

Work Balance In Action: Action Matrix

What can contribute to a better Work Balance?

This action matrix is the result of an inventory of potential measures and is intended as a starting point for the work programme of *Work Balance in Action*. The matrix offers a range of possible actions that can help the different actors realise a better work balance. Not all actions are necessary or feasible; individual choices and priorities depend on the local context.

	Staff	Work package	Teaching	Research	Administration	Recognition & Rewards	Cultural change and dialogue
Discusses with the Executive Board		Communicate to the Executive Board what is required for a full-fledged work package	Ask the Executive Board to institute a shorter academic year, and organise the Faculty calendar accordingly	Ask the Doctorate Board to extend the ius promovendi	Take a strong stance towards the Executive Board concerning accountability (risk-driven, development-driven, more minimal)		Let the Executive Board know what we are working on with respect to work balance, and take a strong stance on this topic
Faculty Board and Faculty Office		Further elaborate the financial framework around 60-30-10 Divide research time equally among institutes	Implement the programme norms together with the study programmes and institutes Ensure more integral approach and more clarity in accountability in the teaching column Equip programme directors better for their role as leaders Provide frameworks and support to organise teaching differently Offer coaching and peer consultation for lecturers Ensure quality and continuity of support	Make it possible to deploy starter and incentive grants for more research	Make quality assurance risk-driven and development-driven, and reduce reporting Experiment with merging and/or reducing committees and programme boards Ensure quality and continuity of support Take a strong stance towards the Executive Board regarding accountability Promote exchange of best practices among committees	Provide frameworks for the implementation of Academia in Motion Translate Recognition & Rewards into career policy and promotion criteria Implement Recognition & Rewards in all policy, decisions, and procedures Experiment with other formats for P&D interviews	Communicate that 'good enough' is sometimes also good, and that choices must be made Lead by example when it comes to teamwork, taking leave, and communicating with employees Provide supervisors with tools to initiate dialogue around work balance and create a safe work culture
MTs of institutes	Deploy sector funds to reduce teaching load Improve onboarding for new employees	Create more room for research, development, and leadership in the work packages Discuss with programme directors how to reduce teaching hours in the work packages	Ensure stability in the work packages and personnel deployment within study programmes Implement the programme norms together with the study programmes and vice-deans	Be clear about expectations with respect to research output Deploy the starter and incentive grants for more research	Make it clear that all employees are expected to contribute to the organisation, and ensure an equal distribution of committee tasks and good supervision of administrative tasks	Implement Academia in Motion within the institute, in all processes and decisions (including the personnel plan) Create a system of promotion and rewards (for example prizes) that does not rely solely on excellence in research Create opportunities for employees to develop further, also in terms of teaching and administration	Ensure good support for supervisors Involve supervisors in the staff policy of the institute
Committees					Hold smarter meetings Spread tasks more efficiently Share experiences with other committees		Reflect on the interpretation of various tasks and adjust the work and staff deployment accordingly
Supervisors	Take the time to onboard and guide new employees well Encourage employees to take leave and rest	Discuss with employees how they can implement various tasks within their work package	Guide employees in limiting the time they invest in teaching	Help employees to bring their research work in line with the available time Together with the employee, look for opportunities to connect teaching and research	Discuss with employees how they can contribute to the organisation, and make sure that everyone does their bit		Set a good example, for example when it comes to teamwork, taking leave, and communication Initiate dialogue around work balance Create a safe work climate Openly communicate expectations
Programme directors	Take the time to onboard and guide new employees well	Discuss with MTs how to reduce teaching hours in the work packages Ensure a fair division of tasks, for example during open days at the study programme	Implement the programme norms together with the vice-deans and the institutes In consultation with Student Affairs, talk to the lecturers about how to organise teaching (format, testing, feedback, deadlines, format/supervision of final assignment) so that it takes up less time	Inform lecturers of how and in what courses teaching can be more closely linked to research	Be clear about what you expect from committees (without compromising their autonomy)	Organise your teaching so that it offers your lecturers opportunities for growth (diversity, room for bringing in their expertise, etc.) Express appreciation for the administrative work being done for the study programme	Encourage lecturers to share their experiences and best practices
Employees	Communicate what you need Take the leave hours you are entitled to	Guard your time investment in the various parts of your work package	Organise your teaching and testing so that it fits within your workload	Align your research output with your available time and career wishes Explore how your teaching and research can strengthen one another	Contribute to the organisation / academic community	Reflect on how you want to develop, and take steps to make it happen (for example talking to your supervisor and programme director) Do not only pay lip service to the notion of other work than research being equally valuable. Put this into practice: value your own work!	Reflect on your own work balance and time investment Take care of each other, set a good example as a senior to juniors, and respect each other's autonomy and professionalism Initiate the dialogue with colleagues around work balance, and share experiences and tips