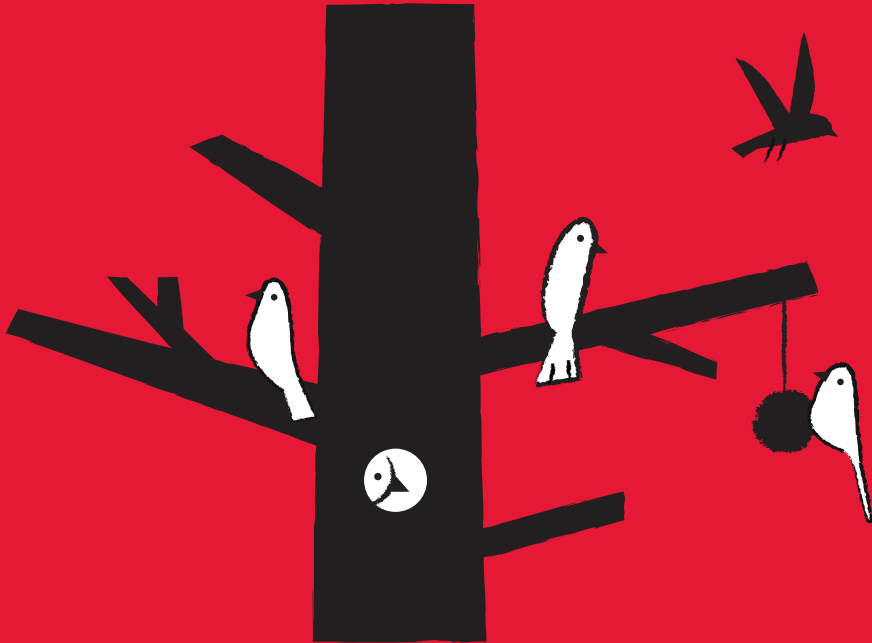




UNIVERSITY OF AMSTERDAM



HR Manifesto 2026

The future of work at the University of Amsterdam

November 2022

Publication details

Programme group

Agneta Fischer | Dean, Faculty of Social and Behavioural Sciences
Anne van de Graaf | Director of Operational Management, Faculty of Humanities
Bert Bakker | Associate professor, Faculty of Social and Behavioural Sciences
Carola Galjaard | Administration Centre Service director
Cees Kleverlaan | Professor, ACTA
Christine Schellekens | Head of HR, Faculty of Science
Frank Zuijdam | Head of Academic Affairs
Henk van den Bergh | Head of HR, Faculty of Economics and Business
Jacques Bos | Associate professor, Faculty of Humanities
Leontine de Klerk | Communications adviser
Mariska Prins | HR Adviser, Amsterdam Law School
Marlies de Roode | Deputy director, ICTS
Mirte Engelhard | Internship coordinator, Interfaculty Teacher Training Programmes
Rasa Muller | PhD at Nikhef/Faculty of Science
Stefan Mol | Assistant professor, Faculty of Economics and Business
Yvonne Donders | Professor at Amsterdam Law School

HRM unit

Anne Ruijter | HRM Policy adviser
Peter Boelsma | HRM Policy adviser
Robert Grem | HRM Director
Marion van der Donk | HRM Project assistant

Reframing Studio

Beatrijs Voorneman | Reframer & project leader
Costanza Milano | Reframer
Matthijs van Dijk | Master reframer (founder and Managing Partner, Reframing Studio)
Pepijn van Houdt | Reframer
Willemijn Bins | Reframer

Questions about this manifesto?

Please feel free to get in touch with our HRM unit.

Secr-PenO-bb@uva.nl

A magnet for talent

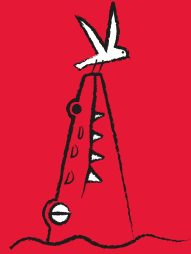
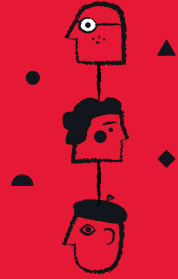
The UvA's success depends on our employees and their unique knowledge, talents and motivation. At the end of the day, it's people - with their sense of curiosity, courage and ambition - who make it all work. We're proud of our employees, and we value them. However, retaining talented staff requires effort on our part. How can we make sure we remain a magnet for talent in future? What will we need to do in the coming years in order to effectively anticipate social trends and the changing needs of our current and future employees?

This HR manifesto focuses on the future of work at the University of Amsterdam. We were excited to see the manifesto come to fruition. A programme group made up of colleagues from across the organisation approached the challenge from a design perspective. Their innovative approach was perfectly suited to this groundbreaking HR manifesto. They started by imagining the future of work at the UvA - disregarding the current situation - and formulated a set of core values, ambitions and perspectives for the future.

This manifesto is focused around our employees and organisation. It describes various relevant new developments: more than ever, our employees value autonomy, trust, personal development, support and career opportunities. They want the freedom to be creative, a basic precondition for innovation. They want to feel proud to be part of the UvA community. Collaboration - both within individual teams and between teams and faculties - is becoming increasingly crucial as we work to harness the breadth of our disciplines in education and research. We aim to create an environment that encourages individual responsibility and active engagement with colleagues and broader society, and offers opportunities to excel. An environment that offers room for individuality, authenticity and diversity.

This should help us to attract and retain the best employees. This manifesto provides a guideline for the consolidation, strengthening and innovation of our employment practices. We look forward to developing it in more detail together.

Geert ten Dam, Peter-Paul Verbeek and Jan Lintsen
Executive Board
University of Amsterdam



Introductie

The UvA leads the scientific field in almost all its disciplines and considers it its role and responsibility to train talent and help solve complex social issues through education and research.

The world, and with it the context in which the University of Amsterdam operates, is rapidly changing. Technological developments are creating a wealth of new opportunities. Interdisciplinary collaboration and the democratisation of information are driving new types of interactions between academia and society. In a parallel development, work's role in the lives of our employees is changing, leading to new wishes and needs. Traditional labour relations are being replaced by constantly evolving processes.

These developments are all impacting the behaviour, needs and interests of our employees.

We live in a fluid world that is creating many opportunities while also raising new dilemmas. To continue offering high-quality education and remain a leading scientific player, we must anticipate these developments and work with employees to shape our employment practices of the future.

Design process

The UvA's 2021- 2026 Strategic Plan entitled 'Inspiring Generations' describes our strategy for consolidating and expanding our position. Our employees - with their wealth of knowledge, talent and motivation - are the UvA's most important capital. Accordingly, the Strategic Plan focuses on topics such as talent development, leadership, collaboration and a safe and healthy working environment.

In an effort to translate the ambitions in our Strategic Plan into future-proof HR policies, the HRM unit has initiated a design process centred around the future of work at the UvA. A broad-based programme group set out to explore the following aspects:

1. how working at the University of Amsterdam is set to change over the coming years
2. the resulting challenges and issues brought on by such changes
3. the values underlying our response to these challenges and changes
4. the UvA's strategy for remaining a 'magnet for talent' in the years ahead

HR Manifesto: 9 ambitions

HR is all about individual employees, interactions between people and the structure of the organisation. This manifesto approaches HR from three different perspectives:

- the individual (human capital)
- the group (the social capital)
- the organisation (cultural capital)

The process described above culminated in the creation of the 2026 UvA HR Manifesto. The manifesto sets out nine ambitions formulated by the HRM unit, reflecting the UvA's envisaged future role as an employer. These ambitions will form the basis for our HR policy in coming years and will be elaborated in more detail in the 2022-2026 HR Programme.

If you would like to know more about the design process, please download the process annex.



Individual
Human capital

Individual Human capital

The UvA's success depends on the knowledge, talents and skills of our employees. UvA employees are inspired and intrinsically motivated. We see it as our duty to give all employees the opportunity to grow and utilise their talents for the university.

It is becoming increasingly difficult to attract new employees. The labour market is tight and organisations must increasingly compete for talent. We have gone from a situation in which people would apply for positions at an organisation, to one where organisations are essentially selling themselves to potential new employees. In addition to approaching and attracting new employees, the challenge lies in retaining UvA's current workforce. This means we must offer employees a warm welcome and continue to invest in them throughout their careers at the UvA.

In a parallel development, the role of work is also changing. People are increasingly likely to work for different employers over the course of their career and are generally more focused on job satisfaction, freedom and work that involves some form of social responsibility. Employees are choosing to work for organisations that

reflect their individual talents, personal preferences and values. These may change over the course of one's career. As a result, a personalised approach is becoming increasingly crucial in the effort to attract and retain talent.

Job content and working methods are also changing. Developments in the areas of digitisation and globalisation are rapidly accelerating, creating scope for new working methods. Our employees will need to develop new knowledge and skills in order to keep pace with these changes.

As the content and context of work changes, our employees must be able to keep up with these developments and seize new opportunities. This means we will need to invest in attracting new talent and actively work to support our employees' development.

Ambitions

1 We are able to attract and retain talent
The UvA offers an attractive and challenging working environment where employees can help to solve scientific and societal challenges. We are mindful of personal circumstances and ambitions and take account of our employees' individual and collective wishes and needs.

2 We offer long-term prospects for all our employees
UvA employees have opportunities and space to develop their personal and professional skills and talents. We retain talent by facilitating mobility and flexibility. We provide clear and transparent information about career opportunities within or outside the UvA.

3 We encourage and facilitate personal leadership
Employees are aware of their talents and empowered to take charge of their own development and career. They collaborate with other teams and disciplines. They take responsibility for the activities and tasks associated with their job or role.



Group
Social capital

Group

Social capital

Work is increasingly becoming a collaborative effort. This has led to a growing focus on the development of the UvA community, teams and interactions between individual employees. The ability to build and maintain relationships is crucial in this regard.

Empathy, sensitivity and flexibility are therefore essential qualities for the employees and supervisors of the future.

The complexity of societal and scientific challenges increasingly demands (interdisciplinary) collaboration. As a result, collaborative teams are becoming more specialised and differentiated. This requires an environment where everyone's contribution is recognised and valued.

The university is also increasingly recognising the importance and value of diversity. Establishing meaningful connections between different talents and perspectives will ultimately strengthen our organisation. However, greater diversity can also create more ambiguity and tensions.

The challenge is to build an organisation where employees can be themselves while feeling part of the UvA community.

Social and technological developments are leading us to demand more of ourselves and each other. We live in a high-performance culture where anyone can work anywhere, anytime. This can put pressure on our employees. It is becoming increasingly important that we devote attention to workloads and the work-life balance, and reflect on the way we interact and collaborate.

An inclusive, safe and healthy working environment is crucial if we wish to work together efficiently and keep our employees motivated and employable in the long term. This will require an investment in coaching and connective leadership.

Ambitions

4

We actively seek out collaborations

Effective collaboration is not a given; it requires time and attention. This calls for equality, mutual respect and social cohesion at every organisational level. We acknowledge and value each employee's contribution to our academic community.

5

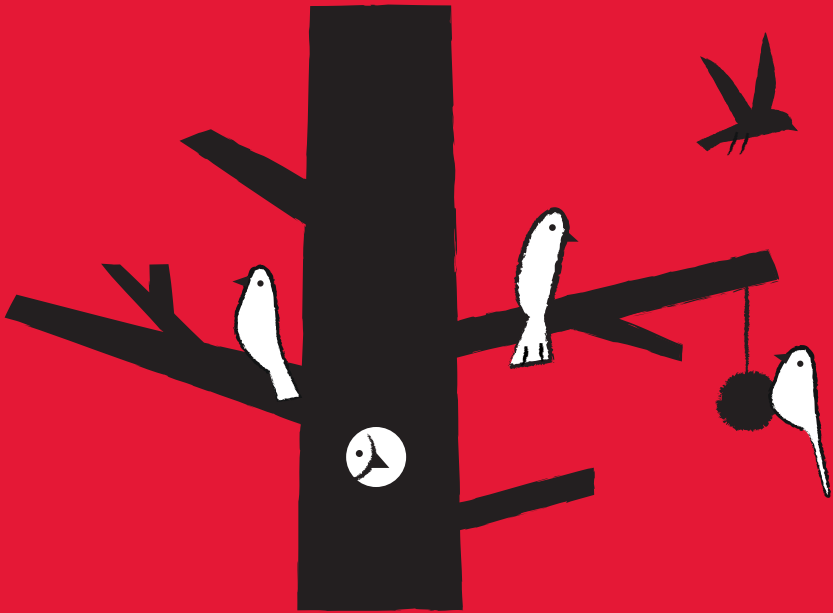
We embrace the differences between our employees

The UvA strives to create a diverse workforce in which different talents and perspectives are valued. This calls for an inclusive working environment, where there is always room for dialogue and everyone respects each other in spite of any differing views.

6

We ensure a safe and healthy working environment

Workloads and work-related stress transcend the individual experience and are inextricably linked to the collective. A safe and healthy working environment is crucial in ensuring the continued motivation and employability of our employees. This means the UvA must look out for its employees and employees must look out for each other. We can only create and maintain a safe and healthy working environment if we work together.



Organisation
Cultural capital

Organisation

Cultural capital

The UvA operates in a broad social context, and collaborates and competes with other organisations. We must anticipate social developments and act quickly and decisively if we aim to continue providing high-quality education and research. This means we must develop or acquire the knowledge, talent and skills we need to realise our ambitions. This need for flexibility and agility will inevitably impact the demands we make on our employees, as well as the way we structure our organisation and treat our workforce.

The coming years will see a growing number of partnerships that transcend organisational boundaries. These partnerships may necessitate new ways of working, different standards and values, and additional quality standards. While this may occasionally require a flexible attitude, there will also be cases where it is important to stick to our own principles.

The relationship between academia and society is also changing. For example, science is becoming increasingly accessible to a wider audience. However, this is also making our staff more vulnerable. People are less inclined to trust science, and some employees struggle

to hold their own in this new playing field. This requires adequate support from within the organisation.

Finally, the academic world is increasingly focused on measurable achievements and less likely to tolerate failure. This goes hand in hand with an increase in activities focused on (external) accountability and control and is requiring a growing amount of time and attention. Tools and procedures aimed at monitoring and improving work quality can actually be counterproductive in practice.

As our staff increasingly venture beyond the confines of the university, it is important to provide them with a clear identity and a strong sense of belonging. This is why we are building a UvA community where they feel valued, supported and empowered to contribute to the organisation's goals.

Ambitions

7

We are an agile organisation

We closely monitor and effectively anticipate social and scientific developments. As a part of this effort, we attract qualified staff that are compatible with the university's strategic objectives. This requires a flexible organisational structure. We seek out synergies and critically assess existing procedures and other structural impediments to collaboration.

8

We operate on the basis of trust

We believe it is important that employees take ownership of their work. We strive to ensure a healthy balance between accountability and trust in the competence, motivation and integrity of our employees. This also means that there is room to make mistakes and learn from failures together.

9

We support our employees

We support our employees, especially when working in new disciplines that pose a different set of requirements. We embrace new ideas and provide room for creativity and (bottom-up) initiatives.

Questions about this manifesto?

Please feel free to get in touch with our HRM unit.

Secr-PenO-bb@uva.nl