UNIVERSITY OF TWENTE.

EMPLOYEE WELL-BEING ACTION PLAN 2023-2025

AUTHOR(S): HR

PREAMBLE

We are in full motion together and on our way towards the realization of vision Shaping 2030. This well-being action plan focuses on where we are now, and at what steps we will take in the period 2023-2025 in relation to our well-being. We are committed to the well-being of all our people, and invest at the level of the individual, the team and the organisation.

The well-being of our employees is central to the choices made at the UT. Sustainable employability is a precondition for all that we do, and we therefore invest in our adaptability and resilience. Together, we have an open conversation about our work, our goals, our limits, we dare to experiment, and we challenge the status quo.

We are in a turbulent period, filled with unexpected turns and opportunities. Our work at the UT contributes to solutions for major societal challenges. In doing so, we are in contact with our students, colleagues, and cooperation partners. How do we ensure that we are resilient, move along with changes and seize opportunities that come our way? And how do we promote connection with each other and the world around us? This action plan is aimed at monitoring and improving the perceived work pressure, work/life balance, and strengthening (self) leadership with attention to physical, mental, and social well-being. This does not stand alone and has a direct link with investments in recruitment, diversity, equity & inclusion, talent development, hybrid working, support, and more, where we work together to achieve effective and sustainable results.

Machteld Roos

Vice President of the Executive Board

TABLE OF CONTENTS

1. Assignment and approach ... 3
1.1 Reason for the revised action plan ... 3
1.2 Vision ... 3
1.3 Objective ... 3
1.4 Scope ... 4
1.5 Guiding Principles and Assumptions ... 4
1.6 Approach ... 5
2. Scientific Model ... 6
3. Current situation ... 6
3.1 Social developments and Challenges ... 6
3.2 Working at UT ... 7
3.3 Absence at UT ... 7
4. Work plan ... 9
4.1 Integral approach & mitigating risks ... 9
4.2 Milestones: structural initiatives ... 10
4.2.1 Research ... 10
4.2.2 Leadership ... 11
4.2.3 Capacity Management ... 12
4.2.4 Initiatives ... 14
4.2.5 The Foundations ... 15
5. Appendices ... 16
5.1 Appendix A: Summary Results Action Plan 2018 ... 16
5.2 Appendix B: Agile Approach ... 21
5.3 Appendix C: the JD-R Model ... 22
5.4 Appendix D: Summary of the Communication Approach ... 23
5.5 Appendix E: Overview HR Priority Area Well-being ... 24

1. ASSIGNMENT AND APPROACH

1.1 REASON FOR THE REVISED ACTION PLAN

It was agreed in the 2016/2017 Dutch Universities (NU) Collective Labour Agreement (CAO) that each university would draw up a work plan on workload and long-term employment capability in consultation with the labour representation board.[1] To this end, the current well-being action plan was submitted to the University Council (UR) for approval in 2018, in line with the Working Conditions Act (*Arbowet*). A deadline of once every 3 years has been set in the RI&E well-being procedure adopted by the Executive Board and the University Council. The 2018 action plan has been implemented over the past three years (see *appendix A* for a summary on the results). During the past two COVID years, we have implemented a short-frequency approach to research to enable up-to-date interventions focused on target groups. The 2021 research results will be used to take further steps within the programme lines of the well-being approach: research, leadership, capacity management, and broad initiatives.

1.2 VISION

UT invests in workload management to help employees to perform to the best of their abilities, develop and maintain resilience, and be able to enthusiastically take on the challenges they face. The Executive Board emphasises the importance of well-being throughout the entire organisation, and the current vision of the board strongly supports employee well-being and workload management. The well-being of employees is of great value for their job satisfaction and thus contributes to achieving the goals of our organisation. That is why the university is doing so much to ensure that everyone can work in a safe, healthy, and sustainable manner.

Shaping 2030 will continue to be the UT framework for the upcoming years. This action plan therefore is guided by the Shaping 2030 vision and the Shaping Priorities and Foundation Activities (Digital Transformation & Leadership) in relation to well-being.

1.3 OBJECTIVE

In 2018, the vision of the action plan was to invest in workload management, in such a way that employees can perform optimally, have resilience and are able to enthusiastically realize the challenges they face. The current goal (2023-2025) has shifted from investing in workload management towards a more encompassing approach of employee well-being, in which people are put first in the way we work at UT. This is a natural extension of the EB's decision to transform 'Taskforce Work Pressure' into the 'Taskforce Well-being' in December 2019. The more holistic approach to well-being at UT also is in line with the UN SDG 3 "good Health and Well-being", which aims to "ensure healthy lives and promote well-being for all at all ages"[2]. Furthermore, the renewed objective echoes the social developments where work-life balance and job enjoyment are recognized as vital aspects in work.

UT policy and practice can and must actively contribute to the continuation or improvement of physical, mental, and social employee health by adequately intervening with regard to underlying causes. A focal point remains management of work-related stress. To this end, we aim to pursue a health and safety policy (*arbobeleid*) that is geared as much as possible towards optimal working conditions. In line with this, the workload risk will be structurally anchored in UT's operational management, so that investments are made in risk management through an integral and systematic approach.

[1] Dutch Universities CAO 2 July 2016 to 30 June 2017, p. 8

2 United Nations (2015) Resolution adopted by the General Assembly on 25 September 2015, Transforming our world: the 2030 Agenda for Sustainable Development (A/RES/70/1)

This action plan focuses on the following organisational goals:

- Increasing employee well-being (physical, mental, social).
- Developing policies and appropriate ways of working to support employee well-being.
- Keeping an eye on what is going on in the organisation, for interventions focused on target groups.
- Strengthening leadership with a focus on well-being, resilience, and staying connected.
- Further development of services for employees and managers focused on hybrid work, the perceived workload, and work-life balance.
- Creating an integral approach, in which initiatives reinforce each other.

In view of the changes in the society (e.g. COVID, inflation or other impactful matters), this plan can be adjusted if the situation requires it.

1.4 SCOPE

The scope includes all employees[3] in the entire UT organisation. At the organisational level, these include Shaping2030, strategic human resource planning, financing, and responding to change such as the transition to hybrid working. At the level of work processes, we are looking at the organisation of labour. At the staff level, the focus is on work climate/culture, task requirements/work content, and working conditions.

The scope of this plan is employee well-being and the activities within the well-being groups. There are also issues outside the scope of this plan that do touch on employee well-being in the broad sense. Some examples of topics beyond the scope of this plan are Recognition and Rewards, Recruitment, Employer Branding (incl. Tenure Track), DE&I, and House of Integrity.

The *HR Policy plan University of Twente 2023-2025* provides an overview and alignment between UT ambitions towards 2030 and the HR spearheads, goals and measures. The HR Policy plan offers a policy framework for the coming years (2023-2025), including existing policies with implementation plans and practices. For the period 2023 to 2025 the UT's HR policy focuses on the three spearheads: Talent, Well-being and HR-Basics. To keep our ambition high and focus strong, initiatives are developed and monitored alongside these three spearheads without losing sight of the HR foundation and business as usual.

1.5 GUIDING PRINCIPLES AND ASSUMPTIONS

Four priorities are used to define an approach. We invest in **research, leadership, capacity management,** and well-being **initiatives** that enable employees to inspire themselves, their team, and their environment to work in a sustainable, safe, enjoyable, and connected (hybrid) way.

The approach to well-being is based on data. We make data-driven choices and monitor the state of affairs within UT in an accurate, reliable, and transparent way. Internal studies, such as the employee well-being survey, as well as external reports, are the basis for the choices that are made regarding well-being. By using data and other insights, a systematic effort is being made to improve working conditions by reducing the risks found to acceptable levels. In doing so, we reduce the number of accidents and work-related absenteeism, increase job satisfaction, which may also increase productivity and creativity. The actions taken are monitored on the basis of selected KPIs and PIs to see if they have the desired effect, and adjustments are made where necessary. This data-driven approach applies to all topics explained in this action plan, and the most important KPIs and PIs for each milestone can be found in chapter 4.

[3] Employees are seen as people who are employed by the UT. Outside of the scope of this employee well-being action plan are persons who are not employed by the UT, examples being self-employed persons or *non-employed* doctoral candidates. Apart from the fact that laws and regulations and collective agreements are in principle not applicable, or only to a limited extent, to external PhD students, UT guarantees them, on the same basis as employees, access to an independent reporting point at the UT where they can turn to with reports about scientific integrity, undesirable behaviour or discrimination, but also if they experience problems in, for example, supervision, workload or well-being (these can be different reporting centers or persons).

An integral approach is also important, as the separate elements reinforce each other. We aim to create a movement in which the mental, physical, and social well-being of everyone is recognised as a worthwhile part of work. An overarching strategic communication approach supports and strengthens the integral approach to well-being.

The employee well-being approach should take into account the various local conditions and target groups as much as possible. The reduction of workload and the promotion of well-being will have to take place in the units of the organisation (specifically local), because the causes of issues like workload can be diverse, and consequently standard solutions are either not possible or only possible to a limited extent.

a. The basis is the implementation of improvements that are noticeable and measurable in practice.

b. The chosen initiatives can be traced back to the underlying causes of the in-depth analysis done for UT.

c. Attention to measurement and evaluation in order to build structural capacity to manage workload and promote well-being.

1.6 APPROACH

We opted for an action-oriented approach. The focus is on a practical approach: together with employees, causes of and solutions to workload, work stress, performance pressure, and work-life imbalance are identified. Local and target-group differences are taken into account. Best practices collected from the work place are combined and serve as the input for knowledge generation and knowledge sharing between the central and decentralised levels. The aim is to use scientific knowledge and expertise within and outside the organisation, resolving local and central key causes in a hands-on manner and implementing initiatives (adapted to local and target-group differences).

The approach focuses on the resolution (treatment) and prevention of negative situations and on amplification (promotion) of positive states in employees, such as engagement, well-being, and health. In other words, the well-being-related interventions are not only aimed at treating and preventing problems and risk situations, but also at increasing psychological well-being, vitality, and job satisfaction.

The action-oriented approach has three lines:

1. **AGILE** line: Structural improvements are achieved by identifying the underlying causes (rather than the symptoms), seeking solutions, and solving them together with people in the workplace. To this end, we opted for a systematic approach based on the Lean philosophy. We define this by organising events (e.g. well-being weeks, brainstorming, and implementation with representatives), initiatives (e.g. development opportunities), and other forms of practice. In order to realise the ambitions and translate them into practice, we work in short work cycles (called ‘sprints’) of six weeks, in which concrete actions are formulated, prioritised, and tackled in an agile manner (*see Appendix B*). In line with the learning organisation theory, each work cycle is followed by a review of the next step to be taken in order to achieve the long-term goals.

2. **PILOT** line: A noticeable improvement in practice is achieved by adapting and responding to the local situation, not by announcing generic measures at the level of the institute, faculty, or services. We do this by setting up pilots in the local context, including meetings with specific target groups, and taking a measurement.

3. **BEST PRACTICES** line: By researching, experimenting, and learning, UT is creating best practices within its own organisation, which we are visibly showcasing in the UT approach to workload management. In order to consider local and target group differences, it has been agreed that the faculties and services will produce action plans (specifically local) for workload (coordinated with faculty and service councils). These local plans also serve as input for knowledge transfer or for sharing best practices.

2. SCIENTIFIC MODEL

Employee well-being at UT is monitored using the 2019 conceptual model[4]. The two main reasons are: (1) the option to compare results longitudinally and (2) the 2019 conceptual model is strongly rooted in the academic literature on well-being at work.

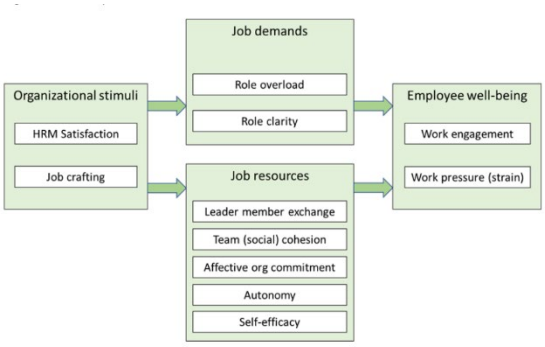


Figure 1. Conceptual Model

The conceptual model explains employee well-being and its antecedents (see Figure 1). The core of the conceptual model is based on the Job-Demands-Resources (JD-R) model.[5] The JD-R model states that high or too high job demands lead to stress responses and unhealthiness (the exhaustion process), whereas having plenty of energy sources (job resources, e.g. supportive leadership, and collegiality) leads to higher motivation and productivity (the motivational process).

For more information on the model, see *Appendix C: The JD-R Model*.

3. CURRENT SITUATION

3.1 SOCIAL DEVELOPMENTS AND CHALLENGES

The past few years were characterised by unexpected turns and turmoil, but also by opportunities. Social developments such as working from home due to the **coronavirus**, the transition to **hybrid working**, and the changes in the **labour market** have a direct impact on working at UT. But other social developments such as **geo-political unrest** and **inflation** also affect UT society.

Besides, we cannot ignore it: for years now, the **workload** at universities has been extremely high. This has also been confirmed in various studies at UT. The parties to the Collective Labour Agreement note that the workload at universities can only be reduced if employees are given a realistic set of duties. In addition to reducing the workload, the collective agreement emphasises that it is very important for employees to ensure that **private time** is indeed private time.[6] It asks universities to ensure that there are sufficient freely disposable working hours.

It is likely that COVID will continue to be present in society in the coming years. The impact of the pandemic has been far-reaching, and as a whole we transitioned to online education and collaboration. **Blended learning** and **hybrid working** drastically change the possibilities and ways in which we work and connect.

Moreover, the geo-political unrest can have an impact at UT, especially among international colleagues. We are also seeing a change in **trust in institutes** in our own societies and interrelated ones. These changes also affect how science and scientists are perceived and reacted to.

At the same time, great strides are being made towards the modern way of working: hybrid work. This is in line with the parties to the Collective Labour Agreement who want universities, as modern employers, to facilitate the possibility of working partly from home in the future[7]. Some teams almost take it for granted, while other colleagues still have to get used to it and would prefer to be present on campus again. It is important that our employees feel capable and facilitated when it comes to hybrid working and that a safe and open dialogue is conducted about the wishes and available/unavailable options regarding hybrid working.

[4] De Leede, Meijerink & Torka (2019). Work engagement and work pressure: still in balance? A wellbeing study among UT employees. Report ref nr CvB UIT – 3998, 23-04-2019.
[5] Bakker, A.B. and Demerouti, E. (2007), "The job demands-resources model: state of the art", Journal of Managerial Psychology, Vol. 22, pp. 309-28
[6] NU CAO 1 January 2022 to 31 March 2023
[7] NU CAO 1 January 2021 to 31 March 2022, p. 9

Social developments, such as the increased emphasis on **sustainability**, **social safety**, **inclusion**, and **recognition and rewards**, are being incorporated, anchored, and further developed within UT. These all have the potential to positively influence the well-being of our employees.

3.2 WORKING AT UT

Employees are **satisfied** with UT, giving UT an average score of 7.7/10 as an employer in 2021.[8] However, we know that **workload** has been an ongoing problem at the Dutch Universities for years, including UT. In the spring, summer, and autumn of 2021 — the second year of the pandemic — the University of Twente (UT) measured the well-being of its employees. The results showed that, in general, UT employees are still both **engaged** and **strained**. They have a lot of energy and dedication to their work, but at the same time they experience pressure from the amount of tasks and role overload. The high overload is reflected in the perceived workload. 37% of the respondents in the last measurement experienced a workload that is too high or far too high. The figure for 2020 was 38% and for 2019 it was 44%. Academic staff in particular (teachers, assistants, senior lecturers, and professors) usually experience a high workload, with managers in second place, while support staff experience the least workload in relative terms. Also, the first sub-measurement of 2022 (r=604) showed that the minority of respondents (41%) were satisfied with the dialogue regarding a **realistic workload**, and 24% were even dissatisfied to highly dissatisfied.[9]

Hybrid work is our new way of working, which is being required by the CLA parties from universities as modern employers. However, this transition requires a period of adjustment from both students and staff. Colleagues have to get used to new hybrid ways of working. The 2020 and 2021 employee well-being surveys show increasing diversity in the preferences of colleagues for combining work from home and at UT. Nevertheless, the first measurement of 2022 indicates that hybrid working is standard practice for 82% of the respondents. We want to continue to encourage the option to share experiences and to have an open dialogue with each other on this issue. It is important for the needs of the organisation, teams, and individuals to be kept in mind as well as for the employees to be supported in this way of working so that the opportunities are taken, and it possibly leads to a reduction in work stress.

The parties to the CLA are also asked to ensure that private time is indeed private time. At UT, the work-life balance must be further improved. One third of the employees felt their work-life balance was unsatisfactory to very unsatisfactory in 2021 (*in 2020 this was 41%)*, 21% were neutral in 2020 and 46% were satisfied to very satisfied with their work-life balance *(in 2021 this was 36%*) On the one hand, it can be concluded that there is an upward trend in the satisfaction with the work-life balance, but the figures may be distorted because 2020 was the first year of lockdowns. Improving the work-life balance and safeguarding private time require action.

3.3 ABSENCE AT UT

The last two years (2020-2021) have been largely dominated by COVID measures. As expected, the number of staff reporting sick and the vocational rehabilitation duration of those on long-term sick leave are strongly influenced by outbreaks of the coronavirus and lock-downs. In general, we see a strong relationship between absence and **social developments** and measures. The fact that the reporting frequency declined after 2019 and still remains low is a social trend and can probably be explained by the effects of working from home.

UT currently has a **low absence rate** (2021 average is 3.08) and a **low reporting frequency** (2021 average is 0.64). At the level of the different business units, it can be seen that the level of absence of the faculties is low (on average) and that of the service departments is generally higher. However, the low absence figures at UT should be interpreted with some caution. We know that many employees have symptoms, experience high stress and imbalance, but do not report sick; called '**presenteeism**'. This emphasises the need for a preventive approach to absence.

[8] Leede, J. & Fischer, S. (2022) '*well-being in the second covid-19 year: Results of the 2021 well-being study among UT employees'*
9 Leede, J. & Fischer, S. (2022) 'hybrid working and well-being: Results of the well-being study among UT employees Wave 1 (of 2) 2022'

At UT, we see that short and medium-term absence is markedly lower than the standard applied by the occupational health and safety service[10]. The standard is based on the average absence rate in the Netherlands. However, our very long absences (more than one year) are higher than the norm.

Figure 2. Absence in duration classes at UT in 2021

The Occupational Health and Safety Service made an analysis on the basis of diagnosis group distribution. The conclusions are as follows. 'If we look at the 3.08% absence in the diagnosis group distribution, we see that the most important diagnosis within long-term absence is **mental health problems**. [We also] see that the average duration of these cases is the highest at 98 days.' Within this group, we see that the highest percentage and longest duration is in **relatively young people**, from 26 to 34 years of age (the PhD population). This demonstrates the importance of continuing to develop and ensure adequate preventive policies and practices regarding mental health issues. This includes preventing, recognising, acting appropriately, and discussing psychological issues.

And within the group of 'Other diagnosis' in 2021, the 'diagnosis of long COVID was the most significant. 9% of the remaining diagnoses were long COVID (=2.5% of the total absence). We now have adequate interventions for the management of employees with long COVID, but there are still uncertain aspects to the treatment of these symptoms.'

Figure 2. Days of absence per month and per diagnosis group[11]

The occupational health and safety service concludes that 'too many complaints about workload are still seen as an intrinsic part of the job, especially in the faculties'. And that it is important that 'employees with complaints take action and that the **systemic signals** that can be picked up from multiple complaints also lead **to improvement processes**.' It is of great importance that there is clear cohesiveness and mutual reinforcement among all preventive activities. We emphasise the advice of the Occupational Health and Safety Service, which stresses the importance of sufficiently establishing the implementation approach in the organisation's mission statement, and of sufficiently weighty steering. A specific point of attention is to hold employees responsible for several results and to activate and support them in this.

10 Arbo Unie (2022) 'Jaarverslag 2021 Arbodienstverlening tbv Universiteit Twente'
[11] 11 Arbo Unie (2022) 'Jaarverslag 2021 Arbodienstverlening tbv Universiteit Twente'

4. WORK PLAN

Several employee well-being aspects differ per unit (faculty/department) and therefore need to be addressed 'locally'. These are local problems that can and should be resolved locally with the specific representation board. This means that centralised standard solutions are not possible, or are only possible to a limited extent, and that they must be implemented locally in a way that suits the local culture and concerns. To promote this alignment, the results of the 2021 employee well-being survey and the absence analysis of the Occupational Health and Safety Service were presented to and discussed with each faculty/department. This has been discussed in the UCB and all units have been asked to follow this up locally and to draw up a localised action plan per unit. In particular, it was requested that the draft local action plans for well-being give attention to the established priorities on well-being, the findings of the employee well-being survey, and the themes in the current NU CAO. The local action plans are discussed with the decentralised co-partnership representation (Service Council and Faculty Council).

4.1 INTEGRAL APPROACH & MITIGATING RISKS

A selective and targeted approach maintains the integral approach. The way in which the well-being approach is developed and monitored locally is crucial. Localised action plans are the responsibility of the local units. The implementation and progress of the plans are discussed and brought into the shaping dialogues with the Executive Board by the Service Board or Faculty Board. The central projects are initiated by the HR column, discussed with the HR managers, and reported to the Executive Board. Here, the HR managers form the link with the departmental boards and the faculty boards.

In the central projects, maximum efforts are made to ensure broad findability and participation by the entire population of employees. The findability and use of central information and initiatives are monitored to allow for data-driven intervention where necessary. This is further supported by the underlying integrated communication approach. On relevant UT Service Portal Pages all employees can find overviews of policies, available instruments, tools and contacts that will help and support the professional, the individual, the teams, and the managers in acting on the issues of well-being and work pressure. For example see the pages on employee well-being, the well-being weeks, UT integrity, absence and absence prevention of managers, absence and reintegration for employees, the home office workplace. For a more complete overview of relevant pages, see https://www.utwente.nl/en/service-portal/health-safety. The available pages are continuously improved in line with the strategic communication plan and updates with the available tools. The instruments are continuously adapted to current insights, and policies are adapted in line with changing insights, CLA (Collective Labor Agreement) laws and regulations.

Compared to the 2018 plan, the current plan has strengthened the anchoring of the PDCA cycle into working practice. We ensure that the power of improvement is used effectively and, where necessary, by working in a data-driven way and by monitoring and evaluating with clear and transparent KPIs. This is in line with the administrative view that the organisation should set priorities based on factual insights.

One of the risks of the work plan lies in the successful implementation of the projects and initiatives in practice. This risk is mitigated by including well-being structurally and with the appropriate attention in the PDCA cycle and the associated councils, such as the Shaping Dialogues. In these councils, the current state of employee well-being is discussed in the spring and autumn on the basis of the selected KPIs. In addition, insights from the well-being research line and from the Occupational Health and Safety Services are used and discussed with local units in order to make adjustments and shift emphasis when and where necessary. Moreover, execution and implementation of the central Employee Well-being Action Plan will be in collaboration with decentralized HR, in accordance with the agreements in the HR Policy Plan.

It is known that many different factors influence the perceived work stress. An additional risk is that the countermeasures taken do not have sufficient immediate or causal effect, or that they do not adequately match the current needs and underlying causes. This risk is minimised by continuous monitoring and searching for appropriate solutions that actively contribute to improvement. In addition to the systematic approach, there is also room for experimentation as a learning organisation. This approach involves learning from best practices within and outside UT. It is also actively encouraged to share best practices, successes and lessons learned in the various HR meetings and workgroups.

4.2 MILESTONES: STRUCTURAL INITIATIVES

In addition to the localised action plans, the central team works on the programme lines: research, leadership, capacity management, and broad initiatives. We keep local units informed of this through a strategic communication line and interactive demos.

In all current, structural initiatives and those in the planning stages, the localised approach will be maintained and the awareness of target group differences will be translated more strongly into an adequate approach: taking diverse, local circumstances into account as much as possible, respectively the approach and best practice nuances tailored to specific target groups. For an overview of the milestones achieved in the field of well-being since the previous 2018 action plan, see Appendix A.

The focus is on realising and embedding the following priorities (milestones to be achieved, and deepening of milestones) in the UT organisation:

1. Research
2. Leadership
3. Capacity Management
4. Initiatives

These four priorities are visually represented in Appendix E (Overview of HR Priority Area: Well-being). The action plan for 2023-2025, and how it fits into the four priorities, is explained in more detail in the following pages. As mentioned before, in view of changes around us, this plan can be adjusted if the situation requires it.

4.2.1 Research

UT wants to know how employees perceive their well-being. In order to be able to act in a timely and data-driven manner, we want to have continuous, up-to-date, specific, and reliable insight into topics related to the well-being of employees.

At various levels of the organisation, studies are used to provide insight into the mental, physical, and social well-being of our employees. We strive to optimise the use of these different insights, to balance them, and translate them into timely, appropriate, and effective tools. Finally, measuring the occupational risk of work pressure is based on the working conditions act regarding psychosocial workload (*Arbowet Psychosociale Arbeidsbelasting)*. At UT, the risk inventory and evaluation (RI&E) is shaped by the employee well-being survey. Other research reports are also used. The data is used to identify health and safety risks in a structured way at the organisational and target group level. They also provide indicators of the effectiveness of management measures. Finally, reports make it possible to assess whether the actions have contributed to reducing risks, increasing employee satisfaction, reducing the absence rate, etc. By working in this data-driven way, we can weigh up risks much more systematically and pursue a balanced and structural policy.

Projects:

1. Periodic (at least annual) implementation of the employee well-being survey for current, specific, and reliable insight into the mental, physical, and social well-being of our employees.
2. Offering lifestyle coaching to 400 employees per year in order to provide individual insights to employees and to gain further insights into the risks within the organisation through an anonymised strong group report on the well-being of our employees.
3. Further development of the RI&E for the workplace (at home or on site) to support and ensure a sustainable, safe, and healthy workplace, regardless of where it is located.
4. Technological innovation and strengthening of possibilities to provide more insight (privacy proof) into the well-being and lifestyle of employees, including through collaboration opportunities with companies, such as Sport Data Valley.
5. Increase response rate and representativeness of measurement in surveys (such as employee well-being survey and the RI&E for the home or on-site workplace) to at least 35%.
6. Continuous awareness and use of national and international research results on employee well-being.

KPIs

- ✓ Survey response % and representativeness
- ✓ Number of lifestyle checks performed
- ✓ Number of recommendations and reports based on survey findings
- ✓ Number of data collection pilots and innovations
- ✓ Number of revisions (further development) of the survey content and methodology to meet current needs

Risks

- !! The manageability of the content and length of the questionnaires by adding topical subjects (broadening the concept of well-being).
- !! Response to surveys; successfully reaching employees through surveys and motivating them (to participate) in these.
- !! Staff understanding of the importance and applicability of the study, both for individuals and teams.
- !! Successful and appropriate follow-up steps to the surveys.

4.2.2 Leadership

UT strengthens leadership and team development with a focus on well-being, integral safe working environment, recognition and rewards, and inclusion. After all, the manager plays a special, threefold role with regard to workload and other undesirable effects: they may be the object (e.g. the manager may have workload), they may be the subject (the manager may 'cause' workload and other undesirable outcomes), and they may be seen as the 'implementer' of policy or as a 'middle manager' who is responsible for identifying, monitoring, and dealing with workload and other undesirable effects at the individual and team/departmental levels.

It must be ensured that managers are aware of their role regarding well-being and feel sufficiently equipped (knowledge and skills) to be able to identify, monitor, and act appropriately.

UT therefore continues to strengthen leadership and team development with a focus on integral safety, inclusion, and well-being. For 2023-2025, we are committed to empowering leaders to act and reflect on three crucial levels of leadership: leadership of oneself, leadership of others, and leadership of the community. Self-leadership includes making and taking time for intrapersonal experiences. Leading others means inspiring and being an example to others in regards to embracing teamwork, personal attention, and dialogue. Finally, leading the community shows that everyone is part of UT as a living community that learns, develops, and gives shape.

For 2023-2025, the scope of leadership will be broadened from *formal* leaders to *personal leadership*: managers, PhD candidate supervisors, and project leaders will also receive more attention and support for acting and reflecting on the three crucial levels of leadership.

Projects:

1. Expand expeditions in the field of well-being leadership. Eight annual expeditions and associated *pilots*.

   * Pilots and innovation on content of the expedition experiences by enrichment with current topics such as recognition and rewards.

   * Pilots on the expedition with an expanded target group of managers: including expeditions for supervisors, PhD candidate supervisors, and expeditions with room for team experiences.

2. Strengthen the 'Let's Connect' Leadership Community and its impact. Organise four annual meetings that meet the development needs of the members and are in line with Shaping2030 objectives.

3. Embed the prevention approach in policy, training, tools, and guidance of managers (skills) in this area, such as recognising the signals related to stress and well-being and acting on them.

4. Develop easily accessible, ongoing, complementary development offerings for managers in relation to well-being, also in line with hybrid management. This can be done through peer learning, peer review, mentoring, etc.

   * Specific development opportunities for managers on how to detect stress/workload, how to deal with preventive and curative absenteeism, unwanted behaviour, and how to conduct interviews.

5. Recognise and reward good leadership that focuses on well-being and social skills. Strengthening the role model of managers and administrators, in which integrity, social safety and well-being are important priorities.

KPIs:

- ✓ Employee well-being survey graph: a positive shift in responses to the Leader-member exchange (LMX) relationship with employees
- ✓ Employee well-being survey graph: a positive shift in responses to the perceived workload
- ✓ Employee well-being survey graph: a reduction in 'experienced or witnessed aggressive behaviours against oneself or others at UT'
- ✓ Employee well-being survey graph: a positive shift in responses to the perceived inclusion at UT
- ✓ Number of participants in development offerings and events
- ✓ Number of members in the expedition and community
- ✓ Number of products (extracts, themes, and initiatives) from the expedition, community, and events

Risks

- !! Time and space must be maintained for participation in the expedition and other executive development offerings
- !! Positioning the expedition sponsors (involving and engaging the sponsors)
- !! The alignment of development offerings with current and personal issues and challenges must be ensured
- !! Current foundation for the expedition and the community should be continued and strengthened: ensure continuation and follow-up of participants in development programmes for complementary development offerings following completion of the expedition or other courses

4.2.3 Capacity Management

Capacity management aims to support the organisation in managing its workload. By gaining a better understanding of workload and developing skills and appropriate responses, we can keep workloads manageable at the operational, tactical, and strategic levels.

The goal for 2023-2025 is to create insight so that workload can be discussed on the basis of data and not only on the basis of feelings, self-management is promoted (skills and opportunities to make choices on the basis of the good conversation), and support is provided to attune organisational activities to organisational capacity (workload-aware organisation and workload-aware decision-making).

Capacity planning is 'variability' management and aims to organise capabilities to maximise value. Capacity planning must be organised on an operational, tactical, and strategic level. Capacity management is a tool that provides insight into the hours spent by employees in relation to the organisation's requests. The specific tool makes the actual workload clear, and it also supports colleagues in using it and entering into a dialogue to reduce the workload if necessary.

Successful design and implementation of capacity management will be reflected by the following operational indicators: satisfaction with relative time spent on task groups, satisfaction with the discussion of a realistic workload, and perceived role clarity of employees. Tactical operational indicators will be looked at: available hours versus required capacity to realise organisational ambitions. Tactical strategic consideration will be given to the indicators of available hours versus required capacity to realise organisational ambitions.

In 2022 and early 2023, the focus is on the operational indicators. When sufficient data is available, we will also be able to further visualise the demand on capacity management on a tactical level from 2023 onwards.

Projects:

1. The development of a suitable capacity management infrastructure (creating a tool), in which employees can record their scheduled hours and engage in fact-based and insight-based workload dialogue with managers and team members.
2. Providing support and implementing a capacity management tool initially will start within WP teams (faculties) and in a follow-up phase, will include OBP teams both in faculty and service departments.
3. Developing the skills of managers, teams, and employees to promote workload management, e.g. appropriate dialogue and negotiation skills, and providing appropriate training opportunities for this purpose.
4. Having the right conversations about normative distribution of tasks with the right bodies at both the organisational and unit levels so that it becomes clear whether scheduled activities correspond to requested distributions and measures can be taken accordingly (which will also promote role clarity and collective agreements on real task assignments).
5. Developing scenarios (tools) to create space for participation in initiatives (development time), reflection, and feedback.
6. Operationalising 'Workload aware policies' (impact of new policies on workload) through insight on the tactical/strategic level.
7. Developing reports and dashboards based on available data in collaboration with BI studio in such a way that managers at all levels can inform, advise, and decide on formation in a data-driven way.
8. Developing routes for dialogue on capacity-related organisational issues, including questions about the standard division of labour to be properly embedded in the organisational structure (e.g. by involving department chairs, the Faculty Board, service directors, etc.)

KPIs:

- ✓ Employee well-being survey graph: a positive shift in responses to the perceived 'Time spent on activities'.
- ✓ Employee well-being survey graph: a positive shift in responses to perceived satisfaction with 'The dialogue [with employees] about realistic workload'.
- ✓ Employee well-being survey graph: a positive shift in responses to the perceived 'strain'.
- ✓ Employee well-being survey graph: a positive shift in the 'use of vacation days to get work done' and 'use of sick leave to get work done'.
- ✓ Employee well-being survey graph: a positive shift in the perceived 'overtime in hours per week'.
- ✓ Employee well-being survey graph: a positive shift in responses to the perceived 'role ambiguity'.
- ✓ Number of groups (scientific staff and support staff) participating in the pilots.

Risks:

- !! It is up to managers and management to decide how capacity issues are actually resolved.
- !! The actual recording and conducting of good discussion is the responsibility of the faculties and service departments.
- !! There are various capacity issues within the organisation in which choices have to be made, including in relation to recognition and rewards and the diversification of career paths. An example of this is the normative time allocation of education/research/valorisation. The pilots will have to show us, among other things, how this will work out in practice.

‼ Care should be taken that the end users understand the process (use) and goal of capacity management. Clear communication surrounding the project should eradicate any potential fear for control through capacity management or potential worries that the process of capacity management will lead to an increase in (administrative) tasks and thereby increase workload.

‼ It remains essential to engage in good discussion with each other, and also to develop the skills and offer options for how to make workload manageable. Having the discussion and making choices is still the responsibility of the line organisation.

4.2.4 Initiatives

Within the well-being initiatives project group, it is possible to switch quickly and respond quickly to signals from the organisation, such as supporting managers in the area of hybrid work, and there is room for experimentation in the area of well-being and job satisfaction.

The well-being of employees is increased by initiating, facilitating, and supporting development opportunities and initiatives aimed at improving mental well-being, physical well-being, vitality, work-life balance, and a sustainable method of hybrid working (on campus and at home).

The initiatives will be tailored as much as possible to current and local needs, with specific attention being paid to the necessary target group actions. The objective is to respond to the needs of the organisation in the short term with target-group-oriented actions. These are based on data such as the absence figures (from UT and the Occupational Health and Safety Service) and the employee well-being survey as well as organisational developments and national and international research results on employee well-being.

Projects:

1. An integral communication approach with initiatives that reinforce each other. This provides clarity and an overview, so that employees can continue to find well-being-related information instead of being inundated with information (see Appendix D: Communication approach*).*
2. Continuation of personalised workshops and courses adapted to the current needs of employees. The employee well-being survey and the absence analysis of the Occupational Health and Safety Service are two of the most important data sources to guide and prioritise target-group-specific interventions.

   * Specific focus on identified risk groups.

   * Specific attention to identified absence signals and risks (such as mental illness) and current topics (such as social integrity, recognition and rewards).
3. Two well-being weeks a year: various date-driven activities in the context of well-being for both students and employees.
4. Supporting the discussion about workload between employees, both managers and team members. Through dialogue starters, campaigns, and development offerings.
5. Carrying out initiatives and exploring policies to support the CLA themes of freely usable working hours and safeguarding private time. Within UT, we will explore the necessary initiatives to ensure that there is sufficient freely disposable working hours (see the theme of freely usable working hours in the Collective Labour Agreement).
6. Supporting hybrid work in policy and practice in line with a strategic plan to be developed for hybrid work at UT, including vision and policy for the mid to long term. Short-term actions and initiatives are also implemented to support teams in finding a healthy and future-proof way of working that suits the individual, the team, and the community.
7. Strengthening social safety and integrity at UT through the social safety campaign (together with DE&I-office), the Active bystander training, Mindlab, etc. Working together with GA and DE&I, focusing on increasing social safety in the workplace, making it easier to ask for help, and enhancing the role of HR as part of the support structure.

KPIs:

✓ Employee well-being survey graph: a positive shift in responses to the experienced ‘perceived effects of working online on quality of teaching, research and output’.

- ✓ Employee well-being survey graph: a positive shift in employees who feel 'facilitated to work remotely as much as they want'.
- ✓ Employee well-being survey graph: a positive shift in the perceived physical health and mental health.
- ✓ Employee well-being survey graph: a positive shift in the perceived work-life balance.
- ✓ Employee well-being survey graph: a positive shift in the perceived general HRM satisfaction.
- ✓ Employee well-being survey graph: a reduction in experienced or witnessed aggressive behaviours against oneself or others at UT.
- ✓ Employee well-being survey graph: a positive shift in responses to the perceived inclusion at UT.
- ✓ Participation in and evaluation of initiatives and ongoing opportunities (workshops, courses).

Risks:

- !! COVID-19 (possible increase in absence, increased workload, worries, and stress, connection to UT).
- !! Financial recession (financial worries and stress among employees).
- !! Maintaining resilience and staying connected in the changing work environment.
- !! Maintaining an overview of the topics and activities, including strengthening the ability to find information.

4.2.5 The Foundations

HR health and safety: we are constantly striving for optimal support for a sustainable, safe, and healthy workplace both on and off the campus. Employees can find relevant information on the Health and Safety service portal. UT satisfies — and implements — current regulations related to well-being, such as the Dutch Occupational Health and Safety Act (ARBO) and emergency assistance legislation.

Projects:

1. Successful implementation of the new Occupational Health and Safety Service.
2. Supporting absence and professional reintegration: support in dealing with absence, development of a manual for sickness registration (technical and content-related advice), continuing to assign a specialist in the event of requests for help regarding the Dutch law on re-integration following sick leave (*Wet verbetering Poortwachter*), and guaranteeing sufficient specialist knowledge for complex cases.
3. Contribute to a Healthy Campus through active participation in policies and practices related to the five lifestyle themes (BRAVO): Exercise, quitting smoking, moderate alcohol consumption, healthy foods, and relaxation.

KPIs:

- ✓ Employee well-being survey graph: maintain high 'satisfaction with UT'.

Risks:

- !! A lot of innovation and change at the same time, such as new external parties (health and safety, legal, recruitment and selection), which requires a strategic approach and safeguarding against increased workload. The Strategic approach consist of working in line with a vision, understanding of different perspectives, providing clarity and maintaining agility.

5. APPENDICES

5.1 APPENDIX A: SUMMARY RESULTS ACTION PLAN 2018

The 2018 action plan has been implemented over the past three years. In consultation with the University Council, the priorities were set on i) leadership, ii) inflow policies and practices, iii) capacity management, and iv) workload aware policies.

In 2018 and in 2019 preparations were made and implementation had started in line with the set priorities. In 2020 the Covid-19 pandemic broke out, which required specific attention regarding a healthy way of working from home, the design and implementation of the 1,5 m. university, support for hybrid working and hybrid (team)leadership, the prevention and (remote) supervision of absenteeism, and general support for physical, social and mental well-being throughout this crisis.

In addition to the crisis support, the set priorities were also translated into practice in 2020 and 2021. For a summary of the actions taken, also see the next pages for the infographics HR 2021 and the three infographics 2020 HR Report.

The follow-up to the priority **leadership** includes, but is not limited to, tailored development offer for well-being specific topics, workshops for self-leadership, the launch of the Well-being Leadership Expedition, and the co-creation and support of the Leadership Community 'Let's Connect'. Still ongoing is the goal to reach a consensus about desired UT leadership in line with Shaping 2030. This is effectuated by a dedicated team outside the scope of HR Well-being.

Examples for results on **inflow policies and practices** are the redesign and implementation of the so-called 'employee journey', the development of the collective 'New Employees' service portal pages, redesign of the employee introduction meetings (online, hybrid and on campus editions), the launch of the 'Utwente Careers' page. Still ongoing is implementation of Strategic personnel planning (SPP) for scientific staff and support staff. This project is effectuated by a dedicated team outside the scope of HR Well-being.

Regarding **capacity management**, underlying research has been conducted to create insights, and to improve dialogue and to enable action. To further the insights the development of a practical tool is needed and is in progress. The first implementation phase for scientific staff is currently in full swing. Follow up phases, which will also broaden the scope to both scientific staff support staff will continue as described in this UT Well-being 2023-2025 action plan.

A workgroup has conducted research on **workload aware policies**. Following, a pilot was conducted to explore a way of working that contributes to assessing workload resulting from new policies and, in general, to improve well-being. The follow-up of the pilot will be integrated in the capacity management framework.

Besides the crisis support and projects based on the priorities, other actions have been taken over the past years to achieve impact in line with goals set in the 2018 action plan. One of the more impactful projects to our way of working was the further development over the past years in the well-being research. This has enable the data driven approach and corresponding KPI's that underly the current way of working and strengthened the PDCA cycle.

However there are also some projects that will not be continued in the foreseeable future. One such project is the 'theme of the month', introduced in the beginning period of the 2018 action plan, but which will no longer be followed up. We have also gained the insight that 'lunch break workshops' on topics regarding health prevention are controversial, and will no longer be offered in break-times. There also are projects which will considered finalized, either because the target-group needs have changed or because the final product has been successfully implemented and evaluated. Examples would be the support for re-boarding on campus after the lock-downs, the development of the 'Work Pressure Guide: Recognizing Symptoms', and the development of a Vitality Pact. For a complete overview all actions taken, see the UT annual reports.

WELL-BEING

HR - jaarverslag 2021

klik op dit icoon om de bijbehorende link te volgen

RESEARCH

MEDEWERKER WELZIJN ONDERZOEK

3 Deelmetingen

1500 Totaal aantal deelnames

INITIATIEVEN

WELL-BEING WEKEN
2 X PER JAAR

Voor medewerkers en studenten

600 Deelnemers Lente-editie: Catch Your Breath

700 Deelnemers Herfsteditie: Boost & Balance

VEILIGE EN INCLUSIEVE UT OMGEVING

- Eerste diversity week
- Diversiteit & Inclusie Actie plan
- Gender Equality Plan

HYBRIDE WERKEN

8 Principes voor hybride werken aan de UT ontwikkeld

- Informatie-pagina hybride werken
- Aandacht voor Human, Space en Digital
- Dialoog centraal

Online Mindlab theatervoorstellingen

270 Online bezoekers

HEALTHY CAMPUS

Een Young Professional verkent wat een healthy campus zou moeten inhouden

INZET CORONABANEN

Voor tijdelijk extra capaciteit

In totaal € 851.675 subsidie

2021

1e ronde
€ 413.595
1 januari - 1 juli

2e ronde
Max € 438.080
1 juli - 31 december

LEADERSHIP

WELL-BEING LEIDERSCHAPS EXPEDITIE

- Ontwikkeltraject op *Resilience & staying connected*
- Lead self, lead others, lead system
- Eerste 44 leidinggevenden gestart

CO-CREATIE LET'S CONNECT COMMUNITY

70 Leden

CAPACITY MANAGEMENT

- Werkgroep capaciteitsmanagement
- **Workload Aware Policies Concept Framework** ontwikkeld

FUNDAMENT

VERZUIM EN REINTEGRATIE

3,08%

Verzuimpercentage

Meldingsfrequentie 0,64

Individuele casuïstiek

Ruim 75 interventies ter ondersteuning van re-integratie.

NIEUW CONTRACT COLLECTIEVE ZORGVERZEKERING

Contract voor 5 jaar menzis

VEILIGHEID

25 Ongevalsmeldingen

- BHV trainingen:
  - 266 Deelnemers totaal
  - 11 Basis trainingen
  - 8 Herhaling trainingen
- 3 Crisisoefeningen
- Risico Inventarisatie & Evaluatie (RI&E) voor (thuis)werkplek
- Start vervanging registratie- en beheersysteem gevaarlijke stoffen

UNIVERSITY OF TWENTE.

HR REPORT 2020 - Career Development Centre

DIENSTVERLENING

92 MEDEWERKERS voor adviesgesprekken

36% WP

64% OBP

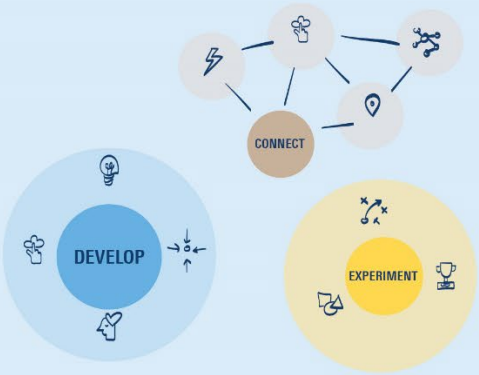
85 TRAININGEN, 1300 DEELNEMERS:

Hoogst gewaardeerde trainingen:

1. Supervising PhD's
2. Professional Effectiveness
3. Career Prospects for Young Professionals
4. Analytic Storytelling

NIEUWE VISIE

DEVELOP CONNECT EXPERIMENT



Het CDC ontwikkelt, verbindt en experimenteert voor een betere toekomst. Om onze professionals en organisatie de vaardigheid te leren zich aan te passen aan continu veranderende omstandigheden.

- Help mensen 'lifelong learners' te worden
- Bouw communities van lifelong learners
- Faciliteer het aanpassingsvermogen voor een onzekere toekomst

NIEUW AANBOD CDC

- **Thuiswerken***
- **Digitale vaardigheden***
- **Mentaal en fysiek welzijn***
- Stoppen met roken
- Medezeggenschap
- Integriteit
- Zelfassessment
- Continu verbeteren

* Innovatie rondom de Covid crisis

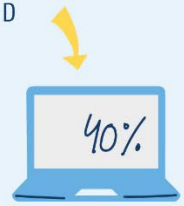
GEBRUIK ONLINE LEERPLATFORM GOODHABITZ

goodhabitz online training

398 ACTIEVE GEBRUIKERS

192 TRAININGEN AFGEROND

134 TOETSEN BEHAALD



40% van de gevolgde trainingen waren in het domein digitale vaardigheden

Deze infographic is ontwikkeld door Human Resources, Universiteit Twente. Voor vragen mail naar **cdc-hr@utwente.nl** of kijk op **www.utwente.nl/nl/hr/mijn-loopbaan**.

UNIVERSITY OF TWENTE.

HR REPORT 2020 - Covid crisis

WELZIJN ONDERZOEK

54% RESPONS UT MEDEWERKERS

Opvolging aan de **resultaten:**

- Nieuw toegespitst ONTWIKKELAANBOD
- Speciale aandacht voor HYBRIDE WERKEN, LEIDINGGEVENDEN EN STRESS
- Faciliteren THUISWERKPLEK
- 16 presentaties aan faculteiten, diensten en gremia CALL4ACTION
- Download hier het complete **REPORT WELL-BEING UNDER COVID19**

LIVEGANG WELZIJN PAGINA

Bezoek utwente.nl/ employee-wellbeing

Ter ondersteuning van vindbaarheid, bewustwording en gebruik van welzijn initiatieven

INRICHTEN 1,5M UNIVERSITEIT

- Opstellen en bijsturen Corona-maatregelen, -protocollen en -richtlijnen
- Inkaderen van RIVM en VSNU richtlijnen
- Veiligheidsprotocollen voor laboratoria gebruik onderzoek en onderwijs
- Actualiseren van BHV eisen en protocollen
- Ventilatie inventariseren en optimaliseren ism CFM
- Arbeidshygiëne advisering inrichting gebouwen (richtlijnen, routing, rollinten, spatschermen, etc.)

FACILITERING INRICHTING THUISWERKPLEK

2393 thuiswerkplek **ARTIKELEN**

3096 Unieke **PAGEVIEWS**

Medewerkers bestellen zelf via **UTWENTE.NL/HOMEWORKPLACE**

TIJDELIJKE REGELINGEN COVID-19

- Uitbreiding mogelijkheden tot bijzonder verlof
- Richtlijn voor ZZP-ers, medewerker-oproepkrachten en student-assistenten en -oproepkrachten
- Richtlijn voor sportdocenten en cultuurdocenten
- Tijdelijke maatregel voor reiskosten woon-werk en dienstreizen

Deze infographic is ontwikkeld door Human Resources, Universiteit Twente. Voor vragen en informatie over het HR-report en de Covid crisis, kijk op **www.utwente.nl/en/hr**

UNIVERSITY OF TWENTE.

HR REPORT 2020 - Well-being + recruitment

ACTIEPLAN WELZIJN

- Instroombeleid en praktijken
- Leiderschap
- Capaciteitsmanagement
- Workload awareness + monitoring policies
- Nieuw en doorlopend ontwikkelaanbod

SOCIALE INTEGRITEIT

Ombudsfunctionaris heeft ontvangen
39 MELDINGEN

Active bystander training
368 DEELNEMERS

Online
INTEGRITEITSMODULE

Lees meer over:
House of integrity

Mindlab
6 THEATERVOORSTELLINGEN

Bekijk
Mindlab infographic

PEOPLE FIRST:

Nieuwe missie, visie en strategie

Rookvrijecampus
Sinds 30 maart 2020

25 MELDINGEN
ONGEVAL

BHV

6 basistrainingen BHV
7 herhalingstrainingen

RECRUITMENT

Applicant talentsoft
NIEUW VACATURE SYSTEEM

Diverse initiatieven
EMPLOYER BRANDING

- Uitgewerkte Employee Journey
- Candidate persona's ontwikkeld
- E-card geintroduceerd

Technici
WERVINGSCAMPAGNE

PhD candidates
GAME BASED ASSESMENT

Academische posities
AWARENESSCAMPAGNE BREXIT

ONBOARDING

- Digitale onboarding
- Centrale introductie medewerkers omgezet van fysieke naar digitale bijeenkomst
- Verbeterde ondersteuning voor nieuwe medewerkers en hun familie
- Centrale introductie medewerkers meer ingezet (12 keer per jaar t.o.v. 5)

Deze infographic is ontwikkeld door Human Resources, Universiteit Twente. Voor vragen en informatie over het HR-report en well-being & recruitment, kijk op **www.utwente.nl/en/hr**

5.2 APPENDIX B: AGILE APPROACH

The way we bring our plans into action is by working together in multidisciplinary teams in a short-cycle (sprints). To realise ambitions, and translate them into practice, concrete actions are formulated for each short working cycle, from here on referred to as a sprint.

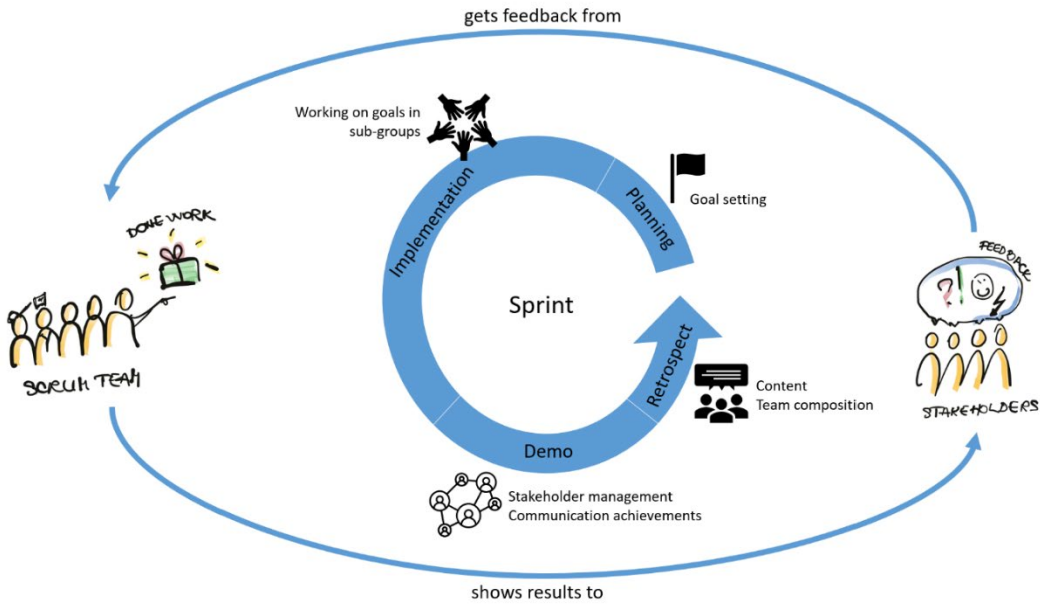
This means lots of **experimenting,** trying out what works and what doesn't work in practice. Doing this in close consultation with focus groups in the organisation. This way of working and learning from successes and failures also contributes to the learning organisation the university wants to be.

All relevant and important input for potential future actions are gathered and carefully ordered in what is called a *backlog*. This includes the items that are a result of translating the annual plan framework, but also the continuous developments at local and (inter)national level. As such, the **backlog** is continuously updated with items and represents a current and thorough way of realizing change that contribute to the Why of the spearhead. Further development and monitoring takes place in dedicated teams on each of the spearheads.

At the start of a sprint, the items with the **highest priority** (based on urgency or importance) are picked up in a sprint and converted into concrete results. This way of working allows us to have a data-drive approach, adjust where necessary and achieve short-term results whilst working on medium-long term ambitions.

In the **multidisciplinary teams** we work as much as possible with colleagues from different work fields, faculties and service departments, in other words a diverse group of professionals and experiential experts. Multidisciplinary teamwork is one of the success criteria in user-centred approaches. We consider this to be essential to meet project objectives and to ensure **stakeholder buy-in to both processes and results**. The composition of teams starts with the needs of the employee(s). An assignment based on that need is formulated and then it is determined what expertise is needed to achieve the goal.

At the end of the sprint (after **six weeks**), the results are shared (demo) with the stakeholders and feedback is collected: a moment to reflect on the past sprint and to look ahead to the upcoming period. Stakeholders include the end users of the product or service to be developed. This moment with stakeholders is an opportunity to keep stakeholders informed on the developments and goals that we are committed to. Simultaneously, it is an opportunity to reflect and to better understand how the activities are perceived and what needs/wishes are present within the UT community. The input from the stakeholders enables the development teams to develop the desired product or service. Through this, we aim to increase our **alignment** with the organisation and strengthen our **engagement**. The sprint ends with a retrospective with the team to continuously learn and improve as a team. After that, the next sprint is planned and the cycle starts again.



5.3 APPENDIX C: THE JD-R MODEL

Employee well-being at UT is monitored using the 2019 conceptual model[12]. The two main reasons are: (1) the option to compare results longitudinally and (2) the 2019 conceptual model is strongly rooted in the academic literature on well-being at work.

"The conceptual model explains employee well-being and its antecedents [see Figure 4]. The core of the conceptual model is based on the Job-Demands-Resources (JD-R) model[13]. The JD-R model predicts that employee well-being is a function of job demands (i.e. job characteristics that drain energy, such as role overload and poor role clarity (also called: role ambiguity)) versus job resources (i.e. job characteristics which enable employees to realize their goals and which are energising). We included job resources that relate to the job (autonomy and selfefficacy), the supervisor (leader-member exchange (LMX)), the team (team cohesion) and the organisation (commitment)."

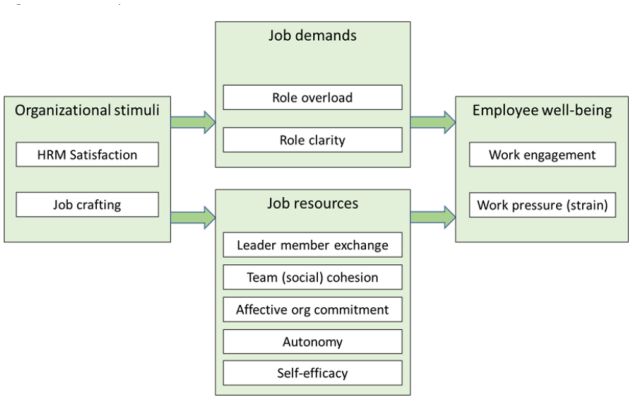


Figure 3. Conceptual Model

"To examine how organisational policies/practices impact job demands and job resources, and how employees themselves can safeguard their well-being, we decided to include employee satisfaction with HRM activities such as development opportunities, appraisal and feedback (as relevant organisational policies/practices that may impact well-being) as well as employee reports of job crafting (i.e. employee-initiated changes to job demands/resources for sustaining well-being). Since HRM activities and job crafting are unlikely to have a direct relationship with employee well-being, we hypothesize that job demands and job resources mediate between employee satisfaction with HRM/job crafting and employee well-being. Employee well-being is conceptualized as both work engagement and strain to tap into both the desirable dimensions (i.e. work engagement) as well as its undesirable dimensions (i.e. work pressure/strain)." [14]

[12] De Leede, Meijerink & Torka (2019). Work engagement and work pressure: still in balance? A wellbeing study among UT employees. Report ref nr CvB UIT – 3998, 23-04-2019

[13] Bakker, A.B. and Demerouti, E. (2007), "The job demands-resources model: state of the art", Journal of Managerial Psychology, Vol. 22, pp. 309-28

[14] Leede, J. & Fischer, S. (2022) *'well-being in the second covid-19 year: Results of the 2021 well-being study among UT employees', pg. 9*

5.4 APPENDIX D: SUMMARY OF THE COMMUNICATION APPROACH

A strategic communication plan on well-being was drawn up in close collaboration with M&C. Communication contributes to the following aspects:

- Integral communication approach, supporting the initiatives of the well-being project group.
- Aligning required expressions with organisational strategy, UT and HR communication principles.
- Contributing to the desired cultural change.
- Making the well-being initiatives easy to find.
- Communication about process, actions, and results regarding the research times.
- Internal availability and traceability of well-being research results.

It is important to pay special attention to the manager in the communication approach because of their different roles in relation to well-being. They have a crucial and indispensable role to play in enhancing the well-being of employees and identifying needs. They are the most important source of information because they know first-hand what employees need and also what they themselves need to fulfil their role as managers. They also have an important communicative role, as the annual national "internal communication trend survey" shows. In it, employees invariably indicated that they preferred to hear about important matters from their immediate supervisor. By strengthening line communication[15], it is possible to manage and preserve it better, because the core of it is regular personal discussion (dialogue) between the manager and their own team.

It is therefore a good idea to include those who inspire managers to stay connected to their team, to balance their own well-being and resilience, and to strengthen communication skills and dialogue techniques in particular in the development offerings. This also indirectly contributes to the desired cultural change.

[15] Line communication (also called leadership communication) is the communication that takes place through the hierarchical line of the organisation (the organisation chart).

5.5 APPENDIX E: OVERVIEW HR PRIORITY AREA WELL-BEING

WELL-BEING

AT THE ULTIMATE **PEOPLE-FIRST** UNIVERSITY OF TECHNOLOGY

"WE AIM TO CREATE A MOVEMENT FOR WELL-BEING BY FOCUSSING ON THE PEOPLE-FIRST THEMES THAT REALLY MATTER AT THE MOMENT, SUCH AS BALANCE, TRUST, DIRECTING ONE'S OWN CAREER, HEALTH AND SUSTAINABLE EMPLOYABILITY."

WHY

As the ultimate people-first university of technology, we invest in employee well-being, because happy, healthy and motivated employees enjoy their work, feel empowered, are more visible to their colleagues and teams, while also contributing more naturally to the realisation of the UT objectives outlined in the Shaping2030 strategy.

HOW

The integrated communication approach encourages dialogue and interaction and contributes to clarity and overview.
The movement for well-being is powered by four drivers

RESEARCH

UT wants to know how employees experience their well-being. Basing decisions on current, specific and reliable information is essential to achieving successful, targeted interventions.

LEADERSHIP

UT strengthens leadership and team development with a focus on well-being. Our leaders are capable of acting and reflecting on three crucial levels of leadership: lead self, lead others and lead the system.

CAPACITY MANAGEMENT

UT aims to organise and allocate capacity to maximise value and strengthen well-being. Planning must be organised on a strategic, tactical, and operational level. Capacity management is about regulating work pressure as well as HR resources and qualifications.

INITIATIVES

UT encourages coordination and interaction, with a view to matching well-being initiatives as closely as possible to current needs.

WHAT

A data-driven approach: Well-being research in three waves per year, each with a representative sample (33%) of the staff.

Community: A well-being community for leaders to connect with each other, and to share and discuss knowledge, skills and experiences.

Expedition: A (development) programme to shape leadership and well-being.

Developing a capacity management infrastructure: Transparent, realistic, fair, and rewarding.

Work group: This group discusses the model, language, possible tools, and best practices from other universities.

Well-being weeks (2 times a year): Well-being activities for both students and employees.

Tailored development offers and initiatives: These are aligned with the current needs of employees, with special attention for groups at risk (utwente.nl/employee-wellbeing).

FOUNDATION

HR HEALTH AND SAFETY In order to cultivate a sustainable, safe and healthy workplace, on campus and at home, we continuously ensure optimal support. On the Health and Safety Service Portal, employees will find relevant information. UT also follows and applies legislative requirements related to well-being, for instance the Dutch Arbo (health and safety) and BHV (emergency response) regulations.

UNIVERSITY OF TWENTE
Drienerlolaan 5
7522 NB Enschede

P.O.Box 217
7500 AE Enschede

P +31 (0)53 489 9111

info@utwente.nl
www.utwente.nl