff to report discrimination, harassment and victimisation at all levels of the organisation.

activities to prevent and counteract discrimination, harassment and victimisation through information and guidance.

## Our work environment organisation

The dean of the Faculty of Medicine is the head of the faculty and as such responsible for the faculty's strategic work, finances and all staff. The vice-chancellor has delegated to the dean responsibility for tasks concerning the work environment and fire safety for staff and students. These tasks have in turn been delegated to the heads of department and managers reporting directly to the dean, who in turn have delegated duties to managers who report directly to them. The dean, heads of department, other managers and staff receive help in this work from a number of support functions. In addition, there is a coordination agreement in place with Region Skåne ensuring that employees who work within the region are included in the region's systematic work environment management.

### CENTRAL HEALTH AND SAFETY COMMITTEE

The Central Health and Safety Committee is to be a university-wide collaborative body between the employer and the representatives of staff on issues concerning planning, implementation and follow-up of systematic work environment management within the University. The Central Health and Safety Committee shall participate in the planning of work environment management and, based on the objectives of the University's work environment policy, initiate and follow up measures concerning the University's work environment management.

### LOCAL HEALTH AND SAFETY COMMITTEE

At the Faculty of Medicine there is a faculty-wide health and safety committee, which is a collaborative body between the employer and the health and safety organisation concerned with planning, implementation and follow-up of the systematic work environment management. The local health and safety committee monitors developments in issues concerning preventive work against ill-health and accidents and the promotion of a good work environment. The committee participates in the planning of the faculty's work environment management and submits proposals for measures to the faculty management. The Local Health and Safety Committee in turn reports to the university-wide Central Health and Safety Committee.

### HEALTH, SAFETY AND ENVIRONMENT (HSE) COMMITTEES

At the Faculty of Medicine, there are also three HSE committees tasked with ensuring compliance with current regulations on health, safety and environment at the faculty. In brief, the committees are to ensure that the employers in each building comply with HSE-related legislation, regulations and rules that apply to employers, such as those that deal with renovation and construction issues, review and reporting of health and safety inspections, accidents and incidents, as well as initiating training.

### GENDER EQUALITY AND EQUAL OPPORTUNITIES COMMITTEE

The faculty's Gender Equality and Equality Opportunities Committee is responsible for the implementation of and compliance with the University's policy on gender equality, equal opportunities and diversity (PE 2011/177) within the faculty, including through the faculty's own gender equality and equal opportunities plan. The committee disseminates knowledge on gender equality and equal opportunities issues, and proposes and initiates relevant measures.

### LOCAL ORGANISATIONAL SUPPORT

The faculty has a number of functions that provide support for managers, leaders and staff in various work environment issues. The support includes work environment and human resources coordinators at department and faculty level or staff within the operations units.

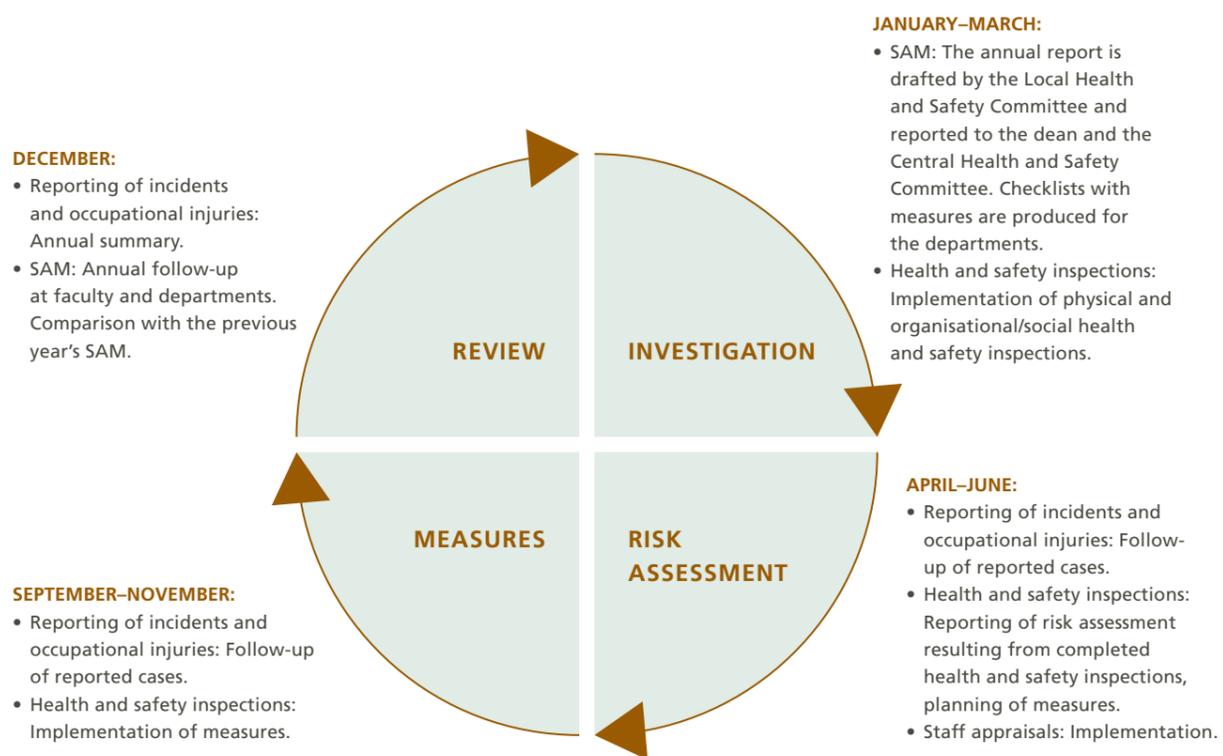
### HEALTH AND SAFETY ORGANISATION

The health and safety representatives are a very important resource within work environment management. They represent the employees within their health and safety area and are appointed by election through the employee organisations. At the faculty there are local health and safety representatives as well as a principal health and safety representative. The student health and safety representatives represent the students within a particular field of study. The health and safety representatives cooperate with employers and employees to ensure a well-functioning work environment management. The health and safety representatives may request that the employer take action if there are deficiencies in the work environment.

## Our systematic work environment management

Preventative and systematic work creates a good and sustainable work environment in the workplace or study environment. As an employer, we regularly and routinely review the physical, organisational and social work environment. Based on our inquiries, which include health and safety inspections, staff appraisals, workplace meetings and surveys, we can assess risks and address any deficiencies. Reporting of incidents and occupational injuries is another important tool for a better and safer work environment.

Our systematic work environment management (SAM) can be illustrated with an annual wheel chart that clarifies the process. Each organisation adapts its work according to their needs.



### APPLICABLE LEGISLATION, REGULATIONS AND POLICIES

Our systematic work environment management is based on several policy documents, such as the Swedish Act on Protection against Accidents with clarifications regarding systematic fire safety management, but also the Swedish Work Environment Act, which is a framework law meaning that it has few specific provisions and broadly describes the work environment requirements and the responsibilities of the employer. In addition, there is the Swedish Work Environment Authority's code of statutes that includes more detailed regulations linked to

the Work Environment Act. Furthermore, the University has its own work environment policy, which, among other things, clarifies its zero tolerance for victimisation, harassment and sexual harassment.

All staff and students are expected to contribute actively to a safe and pleasant work and study environment and as far as possible to prevent accidents, illness and a negative impact on the work and study environment. Staff and students are to comply with applicable regulations, report incidents and accidents, point out any deficiencies and propose improvements.

## Our systematic preventive work against discrimination

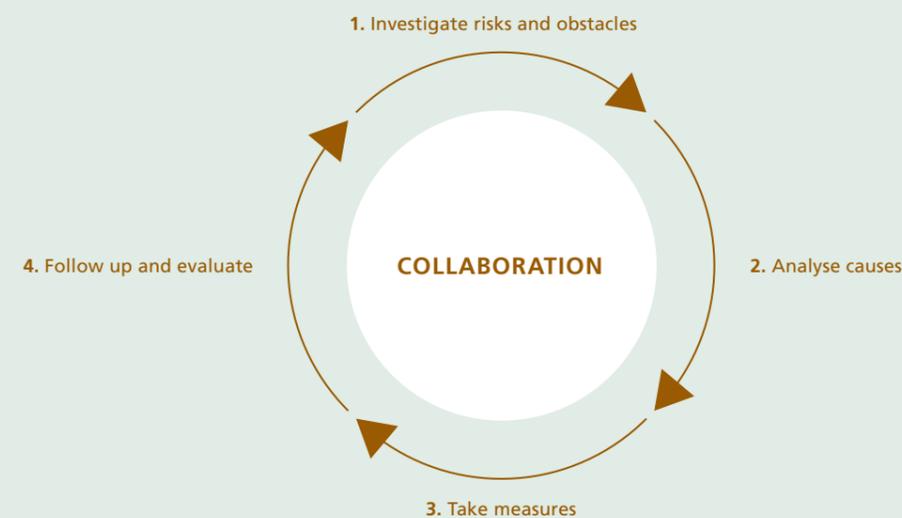
Systematic preventive work against discrimination (SFAD) means that the employer and the education provider must continuously carry out work in four steps.

The legislation describes the work on active measures somewhat differently for employers (in relation to employees) and for education providers (in relation to students). However, both education providers and employers shall take active measures:

1. Investigate whether there are any risks of discrimination or reprisals, or other obstacles to the equal rights and opportunities of individuals within the organisation
2. Analyse the causes of any detected risks and obstacles.

3. Take the preventive and promotion measures that may reasonably be required.
4. Follow up and evaluate the work, in accordance with points 1–3

The four steps must be documented and performed collaboratively. Our systematic preventive work against discrimination can be described by a schematic illustration:



### EMPLOYER

Each step shall include:

- Work conditions
- Rules and practice regarding pay and other terms of employment
- Recruitment and promotion
- Training and other professional development (of staff)
- Opportunities to combine gainful employment and parenthood

### EDUCATION PROVIDER

Each step shall include:

- Admission and recruitment procedures (students)
- Forms of tuition and organisation of education
- Exams and assessments of student performance
- Study environment
- Opportunities to combine studies and parenthood



## The faculty's strategic goals

The Faculty of Medicine shall be a faculty where different perspectives and people come together, where **breadth breeds excellence** and tradition gives the freedom to break new ground. We shall be a **knowledge-creating** faculty where the quest for truth and the highest quality shall permeate all we do and where we defend people's equal value.

We shall be a **courageous** faculty where **innovation** is associated with **consideration** and **reflection** and where the local meets the global. We shall be a faculty where we respect each other and safeguard what makes us eminent.

We shall be an **educated** faculty that creates sustainable conditions for cutting-edge health and medical care. We are a medical faculty that makes the world a better place – *we exist to improve human life and health.*

The strategic plan has several goals that are particularly relevant to this action plan, with an overall vision that the meaning of employeeship, leadership and management will be clarified.

### THE FACULTY OF MEDICINE SHALL:

- clearly demonstrate that an ethical approach forms the basis of our work environment, is a natural part of research and education, and will ultimately constitute the foundation of the students' future professional life,
- increase efforts to ensure the continuing professional development of all employees,

- increase the employees' understanding of what the university's core values are and their own role in the organisation, as well as knowledge of the faculty's strategy, structure and governance,
- clarify responsibilities, rights and obligations for employees, supervisors and students,
- ensure that leaders have the ability to prioritise, manage, clearly communicate and implement changes that develop the organisation,
- increase managers' prerequisites for performing tasks that are within the scope of the managerial assignment,
- actively use student influence and the students' knowledge and experience to improve the organisation,
- develop and clarify the assessment of staff needs, and optimise recruitment processes and the introduction and long-term integration of new employees,
- organise management structures, departments and support activities so that they best support education, research and collaboration, along with the governance and development of the faculty. The organisation shall provide conditions for harmonisation and the optimal use of resources, and also satisfy the need for flexibility and a good working environment.

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