



8	Recognition & Rewards	3) Implementing 'team science'. Teams are created within departments and schools consisting of academics who are specialized in different activities and who possess diverse qualities (not every individual is a jack-off-all-trades but as a team you are). The contribution of an individual to a team and vice versa will be taken into account	Teams are set up in which all the required talent is present, distributed among different team members. In addition, when evaluating an individual's performance, attention is also given to team performance and the individual's contribution within the team.	2024/2025	HR and Strategy Office	In 2024, the first teams are running, made up of people with differentiated profiles. By 2025, the first pilot will have started where the contribution to the team will be included in the evaluation of the individual.																												
9	Recognition & Rewards	The Recognition and Rewards programme is a major cultural change within research at a university. For this to succeed, it is important that all new policies to be developed take into account how this development fits in with the ambitions of Recognition and Rewards. In this way, the conditions are created to enable and gradually realise and embed this cultural change.	Contribute to different initiatives/projects (e.g. leadership programm, PHD project, revision of the P&D cycle, implementation of strategic personnal planning, recruitment, selection and promotion criteria)	2023 and ongoing	HR and Strategy Office			X					X	X		X				X				X		X	X	X						
10	Leadership Development Programme		We are building an 'Erasmian Leadership Profile' which is currently in progress. The process has been very participatory and is being created with input from members from all faculties and service departments at EUR. Including researchers and academic staff. In addition to the profile, we are building policy about the hiring, promotion, evaluation and development of leaders/managers and how the profile can be used.	2023	HR	The profile and policy are approved by the Executive Board and launched by 23 November at a leadership symposium. The profile is being adopted and actively used by 80% of the faculties in 2024. By 100% of the faculties in 2025 and beyond.																						x	X					
11	Leadership Development Programme		We are conducting a GAP-Analysis of the current training portfolio based on the leadership profile that is under construction. A high priority gap identified is the lack of onboarding for new leaders/managers at EUR and therefore this is being developed first. After the complete GAP analysis actions will be taken to develop and streamline the trainings and tools in order of priority over the coming years.	2023-2025	HR	The GAP analysis is compiled and the proposal for adjustments to the training portfolio are approved by the steering committee in 2023. The onboarding for new leaders/managers is developed by the end of q4 2023 and launched in 2024. The highest priority tools are developed by the end of q2 in 2024. The trainings are being redeveloped and designed and we have an updated training portfolio by the end of 2026. In addition to this, we are aiming to increase the number of leaders/managers trained through one of our trainings. The target is to grow the number of leaders/managers trained to 75% by 2026 and keep this number steady for the future.																						X	X					
12	Leadership Development Programme	We aim to build communities of practice for various levels of leaders at EUR to help them connect and learn together with peers. The communities are designed to provide more attention for good leadership and to inspire managers and leaders to learn collectively and expose themselves to new insights. The communities activities will be aligned with the leadership profile and should translate to better leadership. This in turn should help contribute to happier and healthier work environment for (academic and non-academic staff).	Currently we have a community for the Executive-level management (deans, vice-deans and directors) that meet twice a year offsite to work on leadership and strategy. We are currently building a proposal for launching two parallel communities for the other layers of management at EUR so that they can participate and have an opportunity to structurally connect and work on improving their leadership. The proposal and design of the communities is scheduled for the remaining of 2023. The launch of the communities will take place in 2024. The executive level community will continue. In 2026, there will be a consolidation of community activities across the different layers and further refinement of the communities.	2024-2026	HR & Strategy Office	The two mid-level management communities are approved in 2023 and launched in 2024. The KPI for community activity attendance is 60% in 2024 and progresses up to 80% by 2026 and beyond.																								X	X			

13	New Professors-introduction & intervision	Introduce new professors into their role- with a focus on Scientific Integrity and Leadership	Introduction with RM, eachother and the foundation & expectations in Scientific Integrity, their example role in the organisation, and their leadership role. Share dilemmas (using the rewarded dilemma game app) - and work together with other professors to share (openly) issues and vulnerabilities.	2023 a.o.	AZ & HR	organising 2 sessions per year for new professors	X	X	X																	X	X	X		
14	Employee Listening (survey) on Engagement & Enablement	To gain insight in the needs and improvements point of staff members (researchers, teacher, and also professional services staff etc.) on their experiences with working in our organisation (well-being, leadership, support, safety etc.)	periodically execute the employee listening survey(s) and follow up with the teams and organisation regarding steps for improving conditions. Together with team members. An overall Engagement & Enablement score is derived from the data and a base to make agreements upon with the management teams of the schools (and other departments) and the Executive Board to minimally be above 7,5 (on 10 point scale)	2023 a.o.	HR	A yearly survey at least - including Employee Engagement targets in the KPI's of the schools, a 7,5 score on Engagement & Enablement - overall for the whole organisation (and teams) on a scale of 10.														X	X									
15	Revision P&D cycle	To facilitate an encouraging environment for continuous development of our staff	Improving the P&D (performance and development) cycle, where the focus is planned to shift from Performance & Development to Development. We are planning to decrease complexity in the form, and train both staff and managers in preparing well for the cycle. We stimulate regular contact between staff and manager. We will provide a toolkit with multiple support documents / links to help them use the cycle to their advantage.	2024	HR	New P&D system is adopted (January 2024) Managers are trained in using the new P&D method All staff have received the opportunity to be trained in the new method of P&D Evaluation is conducted after cycle in 2024																					X	X	X	X
16	Recruitment & Selection	Increased diversity in selection committees	We have four actions related to this point: (1) create a training program and offer all selection committee members the option to attend; (2) have our recruiters pay special attention to social safety in the selection committees that they will be involved with; (3) offer incidental trainings and workshops during staff weeks, knowledge exchange weeks and other events; (4) investigate whether we can use our recruitment system/applicant tracking system to track certain diversity characteristics of our selection committee members.	2023	HR	The training program is ready by the end of 2023. Annually, a minimum of 25 people participate in the training program. Our recruiters are involved in a minimum of 24 vacancies annually where they ensure social safety is present. A minimum of 2 incidental trainings during events are offered annually. We have established whether it is possible to track diversity characteristics of selection committee members using our applicant tracking system.							X	X	X															
17	Recruitment & Selection	Increased social safety in selection committees	We have three actions related to this point: (1) create a training program and offer all selection committee members the option to attend; (2) have our recruiters pay special attention to social safety in the selection committees that they will be involved with; (3) offer incidental trainings and workshops during staff weeks, knowledge exchange weeks and other events.	2023	HR	The training program is ready by the end of 2023. Annually, a minimum of 25 people participate in the training program. Our recruiters are involved in a minimum of 24 vacancies annually where they ensure social safety is present. A minimum of 2 incidental trainings during events are offered annually.							X	X	X															
18	Recruitment & Selection	We reduce bias in our selection by making our selection approaches more objective.	We aim to train all our HR Advisors and are training various hiring managers and selection committees on the creation of more objective criteria, and are stressing to them the importance of applying these consistently within and ideally between procedures. To this end, we offer a Diverse & Inclusive Recruitment and Selection Toolkit available with tips and tricks and a format for structured questions. Additionally, we will make available an applicant tracking system where candidates can be scored on competencies, focusing our selection on only those aspects that are relevant for the job.	2023	HR	All HR Advisors have received training and 4 trainings a year are provided to hiring managers. The Diversity & Inclusive Recruitment and Selection Toolkit is easily accesible and has been updated. The applicant tracking system is available.							X	X	X	X	X													

19	Recruitment & Selection	Create more inclusive vacancy texts.	We aim to train all HR Advisors as well as many hiring managers on how to write inclusive vacancies. Additionally, we will start posting any vacancies requiring proficiency in both Dutch and English (minimum B2) in both Dutch and English.	2023	HR	All HR advisors have received training and 4 trainings a year are provided to hiring managers. A minimum of 30% of all vacancies where proficiency (B2 minimum) in both Dutch and English is required are posted in both Dutch and English.	X	X	X	X															
20	HR IDEA: 25/25 policy	Supporting scientific staff members to progress in their career. EUR has a good (gender) balance of employees at PhD and assistant professor level, but not at associate and full professor level.	The measure is open to assistant and associate professors who aspire to grow in their career, and will consist of: workshops, mentoring, advice by an independent committee on their portfolio (ready for promotion, nearly ready, needs more time) and if eligible, financial support (for those who are nearly ready). In the 2nd round, we aim to support not only female colleagues, but also any academics at the EUR who meet and/or have the potential for growth based on the faculty criteria for promotion but may want extra support to bridge structural biases related to gender, race, or migration background.	2023 2024	HR	i) Increased percentage of female full professors from 25% to 35% and increase in percentage of employees in higher echelons with migration background to better reflect diversity at lower levels. Ii) number of participants who get promoted as a result of this measure, or take higher positions elsewhere	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
21	HR IDEA: pay gap	We aim to check whether our employees get equal pay for equal work	An external party is going to examine the gender and nationality pay gap in a quantitative and qualitative manner.	2023	IDEA Center	When there is no discrepancy in pay for equal work	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
22	HR IDEA: supporting	Increase a sense of belonging among our diverse employee groups (LGBTQ+, Females, Young employees)	Organising events and supporting policy development	Ongoing	IDEA Center	When there is no discrepancy in sense of belonging and inclusion among various groups of employees, and they all score overall positively on the items	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
23	HR IDEA: exemption	Support female assistant and associate professors with return to work and picking up with their research/education output	Up to 15000 Euros in funds made available to replace	Ongoing	HR	When participants achieve goals they described in their application form (which they will be able to do due to financial support of the measure)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
24	HR IDEA: Women in	Support female early career researchers to navigate the academic playing field and grow in their career	3 day training offered to Post-Docs and starting Assist	Ongoing	IDEA Center	Positive evaluations from participants of the training (long term effect on career promotion is not available)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
25	HR IDEA: supporting	Supporting employees in combining work and care tasks	As EUR we are offering a number of support activities: 1) as organisation, we cover 100% of salary during 5 weeks of birth leave for partners (instead of 70% of salary that is prescribed by law) so that finances are not a reason for not taking birth leave; 2) we offer Family friendly brochure, a brochure that highlights care and leave provisions we have for employees with care tasks or expectent parents; 3) there are work-family balance coaches available	Ongoing	HR	Higher scores on employee surveys on questions regarding work-life balance; use of work life balance coaches, use of care and leave provisions	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
26	EUR Massive Online Open Course on Open Science (EUR OS MOOC)	Offer basic information on open science principles and practices to researchers and professional services staff at EUR and beyond.	By September 2023, the EUR OS MOOC will be online on Coursera and accessible to everyone in the world for free. Future plans at EUR include proposing this MOOC as (recommended or compulsory) training for all PhD candidates at all schools, in compliance with the recent policy mandating that all PhD candidates should have general knowledge on open science.	2023	ERIM & ERS	Some indicators include: (i) number of (online) attendees; (ii) number of people who responded to multiple-choice questions and completed the course; (iii) (inter)national coverage, e.g., the course is used at other universities. Regular feedback will be solicited and used to improve/adapt/update the educational offer.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
27	EUR Hands-On Workshops on Open Science	Coordinate a series of hands-on workshops (offered by ERS and UB) to complement theoretical information on open science provided in the EUR Open Science MOOC.	The project consists of two phases: (1) embed existing educational offer (provided by ERS and UB) into a coherent framework; (2) create new content to fill educational gaps in our current offer. Phase 1 is expected to be completed by the end of 2023. Phase 2 will be a continuous effort to offer new/ updated content in order to adapt to future developments on open science.	2023	ERS & UB	This coordinated series of hands-on workshops will be embedded in the educational offer of graduate schools at EUR.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

28	Open Science Badges	Create a system of badges to highlight researchers' adherence to open science practices, development of open educational resources, advocacy within their community (including journal editorship and peer-review), communication and engagement with societal stakeholders.	This system of badges would integrate current indicators of research productivity and success, which can often be misguided and not linked to research quality. ERIM will run sessions to inform researchers. The wish is to embed some aspects of this system in current policies and evaluation procedures. More information (including timeline) can be obtained by Dr. Guzman-Ramirez, who is working on the implementation of this system at ERIM. In parallel, ERS plans to help spreading this system to other schools.	2024	ERIM	This system of badges would help evaluating research performance beyond classical (misguided) indicators such as number of publications and citations, and instead highlight convincing measures of quality such as open data, effective science communication, and co-creation with societal stakeholders. Embedding this system in policy and HR evaluation would increase the chances that EUR retains research talent that co-creates high-quality and impactful research instead of "playing the publication game".	X	X	X				X	X	X	X	X						X	X		X			
29	Project - Rethinking Research Support Information on MyEUR.nl	The goal of this project is to make research support information easily available to the EUR academic community. So that they can quickly navigate to desired information they need to conduct impactful, trustworthy, and excellent research. By creating a user-friendly, aligned, accessible research support portal for EUR.	In 2023 and 2024 (Q1, Q2) a research support information portal will be designed, build and implemented to match the needs and wishes of the researchers and provides easy access to research support information. Furthermore, to create a sustainable portal a proposal regarding the governance of the portal will be a part of the project. Lastly, a long-term campaign will help the EUR academic community become familiar with the new portal.	2023-2024	ERS	An implemented, accessible sustainable research information portal that has at least 5000 page views every academic year. Known by researchers and research support professionals for the most clear, comprehensive and complete overview of EUR research support (policies, services, experts, tools, training, procedures, etc.).	X	X	X	X	X	X	X	X											X			X	
30	Coordinatorship Enablement Packages (CEP)	The objective is to incentivize and enable EUR researchers to take on the challenge of coordinating a major research initiative (either national or international).	To achieve this objective, dedicated support is provided to the researchers through the Coordinatorship Enablement Packages (CEP). The CEP, which is a strategic tool, consists of a set of complementary measures, namely financial support, proposal development expertise and a Post-Award Project Manager. Selected awarded initiatives (CEP) will be allocated one of ERS' Grants Advisors and/or a Business Developer. They will act as partners in the proposal effort, providing tailored, hands-on contributions and advice. They are available to any researcher employed at Erasmus University Rotterdam who is preparing a proposal for a major research initiative. We provide support from the start (as soon as the CEP is awarded) till the submission of the grant. When the project is granted, then into moves into Post-award phase which is described below in Project management.	2023-ongoing	ERS	We are currently in the process of defining the appropriate targets based on the pilot outcomes																						X	
31	Project management - support for major research initiatives	To provide all-round support to the researchers during the coordination and implementation of large collaborative projects, where EUR is in the lead. The Project management office is the scientific lead's right hand in managing consortium relationships, organizational and financial management, and delivery of the project.	Project management is responsible for the organizational, contractual, and financial/administrative processes and communications. The project manager safeguards deadlines, monitors progress, and prepares any non-scientific reports required by the project, as well as organizes project events.  The project manager is making sure that all stakeholders are at all times well informed, the project is compliant, and that the scientific staff on the project is enabled to focus on the science.	2022-ongoing	ERS	Currently reviewing and refining the goals and indicators	X	X	X	X	X	X	X	X	X											X			X



