



SHAPING INDIVIDUALS AND TEAMS

INCLUDING THE CONTRIBUTION TO
THE VSNU PROGRAM ON RECOGNITION
AND REWARDS

MANIFESTO AND GUIDING PRINCIPLES

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4TH EDITION

UNIVERSITY OF TWENTE.

MANIFESTO AND GUIDING PRINCIPLES

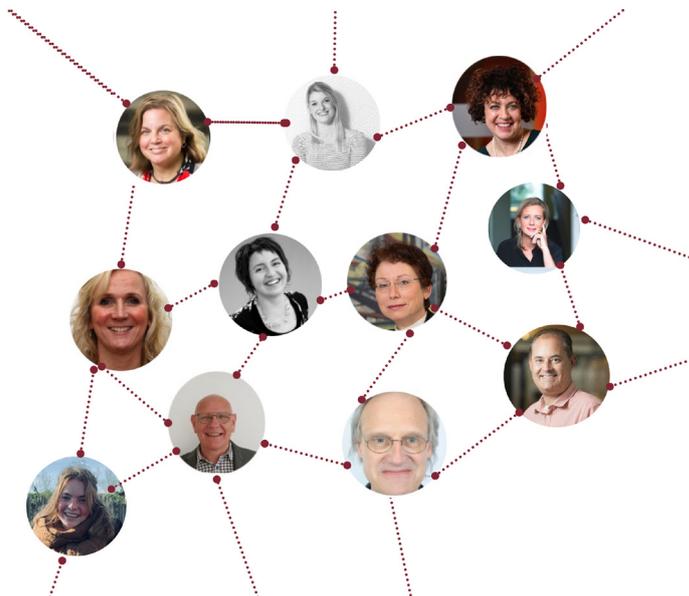
What steps do we need to take to be the university where everyone feels recognized and rewarded? What is the unique UT-way of working for staff and students that connects us all and gives us wings to soar, that makes us all proud to be a part of the People-First University of Technology? We all have opinions and ideas about how to work better, and how managers should manage. But this is not just about managers, it's about all of us. This UT Manifesto is a commitment to recognize everybody's talent, to connect us, to distinguish ourselves as individuals and color our roles in teams, and to enable continuous improvement across all UT fields of work. It is a call to empowerment for making our science and teaching better, services healthier, careers and opportunities boundaryless, and our impact in society sustainable.

OUR AMBITION:

Motivated by the principles and ambitions of Shaping 2030, we support the University of Twente in developing its people-first strategy through continuous dialogue in flourishing inclusion and diversity in education, research, valorization, and leadership, on the road towards Open Science. We strive to create cohesion between ongoing projects and take advantage of our organizational flexibility, teamwork, and an integral approach towards academic and support staff.

UT COMMITTEE SHAPING INDIVIDUALS AND TEAMS:

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Jeanine Valster	Communications
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THE UT UNIQUE WAY OF WORKING:

- The UT Shaping Individuals and Teams program is rooted in Shaping 2030 and aims to implement its approach and philosophy
- We search for alignment between different trajectories within Shaping 2030 and Shaping Individuals and Teams
- We craft the process of Shaping Individuals and Teams as a learning process of the UT employees in their individual functions and team roles
- We recognize the evolutionary nature of the Shaping Individuals and Teams process that will develop continuously and interrelatedly with the implementation of Shaping 2030
- We involve the whole UT community and embrace existing related initiatives, while welcoming new ones
- We deploy this program for all UT employees: support and academic staff
- We commit to the process of talent development as a learning process of UT employees in their individual functions and their team roles
- We engage student communities of the UT in shaping our research and teaching our guiding principles to the student communities of the UT
- We connect with and learn from the VSNU program on Recognition and Rewards and good practices of all participants in this program

ORGANIZATIONAL CONDITIONS to support the renewal of organizational culture:

- Organizational and inter-personal trust
- Psychological safety
- Supportive stewardship leadership
- Recognition of talent and careers diversity

WE DEFINE

A team - a mini-network, a group of people working *together on shared goals*. Types of teams:

- Home-based academic teams, and/or support teams, and/or teams of students (e.g., academic departments, HR, Finance, Communication)
- Flexible academic, and/or support teams, and/or teams of students (e.g., teaching module teams, research consortia teams, Examination Boards, teams of secretaries, Career committees, Tenure-Track committees, board of students, Greenteam, Solarcar, Solar boat)
- Hybrid versions of above (event committees, faculty boards).

Performance management - a continues process which addresses the scope, assessment, evaluation, reviewing and potentially rewarding of employees' performance as well as their recognition:

- **Assessment** – a formal and/or informal ongoing developmental advice on an employee's performance.
- **Evaluation** - formulation of a judgment of an employee and team performance, by both the manager/team leader and the employee and team, in accordance to their earlier defined goals
- **Reviewing** - a formal meeting between an employee or a team and a manager/team leader in which the evaluation is discussed.
- **Reward** - an appreciation, in the form of personal or team development and/or promotion, given in return for good individual or team work.
- **Recognition** - acknowledgement for and the perception of being noticed, honoured and valued, through actions from peers/co-workers, managers, organisational practices and external parties.

TEN GUIDING PRINCIPLES FOR RECOGNITION & REWARDS:

1. Work and work management should be based upon the main principles of Shaping 2030: Personalized talent development, Inclusiveness & diversity, uniqueness, Teamwork, Integrity, Stewardship Leadership, Continuous (sustainable) learning & development, and Operational excellence.
2. Performance management, assessment, and evaluation should include reference to goals that individuals and teams have formulated for themselves¹ in relation with the performance goals of their organizational units (service departments, faculties); individuals and teams should assess and be assessed in light of their own aims and quality goals and related to Shaping 2030.
3. Work management should be future driven and oriented to improve the balance between individual, team, and UT goals; and seen as a double-loop learning that is built decisions in the light of experience while the quality of performance should be safeguarded.
4. Assessment and evaluation of individual and team performance as a part of work management, should take a qualitative interpretive evaluation into account; where quantitative metrics may play a supportive role.
5. Leadership and team effort should be distinctly echoed in assessment and evaluation.
6. Assessment and evaluation should be seen as a process where both sides assess their functioning in a dialogue between “to-assess” and “to be-assessed”.
7. Reflection and self-evaluation in the totality of performance management process should be encouraged.
8. Cross-disciplinary and within-disciplinary differences in traditions in knowledge dissemination, service provision and research should be articulated in assessment and evaluation.
9. For research effort – assess contribution to Open Science.
10. Re-consider criteria regularly.

WE VIEW UT TALENT AS

- Broad - characteristics that match a person’s natural aptitude, – each set is unique and valuable
- Developable - the level of a ‘natural characteristic’ now that is open for development
- Adaptable - the expressed ‘natural characteristics’ can shift over time and conditions
- Enhancing the individual and the team - the expressed ‘natural characteristics’ benefit the organisation as well as the individual²

OUR DELIVERABLES BY 2022:

- Coherent *framework* for recognizing and rewarding UT employees inspired by inputs from all Shaping Individuals and Teams related initiatives that is:
 - o Developmental in its core, encouraging boundaryless careers within and outside of UT: vertical as well as horizontal developments
 - o Impactful on the way we work
 - o Offering a balanced approach to measure individual and team success
- Collection of *good* Shaping Individuals and Teams *practices* to inspire continuous learning across UT service and research departments
- Contribution to *measurable flexible HRM outcomes and tools*– all-inclusive HRM practices within UT employee journey to be taken into UFO.

¹ Habraken, M., & Bondarouk, T. (June 2020). Understanding Performance Management: UT – Shaping Individuals and Teams. Unpublished report (White paper).

² Habraken, M., & Bondarouk, T. (2020). Talent Management – Collective and Connected. Unpublished working paper.



PLAN OF WORKING

PHASE 1: 2020-2021

- Organizing round tables about Recognition and Rewards (R&R) within UT - to create awareness and align different related projects:
 - With groups of related projects (see Manifesto), Service departments, FBs per faculty, Career / tenure track committees
- Conducting Action Research on Building Talent Management that unites with Work/ Performance Management:
 - Assessment and development of the HRM architecture presented
- Following the experiment:
 - Focus on 2-3 UT teams for pilots with new policies (2-3 teams)
 - Focus on of 3 – 5 staff members who are taking up new roles, shaping new career steps
- Evaluation of results
- All of the above is the fundament of the communication plan within and outside UT
 - By organizing these meetings and events we're already implementing and communicating.
 - Besides that, internal communications is about sharing inspiring stories.
 - Design basic MC channels, like interactive website with interactive forum possibilities to inform about latest developments, and to collect ideas from UT colleagues – to enable continuous communication.

PHASE 2: 2021-2022

- Organizing Open space inspirational sessions for all employees (by subscription) – once in a quartile, inviting colleagues to elaborate on their (alternative) career choices
- Organizing inspirational /learning sessions about R&R outside UT:
 - Specialists on management development and leadership in academia
 - Other TUs, VU– R&R committees / organized by VSNU
 - Cross border universities (for example, Münster, ECIU)
- Extending the experiments to more teams and faculties / service departments
 - Evaluation of results
- Suggestions for UFO
- Management development plan, input for personnel policy plan HR
- Different training programs, including leadership in academia
- Broad implementation of R&R/ Shaping Individuals and Teams at UT.

³Habraken, M., & Bondarouk, T. (2020). Talent Management – Collective and Connected. Unpublished working paper

