

## MINUTES 166<sup>TH</sup> FC MEETING – 2 APRIL 2015

### Attendees

FC Members	Guests	MT	Official Secretary
Gabi Helfert	Martin Boogaard	Frank van der Kruk	Joy Kearney
Jan Sirks	Willem Koolhaas	Abe de Jong	Liz Derks
Jelle de Vries	Marianne Schouten		
Youming Ma	Yvonne Jules		
Lance Cosaert	Robbert Brouwer		
Frederieke Dijkhuizen			

### 1. Opening

Gabi opens the meeting at 10.31 am.

### 2. Agenda

There are no questions or further points to be added to the agenda.

### 3. Minutes

The minutes of the previous meeting are approved without further remarks or amendments.

### 4. Announcements

Abe and Frank make two announcements on behalf of the EB:

- The reorganization plan for generic support staff has been approved by the CvB of the EUR. Execution of the plan has been turned over to Peter Elsing, who is in charge of HR.
- The diversity task force has started their tasks on the 31<sup>st</sup> of March and has had their first meeting. Since the last FC meeting, the composition has changed slightly; the chairman is Marta Szymanowska and other members that joined the committee are Inga Hoever, Merieke Stevens and Marcel van Rinsum. The task force will report to the EB around July 2015.
- Frank Hartmann has been appointed Dean Executive Education. With this appointment the composition of the Executive Education Board is complete.

Gabi makes two announcements on behalf of the FC:

- The FC has talked to approximately 35 people from different levels and areas throughout RSM, and based on these talks decided to give a positive advice regarding the reappointment of Steef van de Velde as Dean of RSM. Gabi had a short meeting with the Rector Magnificus to discuss the feedback, which was much appreciated and will be taken into account.
- The candidacy period for elections of new FC members is over. The candidacy period was in particular successful for students with 14 valid applications. This means there will be elections held for the student body of the FC. There are still two vacant seats, one for the PhD student and one for a faculty member, but the FC is confident these seats will be filled after the elections are over. Overall, it seems very likely to have a full FC again after September.

### 5. Presentation New Faculty Regulations

The EB has come up with new Faculty Regulations and this process was coordinated by Martin Boogaard. Frank presents the main changes as compared to the last version of the Faculty Regulations:

- The governance structure is included in the new Faculty Regulations. The RSM EB is included, as well as the strategic platform.
- Article 15, part 5 describes the role of the program committees (PAC) and the role of the FC within these committees.
- Article 23, part 4 lists the basic regulations per academic department. These regulations are included with the aim of providing employees with information about the organization and the governance structure for the department they work for. Gabi wonders whether these regulations only concern the academic departments or whether such regulations will also be set up for the administrative departments. Frank explains that in general the academic departments are larger than the administrative departments, which is the reason for such explicit regulations. However, for bigger departments, such as the educational department, it might be an option too.
- A minor change is the role of the Director of Operations. In the former Faculty Regulations the Director of Operations was the *coordinator* of the HR and Finance departments; within the new Faculty Regulations the Director of Operations is only the *supervisor* of the HR and Finance department.

Aside from these changes, there are quite a few minor changes that have a legal basis in the Law of Higher Education. As the Election Regulations of the FC were also included as the last part of the document, Gabi asks whether any significant changes were made in these regulations. Frank explains that no changes were made yet, but given the processes of the past few weeks, there might be some changes. Additionally, he suggests making the Election Regulations for the FC a separate document to facilitate approval of the documents in the future. However, Frank does not know whether this is possible from a legal point of view, so he will check for that. He also suggests having a brief meeting with Gabi and Claudia Rutten from the legal department to discuss the election regulations.

The “beheerinstructie” or management instruction was also included; however, there were no structural changes made here. Frank apologizes that all Faculty Regulation documents are currently only available in Dutch; this is a legal matter as all legal documents have to be in Dutch. The FC will revise the new Faculty Regulations with an external consultant on the 14<sup>th</sup> of April and remarks or comments will be shared with the EB directly afterwards. In no structural changes have to be made, Frank will make sure an English translation of the documents is available before the next FC meeting on the 30<sup>th</sup> of April.

## **6. Internal Communication – Results of the Focus Groups and Further Action**

Willem Koolhaas and Marianne Schouten are present to share the results of the focus groups that were held at the end of last year/beginning of this year and show the steps RSM is taking to improve internal communication (IC). In total, 3 focus groups were held; two with academics and one with staff (both from BV and EUR). Each focus group consisted of 5 – 10 people and lasted for approximately 1.5 hrs. The objectives of these focus groups were to learn how the IC of RSM is valued by the participants, to understand their needs and wants and to get ideas on how to improve the IC within RSM. The main take-aways from the focus groups are listed below:

- The **introduction** part of RSM is rated insufficient.
  - ◁ People recognize the value of welcoming and introducing newcomers to RSM, its purpose and goals, its people, its procedures etc.
  - ◁ However, the attendants are not aware of any formal introduction procedures, other than a section on the website.
  - ◁ Most new employees are informally introduced within their departments and there exists little coordination between these departments.
- The **informative** qualities of RSM IC are at best rated “average”.

- ◁ Most participants mentioned the large number of emails that were sent.
  - ◁ There is a gap between what department chairs and employees know.
  - ◁ A portal containing all information is lacking (the present intranet does not fulfil this role, it is perceived as user unfriendly) and information is presently best accessed on a one on one personal level.
  - ◁ The Steef of the Union is often mentioned as a welcome initiative.
- Overall, most people are intrinsically **inspired** to work for RSM.
  - ◁ However, they do not feel extrinsically inspired by RSM IC.
  - ◁ Steef of the Union was again mentioned as a positive initiative.
  - ◁ Sometimes people refer positively to the RSM external communications, which they perceive as “positively framed”.
  - ◁ More specifically RSM Discovery and the “I will” campaign are mentioned.
- People **interact** one on one, mostly within departments, not crossed-over.
  - ◁ There are no platforms available for interaction and, as said before, the intranet could be a means but is currently inadequate.
  - ◁ The Steef of the Union meetings could play a role, but the attendance of academics is too low.
  - ◁ As a physical interaction space, the Faculty Lounge is mentioned, however, it is perceived as “not alive” and “overtaken” by support staff.
- **Identification** with RSM in general is strong: it is one of the leading business schools in Europe based on rankings/research.
  - ◁ The role that RSM IC plays in this context, however, is unclear. People are generally not aware of what the more specific identity of RSM is all about, or where to find information/inspiration about it.
  - ◁ Sometimes the slogan ‘The business school that thinks and lives in the future’ is mentioned, but the concept (vision, values, mission & positioning) behind it is again unclear.
  - ◁ The culture of RSM is sometimes being referred to as being not inviting and inclusive enough (dominantly male, white and Dutch).

Several actions are currently being undertaken to address the issues mentioned by the focus groups participants. These actions can be divided into live actions and digital actions. Live actions include, for example, stimulating people to attend the quarterly Steef of the Union meetings, reporting and communicating important outcomes and decisions of certain meetings if possible (EB meetings, Strategic Platform meetings, etc.) and organizing newcomer meetings. Digital actions include sending out a monthly newsletter to provide employees with a monthly update on smaller issues that also deserve attention. Additionally, a major challenge is the current intranet, which is technically phasing out. The IT department of the EUR central was supposed to deliver an intranet that could be accessed and used by the whole university by 2013; however, this is currently not happening. This has been an ongoing issue for quite some time and Frank mentions that it currently is also on the agenda of the EUR EB. A new intranet could also facilitate interactive features, which would create more open communication as it allows employees to start discussions and ask questions.

Jan mentions that the FC should also be included in the plan of action, which will be done by Marianne. Moreover, Gabi asks whether there is any success or effectiveness measure and whether these focus groups will be repeated at a certain point in time to see if things have changed. Marianne answers that they will definitely repeat the focus groups, but only once a new intranet is in place as this is a very important part of the communication strategy.

## **7. Status update Implementation Diversity policy for administrative employees**

There is currently only a concept version of the diversity policy for support staff. Because of the international reputation of RSM becoming more diverse, also in terms of administrative employees, is very important. The concept version of the diversity policy includes a number of explicit standard practices related to hiring and vacancy-posting practices, internal communication and career advancement. However, there are still things to be done. Yvonne was appointed the diversity officer and in order to perform this role well, she will take a diversity course or workshop to become more familiar with the topic. Moreover, she will supervise and oversee the candidate selection processes to ensure fair hiring processes and equal treatment. Moreover, targets will be set regarding the percentage of women and internationals in senior and administrative functions. Lastly, an annual diversity report will be published. Concretely, this means Yvonne will change and take care of the job vacancy texts; she will monitor the selection procedures by looking at the candidate's CVs, she will actively seek for high-potentials and communicate the group bonus structure for attaining a certain diversity level within departments. Gabi wonders whether this is the right way to go, as there are no clear targets in place yet. Yvonne explains that she has the current numbers (from August 2014) and will set targets according to these numbers. This will be done before the next FC meeting.

## **8. Status Update Implementation Mentoring Programme**

Yvonne explains that the biggest change since the last time is the matching procedure. There is going to be a manual matching system, which means the HR department will match mentees with their mentors. Input from both parties will be used, which will be gathered by means of a questionnaire. The mentees can indicate their developmental needs by selecting topics that they would like to have in common with their mentor. Moreover, they can suggest three potential mentors and these personal preferences will be taken into account as much as possible during the actual matching process. The mentors can also indicate their field of expertise and interests and based on this input a maximum of three mentees will be assigned. Sending out the questionnaire is planned for today.

## **9. Status Update of Action Points Resulting from the EUR employee survey May 2014**

The results of the survey have been published on the intranet, however, an elaborate explanation of the results is still lacking. Abe will remind Peter Elsing to put up this explanation. In addition, all but two of the planned appraisal meetings with the department chairs have been held. In these meetings, the information from the employee survey is used and actively communicated to the department chairs. A particular issue that was addressed during the last meeting was the tenure tracking system professors. Next Tuesday, the 7<sup>th</sup> of April, there will be a meeting of the Promotion and Tenure (PT) committee. During that meeting the functioning of the PT committee within the HR system will be discussed and evaluated by means of a written report. Abe will suggest setting up a meeting with the tenure tracking system professors providing some input from that report to the assistant professors. This meeting is likely to take place somewhere in June.

Additionally, Frank will ask the different support departments for their progress and plans of action. The results of this will be discussed during the FC meeting of next month.

## **10. Any Other Business**

Gabi requests a budget concept meeting to be planned after the presentation of the "kadernota" somewhere in June. This meeting will include an overview of the FTE plan. Frank agrees as the budget process last year went very well.

Another point is the FC election campaign for students. There are currently 14 student candidates and the question is whether these students have a budget to spend on promotional material and if so, how much? Frank indicates that these election campaigns should be quite low level and the maximum students can spend is 50 euro.

## **11. Closure**

Gabi closes the meeting at 11.37 am.

### **To do before the next meeting**

<b>Task</b>	<b>Person Responsible</b>	<b>Progress</b>
Set up meeting Claudia, Frank and Gabi regarding Election Regulations FC	Liz	
Set up budget concept meeting (in June) with Martin, Frank, and personnel members of FC	Liz	
Inquire whether separation of Faculty Regulations and Election Regulations FC is legally possible.	Frank	
Remind Peter Elsing to add explanation to survey results on intranet	Abe	
Request plan of action from department heads support departments	Frank	
Set clear targets for diversity policy	Yvonne	