



UNIVERSITY OF TWENTE.

KEEP GOING, KEEP GROWING

SHAPING EXPERT GROUP (SEG) SHAPING INDIVIDUALS AND TEAMS.
REPORT 2020 - 2022 / ADVISE FROM DECEMBER 2022 ONWARDS.

December 2022,

Dear members of the Executive Board of the University of Twente,

We are happy to present the report that reflects how and what we, the shaping expert group shaping individuals and teams, achieved over the last two years, 2020 – 2022. From our perspective, we felt (and still feel) that we were important, recognized, and rewarded for realizing the first steps to the desired culture change in our University.

From the start, our compass was the twelve action points list. Therefore we use this compass also for reporting back.

Based on the variety of what we have learned, in the end, we advised appointing a specific group that functions as the engine that stimulates further implementation of recognition and rewards executed by the line management in our faculties and services.

We are delighted that the EB of our University appointed the RRTeam. With this, we see that our advice is embraced. In the meantime, the team is exploring all initiatives taken under the umbrella of 'Recognition and Rewards' and connecting to the stakeholders to be involved. Also, the way of working for the team is now under development.

The RRTeam has trust in contributing to further implementing Recognition and Rewards as part of the desired cultural change and our way of working.

On behalf of the shaping expert group Teams and Individuals, I thank you for trusting our group so far, and we look forward to the future.

Best regards,

Jeroen Jansen

SEG-composition:

Jennifer Herek	(JH)	Co-chair, dean faculty S&T, liaison UNL chairs network
Tanya Bondarouk	(TB)	Co-chair, professor HRM, dean faculty BMS, liaison UNL chairs network
Jan Eijkel	(JE)	Vice-dean research faculty EEMCS, retired
Susanne Wichman	(SW)	Secretary General UT
David Korringa	(DK)	Portfolio holder operations / managing director faculty ITC
Annemiek Baars	(AB)	Manager HR policy department HR, liaison UNL – HR developments
Ratna Toering	(RT)	Manager M&C department, liaison UNL – M&C developments
Jeanine Valster	(JV)	Communication Advisor, M&C
Jeroen Jansen	(JJ)	Project leader, liaison UNL project leaders network , faculty ITC
Anouk Ramselaar	(AR)	} Student Union
Maartje van Delden	(MvD)	
Tom Lamaker	(TL)	

Thermometer

Overall, we think the organization is doing well. However, we also think that we can accomplish much more. Now the line management is in charge for further implementation. As agreed in the EB-Deans meeting from July 6-2022 we focus on the next steps for implementation. In the forementioned meeting it is agreed to focus on:

1. Formulate UT policy on talent development – to start with academic careers

- “Career development” instead of “tenure tracks”, make use of expertise within UT, and materials from the SEG work
- Develop criteria for Talent Development in-line with R&R, with a common ground for all faculties, and space for tailoring / flexibility

2. Transfer criteria/ideas throughout employee workflow processes: recruitment & selection, onboarding, training (incl. leadership programs), annual appraisals, career development, exit.

- Should every faculty have a ‘talent development committee’?

3. Develop R&R policy for the support staff.

- Develop talent-employability support staff and “cross-overs”
- Encouragement of taking up new roles with job security

We hear a call for keeping the discussion concerning Recognition and Rewards alive. Since our first talk show was very well received a follow up will be organized. We also hear a call for operationalizing the ten guiding principles as stated and promised in our [Manifesto](#). We are happy with the support from and the steps taken by the EB. (see email from [Rector Magnificus](#) prof. dr. ir. Tom Veldkamp). In this email also the appointment of the RRTeam is announced. This Team will function as the engine for further implementing R&R @ UT.

Impediments

We don't see any specific barriers, except that there might be a risk if we just stop and assume that implementation is complete. We also see more traditional issues such as availability of time (and therefore money) as possible impediments. We would also like to draw attention to the importance of roles such as EB / FB / Deans, Directorate from service departments and HR. We hear a desire for connection with HR and other important stakeholders on both the central level as well as faculty level.

Expected costs

For further implementation aligned with the three goals (see **thermometer**) set the indicated budget was delivered for the Spring memorandum. It is understood that the budget as such was approved however it should be imbedded in the entity responsible for the execution of the further implementation. Therefore the advice is to connect the budget to the EB responsible person; Prof. Tom Veldkamp, Rector Magnificus University of Twente, (or to one of the RRTeam members as delegated person). Tom Veldkamp is the person to whom the RRTeam reports.

INTRODUCTION

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. That is our **ambition** as stated in our manifesto.

To shape our ambition, the seg has formulated **twelve concrete action points**. Over the past two years, we have worked hard to achieve our goals. In the schedule below you will find the overview of the status of the goals set and to what they have contributed to.

Ultimately **this is a contribution to a desired cultural change at the University of Twente in line with the principles of vision 2030**. Cultural change is not easily captured by a hard endpoint with which one can conclude that 'the culture has changed'. Cultural change is looking forward but also looking back or better said, reflecting. Take a moment now and then to look back; only then will we see if there is movement in the change. The seg shaping teams and individuals sees that change is moving in the right direction but also sees that there is still a way to go.

HOW WE OPERATED

We operated as a team. Every member of the team really contributed to what we have achieved up till now. The co-chairship worked very well. We worked together based on the following mindset:

- **Recognition:** each team member was valued for their contribution. From the team perspective, we acknowledge the input of anyone we may meet asked or unsolicited.
- **Rewarded:** we feel rewarded for what we can do for the organization and reward all those who are involved.
- **Trust:** the trust we have in the organization, ambition and in each other. Regardless of whether a person agrees with what we want to achieve as an organization or not.
- **Enthusiasm:** the enthusiasm to get things done serves as a cornerstone to give substance to our ambition.
- **Connection:** we are heading for connection of people and initiative. We cross link shaping connections, shaping society and shaping individuals

We contribute to:

- **Research:**
e.g. action Research lead by prof. Tanya Bondarouk, Dr. Milou Habraken.
- **Education:**
e.g. two possible helping tools for assessing education and the talent development map are delivered
- **Impact:**
e.g. UT is increasingly found to be an inspiration to fellow universities
- **Leadership**
e.g. activate new leadership

The below list shows a detailed overview

ACTION POINTS	How	Output / remarks	Contributes to	
Phase 1 2020-2021				
1	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	<ul style="list-style-type: none"> - We organized (23) round tables so far. Spoke to about 200 people. On average we met 50% Scientific staff / 50% support staff. - We've had our (1st) R&R talk show. 	<ul style="list-style-type: none"> - "Pearls" shared with HR, input for HR policy. - Manifesto now is policy for UT. <ul style="list-style-type: none"> o specific input for leadership program, o well-being as well as o talent management (as soon as the outcomes of the RT discussions are available we include these) - Next will take place in the beginning of 2023. 	<ul style="list-style-type: none"> - HR policy development - Implementation of R&R
2	Organizing Open space inspirational sessions for all employees (by subscription) – once in a quartile, inviting colleagues to elaborate on their (alternative) career choices	<ul style="list-style-type: none"> - Initiative slow spaces (Marjolein Prenger, BMS) - Initiative PhD career inter - /supervision (Dr. Luca Bouwmeester) 	<ul style="list-style-type: none"> - Body & Mind Centre UT (concrete plan to implement) See attached proposal. <div style="text-align: center;">  <p>MP_BMS_Body and Mind Universiteit Twe</p> </div>	<ul style="list-style-type: none"> - UT wellbeing - UT employee branding
3	Organizing inspirational /learning sessions about R&R	<ul style="list-style-type: none"> - Inspirational sessions, 'talk show' 	<ul style="list-style-type: none"> - May 31 	<ul style="list-style-type: none"> - UT employee branding

	<p>outside UT: Specialists on management development and leadership in academia Other TUs, VU– R&R committees / organized by UNL / Cross border universities (for example, Münster, ECIU)</p>	<ul style="list-style-type: none"> - UT Participates in various working groups within UNL <ul style="list-style-type: none"> o Working group R&R for OBP UNL o Working group Phd/ young career UNL (Dr. Luca Bouwmeester) o Working group Narrative based assessment UNL (Prof. Karin, vice dean research, faculty ITC) Pfeffer for Research) o Leadership expedition (HR) o Input R&R '22-'26 plan UNL <ul style="list-style-type: none"> - International context - OBP - UT was well represented in the upcoming National R&R festival on February 4. <ul style="list-style-type: none"> o Prof Tanya Bondarouk was key-note speaker (Subject: following teams: teamwork in Twente) o The seg was involved in three workshops that day <ul style="list-style-type: none"> - 1. Early career academics - 2. Assessing quality (how do you make this happen) - 3. Good practices in dialogues o At the festival the UT 'team development' podcast will be launched - In the next edition of the R&R festival in April '23 UT aims to contribute with one workshop, this time related to Impact (Theory of Change) - UT participates in process Reforming the Research Assessment on EC level. EB signed. - Awareness, UT-wide + NL - LOTUS participation - ECIU - 4TU 	<ul style="list-style-type: none"> - Jan 16 - Dec 21 - Okt 21 - Plan is ready and confirmed - Feb 4 <div style="text-align: center;">  <p>rra-agreement-2022.pdf</p> </div> <ul style="list-style-type: none"> - Can be improved - Can be improved - Can be improved - Can be improved 	<ul style="list-style-type: none"> - UT external outreach - UT Talentman. - Further implementation of R&R - Awareness - Designing new way of assessing research
4	<p>Conducting Action Research on Building Talent Management that unites with Work/ Performance Management: Assessment and development of the HRM architecture presented</p>	<p>- Milou Habraken Lead by Tanya Bondarouk</p>	<ul style="list-style-type: none"> - Results / report presented on 30 November - Paper Understanding Performance management (Milou Habraken and Tanya Bondarouk) 	<ul style="list-style-type: none"> - HR Policy making

			- Way of working Teams and Teamwork (Tanya Bondarouk et al)	
5	<p>Following the experiment:</p> <ul style="list-style-type: none"> ○ 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 	<ul style="list-style-type: none"> - MS-R team initiative @ET - Shaping 2030 ESA@ ITC - CELT experiment Team 	<ul style="list-style-type: none"> - Under guidance of the shaping 2030 team. (podcast initiative (HR, seg members, execution started) - Support for designing mobility 	<ul style="list-style-type: none"> - HR Policy making - HR Talentman. - Personal dev.
6	Evaluation of results		<ul style="list-style-type: none"> - Resulted in 3 action points (EB/Dean meeting July 6th) - Followed up by email Rector - RRTeam formed. This team in close cooperation with HR and others stakeholders aims to boost further implementation of R&R - Talent Development Policy concerning new careertracks now in advise stage. 	<ul style="list-style-type: none"> - Further implementation - Concrete action - Call for action
7	<p>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. Website.</p>	<p>See website</p> <ul style="list-style-type: none"> - 3 visuals - R&R website - @ITC combined in TM website - HR TM 'Boost your Talent' website 	<ul style="list-style-type: none"> - Launched - Under development 	<ul style="list-style-type: none"> - UT employee Branding -
Phase 2 2021-2022				
8	<p>Extending the experiments to more teams and faculties / service departments</p> <ul style="list-style-type: none"> ○ Evaluation of results 	<ul style="list-style-type: none"> - TicToc @ITC - The conversation helpers (speak-up) initiative 	<ul style="list-style-type: none"> - Running and extended - Granted in incentive fund Inclusion, start in '22 	<ul style="list-style-type: none"> - Change of culture, Awareness - HR Policy - Personal develop.
9	Suggestions for UFO		<ul style="list-style-type: none"> - Talent Development Map (UFO, UTC R&R combined for WP) Guidelines for self-assessment for career moves - (clickable pdf) - Narrative trial 	<ul style="list-style-type: none"> - HR Talentman - Personal dev.
10	Management development plan, input for personnel policy plan HR	<ul style="list-style-type: none"> - Align TT policy with R&R and room for everyone's talent. 	<ul style="list-style-type: none"> - PD&SP for TT > everyone Development assessment@ITC open for all - Talent management policy @BMS - Keep going, keep growing TM@ITC 	<ul style="list-style-type: none"> - HR Talentman. - HR personal dev.

		- Define and steer on Impact.	- Proposal draft delivered to HR - Central, other faculties and EB - Ongoing	
11	Different training programs, including leadership in academia		- Leadership program (Lead others, lead yourself, lead the system (HR) - @ITC Leadership program MC - Expedition community - Well-being	- HR Talentman. - Personal develop.
12	Broad implementation of R&R/ Shaping Individuals and Teams at UT	- Now line-management is in charge, R&R team advises EB		
UNL				
		Involved in: - Team effort approach - Narrative based Assessment - OBP and R&R (lead) - Career paths (UFO) - Early careers and R&R - Assessing quality how do you that?		
EC/Science Europe/EUA				
		- Reforming the Research Assessment	- Signed contribution from UT expected	- HR talentman.

On behalf of the shaping expert group teams and individuals
Jennifer Herek and Tany Bondarouk

Best regards
Jeroen Jansen