

## **Well-being**

In addition to the first recommendation of the University Council in June 2019 on well-being in general and the increased workload in particular, the University Council has issued a second recommendation.

With regard to **workload**, the University Council advises to strive for clarity about the task and the objective at all levels: for an employee it must be clear which task (quantitative and qualitative) he has within his capacity group, which tasks and objectives his group has within the faculty or service - and those, in turn, within the primary tasks and policy objectives that the university regards as its social mission. The university must take greater account in its policy of the feasibility of policy and, where possible, adjust policy and allocation of resources to keep the workload manageable. Faculties must give concrete substance to the policy in their own strategy plan, whereby tasks are translated into personnel capacity (quantitative substantiation of strategic personnel policy). The actual introduction of capacity funding must provide insight into the division of tasks within a faculty and within a group. Clarity about tasks, the degree of task freedom and the career perspective within the organisation are important conditions for the well-being of staff members in faculties and services.

With regard to a **safer working environment**, the University Council believes addressing and reporting undesirable behaviour should be more self-evident than is currently the case. A cultural change can only be realised over time, moreover without this leading to stigmatisation of people where that is not justified. The University Council advises using the appointment of an ombudsperson this autumn to bring the importance of addressing undesirable behaviour and the necessity of reporting (serious) standard-breaching behaviour to the attention of the university community. Without going into detail on the entire "help structure" and the "Christmas tree of regulations", simple support for an approach can be given, such as the referral and advisory function that the ombudsperson can (safely) offer as an independent officer. Here too, promoting the resilience of individuals and the exemplary role of managers is essential.