

Appendix 1: Overview of the plans of action of the 5 different ESE entities based on the results of the E&E scan 2025		departments				non academic staff		
Organizational entities ESE:		Economics	Business Economics	Econometrics	Applied Economics	Operations	Education Management	Other (e.g. Exec. Board, TI etc.)
Overall response ESE: '23/'24/2025: 51%/50%/60% (210 of 348)		42%/37,5%/62,5% (20 of 32)	35%/38%/53,5% (38 of 71)	40%/62%/50% (36 of 72)	42%/37,5%/57% (32 of 56)	X/63,5%/75% (55 of 73)	X/57%/73% (22 of 30)	14 resp.
Areas for improvement & (ongoing) Initiatives in place as a result of the 2025 scan:								
Engagement score ESE, '23/'24/2025: 7.1/ 7.1/7.0	Score '23/'24/2025: 7.2/7.5/7.0	Score '23/'24/2025: 6.9/7/7.3	Score '23/'24/2025: 7.5/6.8/6.8	Score '23/'24/2025: 7.3/7.5/7.7	Score '23/'24/2025: X/7,3/6.9	Score 2023/ 2024: X/6,4/6.0		
		2024: To increase awareness of organizational citizenship, active participation in decision-making processes, such as workgroups and committees, is encouraged. The dep.'s management is actively recruiting to boost departmental influence and enhance faculty engagement with the dep. and School.			There is still a perceived division of work between departments within ESE/PSS. With the introduction of the new A3 Cooperative Teams and the Sustainable Employability initiative, we aim to strengthen collaboration and mutual understanding—particularly between academic departments and PSS.			
					Furthermore, the implementation of chain management (as part of the A3 PDCA Policy & Processes) will make inter-team relationships within processes more explicit and better aligned.			
		2024: Research retreats are organized for team building, combining research presentations with social activities. These gatherings help maintain connections, especially with remote work, and are highly valued by dep. members.			Within PSS, in addition to activities organized by the Social Committee and the Meet & Greet sessions, we will introduce more cross-team social activities.			
Leadership score ESE, '23/'24/2025: 6.5/6.2/6.5	Score '23/'24/2025: 7.1/6.9/6.7	Score '23/'24/2025: 5.6/6.2/6.8	Score '23/'24/2025: 7.7/6.0/6.9	Score '23/'24/2025: 6.6/6.5/7.2	Score '23/'24/2025: X/6.7/6.3	Score '23/'24/2025: X/5.5/4.7		
		2024: Section chairs frequently organize informal meetings to improve connectivity within the group.		Promotion Policy: draft departmental plan for professor promotion with dean and HR: currently under development. Also see recognition and appraisal.	Employees should be more actively involved in decision-making processes. The MT PSS will ensure during the Meet & Greet meetings, that staff will have the opportunity to contribute to key decisions related to the ESE/PSS annual plan.			
		2024: Dep. dir. is more visible and accessible for members of dep.			The MT is encouraged to communicate more transparently about the rationale and background of choices made in major organizational change projects.			
		2024 : Dep. dir. offers updates to members of the dep. in a more timely manner on recent (policy) developments within the dep. and/or School.			When forming project groups for change initiatives, make sure to consult all PSS employees to ensure inclusive participation and representation.			
Autonomy score ESE, '23/'24/2025: 7.7/7.4/7.3	Score '23/'24/2025: 8.1/8.0/6.9	Score '23/'24/2025: 8.1/8.1/7.7	Score '23/'24/2025: 8.1/7.3/7.2	Score '23/'24/2025: 8.3/7.5/8.2	Score 2023/ 2024: X/6.1/6.7	Score '23/'24/2025: X/7.1/6.7		
	Score '23/'24/2025: 6.3/6.8/6.6	Score '23/'24/2025: 6.3/6.5/7.1	Score '23/'24/2025: 6.7/6,6/6.5	Score '23/'24/2025: 6.9/6.1/6.9	Score '23/'24/2025: X/6.1/6.5	Score '23/'24/2025: X/4.4/5.7		
			Improved allocation of management tasks, including providing transparency in "who does what?"	A3 "House in Order": APEC will be executed clarity in research budgets, TA-policy, goal = clear and structured reporting. Research budgets need to work as an incentive for 2nd and 3rd moneystream.	With the new A3 themes Cooperative Teams and Sustainable Employability, PSS will invest in stronger collaboration and mutual understanding between teams, particularly between academic departments and PSS.			

Clarity score ESE, '23/'24/2025: 6.4/6.4/6.6			In spring 2024, personal research budgets were reintroduced at the departmental level. Automated queries have been implemented to provide clear and up-to-date overviews of individual budget balances, enhancing transparency for both management and staff, particularly regarding travel budgets.	Continuing collaborating on new career profiles/ continuing SWP (see also Development Opportunities & Recognition and Appraisal).	Limited visibility of tasks and responsibilities across teams: Function profiles for all PSS positions are expected to be completed by the end of 2025.	
			The peer review system, developed during the 2023–2024 academic year and further refined in 2024–2025, will be maintained. Enhanced procedures have been put in place to ensure that all planned reviews are conducted as scheduled, safeguarding the integrity and impact of the system.	Ongoing: Weekly “Monday Morning Message” is implemented. APEC addresses important facts every week: a new development, need-to-knows and links to the website where information can be found. These messages are posted in a Team channel, so a string of important facts is created.	Lack of clarity regarding expectations for employees Managers will develop comprehensive function profiles, including detailed task descriptions, and discuss these with employees to ensure transparency and alignment; part of A3 Role & Task Clarity. Function profiles for all PSS positions will be completed by the end of 2025.	
					Process development in line with the “ESE Process Management Framework”; part of A3 PDCA Policy & Processes Significant progress has been made, particularly within the SSO team. Other PSS teams have started defining and documenting their key processes. In addition, investments have been made in Yellow and Green Belt training for PSS staff to strengthen process awareness and improvement capabilities.	
Work-life balance score ESE, '23/'24/2025: 6.0/5.7/6.2	Score '23/'24/2025: 7.2/4.9/5.3	Score '23/'24/2025: 5.8/4.8/5.7	Score '23/'24/2025: 4.8/4.1/4.8	Score '23/'24/2025: 5.8/4.5/6.8	Score '23/'24/2025: X/5.9/6.8	Score 2023/ 2024: X/6.2/7.2

Psychological Safety score ESE, '23/'24/2025: 6.5 /6.0/6.0	Score '23/'24/2025: 6.8/7.3/5.4	Score '23/'24/2025: 6.1/6.0/5.9	Score '23/'24/2025: 7.1/6.2/6.3	Score '23/'24/2025: 6.6/6.7/7.1	Score '23/'24/2025: X/6,3/5.7	Score '23/'24/2025: X/6,3/4.5
	The department decided to conduct an anonymous follow-up survey at departmental level to identify the job level(s) most affected by this issue and to gain a clearer understanding of underlying causes of the lower score and to find out whether the low score results from issues at the departmental, school or university level (early 2026 at the latest).	2024: Dep. director meets weekly on informal basis with 3 employees from all sections, with different employees each week: a) to improve exchange of info. and b) to discuss issues and/or concerns. Results: dep. dir. gets a better sense of what is going on within the sections, b) lower the threshold to discuss items related to psychological safety, either in this meeting or in a private meeting with dep. dir. and c) make topics more accessible to discuss.		Ongoing: Address the importance of social safety boundaries and speak up when we notice undesirable behaviour. Also: investigate biases and blind spots and open the discussion	For some employees it is currently unclear where employees can find relevant information or whom to contact. Special attention should be given to communicating information about the confidential advisors and the Safe@EUR initiative. Ensure this information is clearly included in the onboarding process for new employees.	
	It is still unclear for the department what the scores in more detail are on the different questions that determine physiological safety. the department has requested HR to provide additional anonymous data on the survey results related to psychological safety.				Ongoing: Organise "Active bystander" training for management and staff on a yearly basis (part of A3 Development Programme). Secured as a KPI in the annual PSS plan.	
				Ongoing: In dep. meetings, issues on where to obtain support and coaching are addressed and APEC actively seeks opportunities to stay in contact with staff.	Ongoing: Organise at least two social team outings per year. And organize at least two team development days per year. Secured as a KPI in the annual PSS plan.	
					Intervision of MT PSS on fostering a 'safe environment' and addressing psychological safety. This is part of the MT PSS "heidag".	
Development Opportunities score ESE, '23/'24/2025: 6.1/6.1/6.3	Score '23/'24/2025: 6.3/7.2/6.8	Score '23/'24/2025: 6.4/6.2/6.8	Score '23/'24/2025: 6.8/6.3/6.1	Score '23/'24/2025: 6.8/6.2/6.6	Score '23/'24/2025: X/6.0/6.4	Score '23/'24/2025: X/4.4/4.1
			New academic staff are encouraged to enroll in the University Teaching Qualification (UTQ) program, and the Management Team now monitors progress more actively. In addition, we ensure that all new staff members become affiliated with one of the two graduate schools.	Continuing collaborating on new career profiles/ continuing SWP (see also Clarity & Recognition and Appraisal).	Managers familiarize themselves with examples of horizontal and vertical career moves within the School and across EUR. Ensure that during development cycle both employees' job-related development goals and career ambitions are considered, including providing necessary time and funding to support these opportunities.	
					Ongoing: Understanding career opportunities within EUR and discussing them in development interviews and team meetings. In development cycle conversations, focus on smaller development steps to help individuals advance toward career opportunities.	
Societal impact score ESE, '23/'24/2025: 6.8/6.5/6.3	Score '23/'24/2025: 6.8/6.6/5.6	Score '23/'24/2025: 6.8/6.8/6.6	Score '23/'24/2025: 6.8/6.1/5.9	Score '23/'24/2025: 7.7/7.1/6.6	Score '23/'24/2025: X/6.4/6.4	Score '23/'24/2025: X/6.6/6.4
eNPS (Employee net promotor) score ESE '24/2025: 4.8/4.7	Score '24/2025: 6.0/3.0	Score '24/2025: 4.6/5.0	Score '24/2025: 4,1/3.1	Score '24/2025: 5,0/6.3	Score '24/2025: 5.9/5.3	Score '24/2025: 3.8/4.6

Hybrid working score ESE, '23/'24/2025: 6.2/7.1/7.4	Score '23/'24/2025: 6.5/7.3/6.7	Score '23/'24/2025: 5.5/7.3/7.9	Score '23/'24/2025: 5.5/6.9/6.5	Score '23/'24/2025: 5.5/6.9/7.8	Score '23/'24/2025: X/7.0/7.5	Score '23/'24/2025: X/7.4/7.5
		2024: Fixed office days agreed upon among sections. Efficient use of available office space. Encourage employees to meet each other. Tues- and Thursdays busiest.	The department aims to ensure that any major upcoming changes in 2025–2026 are introduced with careful attention to continuity and staff well-being, facilitating a smooth and considerate transition.	Ongoing: Mention office attendance as standard item in development cycle conversation. Continuously communicating and organizing social activities at lunch time.		

Recognition and Appraisal score ESE, '23/'24/2025: 6.0/5.9/6.0	Score '23/'24/2025: 6.8/7.1/6.6	Score '23/'24/2025: 5.6/5.7/6.3	Score '23/'24/2025: 6.1/5.4/5.4	Score '23/'24/2025: 6.5/6.4/6.5	Score '23/'24/2025: X/6.2/6.1	Score '23/'24/2025: X/5.5/4.7
		2024: More active in nominating employees for the various awards offered by ESE and ERIM. Besides recognition for employees, it also improves the recognition of the department within the School.		Promotion Policy: draft departmental plan for professor promotion with dean and HR: currently under development. Also see leadership.	Process development in line with the "ESE Process Management Framework"; part of A3 PDCA Policy & Processes: Significant progress has been made, particularly within the SSO team. Other PSS teams have started defining and documenting their key processes. In addition, we have invested in Yellow and Green Belt training for PSS staff to strengthen process awareness and improvement skills.	
					Development and implementation of a Products and Services Catalogue (ESE Service Portal); part of A3 Role & Task Clarity The PSS Service Portal has been successfully delivered and is now managed within the PSS teams.	
		2024: Initiating informal drinks within department after each teaching block. With these informal drinks, team spirit improve and dep. dir. and dection heads show appreciation for everyone's contribution to the department.		Continuing collaborating on new career profiles/ continuing SWP (see also Development Opportunities & Clarity).	Greater managerial focus on expressing appreciation for achieved results and unique talents (e.g. during team meetings, Meet & Greet, etc.). This remains an important point of attention. MT members within ESE should be encouraged to actively recognise and celebrate team achievements and individual strengths.	
Work pressure score ESE, '23/'24/2025: 5.4/5.1/5.5	Score '23/'24/2025: 6.0/5.6/5.3	Score '23/'24/2025: 5.5/5.2/5.4	Score '23/'24/2025: 4.7/4.5/4.5	Score '23/'24/2025: 4.7/4.5/5.8	Score '23/'24/2025: X/5.7/5.8	Score '23/'24/2025: X/5.3/5.5
			Advocacy for enhanced support from the secretariat and SA's improvements to administrative processes.	More 1 on 1 communication and support, contacts with PhD Board/ A3: PhD well being as a key issue 2.0 combining with Doctorate Office. See also workstress.	Work pressure at peak times during the academic year: 1) Provide a buffer (capacity) for peaks; temporary staff/student assistants/relief within or across teams. 2) Make appropriate arrangements with staff to work more during peaks and compensate during off-peak times. 3) HR provides practical tips and resources to management so they are better equipped to d inform their employees how to manage their workload en reduce work related stress.	
			Advocacy for greater involvement of educational assistants, addressing both staff awareness of available support and stimulating delegating easier tasks.	Introduction of APEC Fun Fund (1K per year) to fund low profile social activities initiated by staff. See also workstress.	Ongoing since a few years: Work pressure due to positions without backup: 1) Identify positions without back-up and arrange for back-up where possible. 2) Develop job profile / manuals/ instructions/ schedules; A3: Role & Task Clarity. 3) Discuss work pressure as a fixed item in development cycle conversations.	
			Strengthened departmental onboarding process, including: - two introductory lunches with the Management Team (MT): one shortly after arrival and another one after six months, to facilitate direct engagement between new staff and MT - comprehensive onboarding information available on the departmental SharePoint and PowerPoint presentation to provide essential information to new employees - Increased emphasis on buddy meetings: buget was allocated to enable buddies and supervisors to take new staff memebers out for lunch as part of their welcome		Ongoing. was also included last year in this list: Work pressure and stress resulting from insufficient prioritisation and planning As part of A3 Personal Leadership, training sessions will be organised on topics such as prioritisation, assertiveness, and structured planning. These actions are embedded in the new A3 Development Programme PSS. Additionally, teams will create annual calendars and team plans. All teams have prepared their team plans and annual calendars for the upcoming academic year.	
			Gradually phasing out small or fragmented teaching tasks to improve efficiency and reduce workload			
	Score '24/2025: 5.4/4.6	Score '24/2025: 5.3/4.5	Score '24/2025: 5.1/4.1	Score '24/2025: 4.8/4.7	Score '24/2025: 5.6/5.4	Score '24/2025: 4.8/4.5

Work stress score ESE, '24/2025: X/5.0/4.8				More 1 on 1 communication and support, contacts with PhD Board/ A3: PhD well being as a key issue 2.0 combining with Doctorate Office. See also Work pressure.	Work-related stress due to job insecurity During the PSS Meet & Greet sessions, transparent communication is provided regarding the financial situation of ESE/PSS and how it is being managed. In development meetings, managers will offer employees clarity about the potential impact of the financial situation on their roles, as part of the Strategic Personnel Planning (SPP) process.	
				Introduction of APEC Fun Fund (1K per year) to fund low profile social activities initiated by staff. See also work pressure.	Ongoing. was also included last year in this list: Work pressure and stress resulting from insufficient prioritisation and planning As part of A3 Personal Leadership, training sessions will be organised on topics such as prioritisation, assertiveness, and structured planning. These actions are embedded in the new A3 Development Programme PSS. Additionally, teams will create annual calendars and team plans. All teams have prepared their team plans and annual calendars for the upcoming academic year.	
Collaboration score ESE, 2025: 7.3	Score 2025: 7.3	Score 2025: 7.4	Score 2025: 7.1	Score 2025: 7.9	Score 2025: 6.8	Score 2025: 8.0
				Work with other departments to create more efficient (master level) education (A3Education Synergy with General Economics)		

Inclusion score ESE, '24/2025: 6.8/6.9	Score '24/2025: 7.3/6.6	Score '24/2025: 6.8/7.4	Score '24/2025: 6.3/6.8	Score '24/2025 : 6.7/7.4	Score '24/2025: 7.2/6.8	Score Score '24/2025: 6.6/6.4
			Increased organization of social events (e.g., informal coffee moments or celebratory drinks) to recognize and celebrate a wide range of achievements.	Ongoing: In the onboarding talks (with dep. dir. and om), issues on support and where to find coaching and help are a recurring item.		
			Maintaining social cohesion within the department remains important. Group lunches, celebrating promotions and grant awards with coffee and cake, and acknowledging personal life events and milestones—such as illnesses, weddings, or the birth of a child—through gestures like sending a card or delivering flowers all contribute to a supportive work environment. The Management Team and the Secretariat play a key role in fostering and facilitating these moments.			