

Safe@EUR

Contact point for undesirable and worrying behaviour

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1 Introduction

Reason

In 2020, the Executive Board agreed to a new approach within EUR for undesirable and worrying behaviour. One of the recommendations in this approach, was to develop a central contact point. Therefore, in October 2021, on behalf of the steering committee of this initiative, an exploratory study was carried out into the creation of such a central desk for reporting undesirable and worrying behaviour. In this study, the support base and the initial wishes for such a service were explored. As a result, a SUPS application was submitted and approved for the realisation of Safe@EUR: contact point for undesirable and worrying behaviour, which commenced in May 2022. In the SUPS application, the initial design has been described as follows:

"EUR considers it important to provide a safe study and working environment. Support is provided in various ways in the event of undesirable or worrying behaviour. For example, there is a formal complaints procedure and there are various professionals for both students and employees to turn to, such as confidential counsellors, student psychologists, study advisors, the company welfare worker, and the ombudsperson.

In other words, reports of misconduct arrive in different places. The reports are then dealt with by various actors and are – sometimes in collaboration with the Integral Safety team – followed up per organisational unit. However, due to the many actors involved in these processes, this leads to a risk of inadequate handling, a lack of direction for both social actors and reporters, and insufficient central monitoring of what is happening in the organisation.

By establishing a central contact point, signals of undesirable behaviour can be effectively reported and assessed, and reporters can be appropriately referred to relevant responsible persons and experts. This will strengthen the current support structure of the university and will result in more efficient and effective integral co-operation."

Additionally, in February 2022, rector magnificus Annelien Bredenoord has signed the Amnesty International *Let's talk about YES* manifesto on behalf of Erasmus University Rotterdam. With this manifesto, Amnesty International calls on institutions for higher education to take responsibility in countering (specifically sexually) undesirable behaviour among students. The Safe@EUR contact point has a broader scope than sexually undesirable behaviour among students, but the realisation of this service nevertheless ties in with the manifesto's fourth promise:

"As an institution, we ensure that our reports and complaints procedure is available to everyone in the educational community. The procedure is transparent, clear and detailed so that students and staff who have experienced sexual violence know exactly what to expect. This information is easy to find."

In the Winter of 2021, Governance & Integrity (G&I) delivered the evaluation report of the Pilot Network Confidential Counsellors, the Pilot Ombudsperson, and the correlation between these actors. One of the recommendations that emerged from this study is the establishment of a central reporting center. "The central reporting center for social integrity should have the power to do triage: make an assessment of the report, find out where the report belongs and pass it on" (G&I, p. 16).

Missions and objectives

The aim of Safe@EUR is to become a central contact point for all students, employees and visitors to report experiences with – or concerns about - undesirable and worrying behaviour, so that all signals of misconduct can be effectively registered, assessed and acted upon by the relevant experts. As a result, reporters feel heard and the organisation gains (central) insight into its social safety. The assignment for the realisation of Safe@EUR is thus formulated as follows:

A well-designed (communication) platform, chain process and (digital) registration system for the entire EUR to be able to effectively report, register, assess and refer signals of undesirable and worrying behaviour to relevant responsible parties and experts.

By doing so, we aim to achieve the following:

With Safe@EUR, Erasmus University Rotterdam aims to...

...make reporting easy and accessible.

...making the reporting process transparent and predictable (expectation management).

...effectively refer students, employees and visitors to appropriate support.

...facilitate anonymous reporting.

...facilitate bystanders with the possibility to voice their concerns.

...get insight into the frequency, types and locations of undesirable and worrying behaviour.

...get insight into by whom undesirable and worrying behaviour is (repeatedly) reported and done.

...increase knowledge and awareness of social safety within the organisation.

...set a social norm by making explicit what behaviour is not be tolerated.

...bring about innovation in social security policy.

2 Scope and demarcation

Core tasks

The main function of the contact point is to help people who have experienced undesirable or worrying behaviour to find their way within the support structure of the EUR so that will they feel heard and supported. The wellbeing of the person making the report is key; they keep a grip on what happens to their report and the actions taken if required. The staff member of the contact point takes the reporter by the hand and acts as a case manager. In this role, the staff member ensures that, based on an intake interview, the report is followed up (if desired) and that the reporter is put in touch with appropriate internal or external assistance (if necessary). The staff member of the contact point stays on top of the process that follows; as case manager, he or she supervises the process after the report. Is the reporter being helped (internally and/or externally) as needed and, if necessary, are they working towards an appropriate solution? Based on the reports and requests for help that are filed with Safe@EUR, the staff of the contact point ensure a central registration of all reports. They use this information to identify trends and make recommendations for prevention. This includes the development of (data-driven) awareness campaigns and getting policy development on the agenda. Finally, the staff of the contact point are responsible for the further development of the service itself and its information provision. See table 1.

Informing (primary)	Informing students, staff and visitors about making a report, follow-up procedures and the support structure of the university as a whole. This is done through various (online) channels and by answering questions.
Support & Referral (primary)	If desired, providing tailored support to reporters and reported people through an intake interview, a (referral) advice, and guidance in carrying out this advice.
	Assessing the urgency and risk of each case. In the case of serious casuistry, it can – in consultation with the reporter – be escalated to the Expertise Team on Worrying Behaviour and/or additional internal or external assistance is involved.
Register & Analyse (primary)	Conducting a follow-up; is the reporter well served (after referral) and/or is additional guidance required.
	Registering, making inventory, and analysing reports for the purpose of central monitoring and trend analysis.
Advice & Prevention (secondary)	Giving (unsolicited) advice - based on trend analysis - and getting development of social safety policy on the agenda.
	Agenda-setting, developing, and carrying out preventive awareness campaigns based on trend analysis. ¹
Further development (secondary)	To further develop Safe@EUR's information provision, reporting facilities, and the overall functioning and position of the contact point.

Table 1. Core tasks of Safe@EUR

Substantiation

¹ In collaboration with other EUR support services and initiatives such as the Diversity & Inclusion Office, the Network of Confidential Counsellors, and the Student Wellbeing Platform.

It is recommendable to position Safe@EUR more broadly than just a registering referral point. That is; Safe@EUR will be a contact point with an informing, registering, and signalling task that offers reporters and reported persons personal advice and process guidance, and initiates preventive actions based on trend analysis.

The starting point of Safe@EUR is to safeguard the well-being of the reporter and of the person reported. Interviews with EUR staff and students revealed that they want to receive active support that goes beyond a sympathetic ear or receiving passive advice. Readiness to act has therefore become an important focus in the design of the service. Among others, (international) reporters with a limited social safety net may need active support in carrying out advice they have received after reporting undesirable or worrying behaviour. This might include accompanying the student or employee when they want to file a report with the police, supporting them in submitting a formal complaint with the university (since this can only be done in Dutch, they might need help to overcome a language barrier), or providing aftercare after a referral or after an internal case has been closed. With aftercare we mean "keeping a finger on the pulse" to ensure that those involved are well served. Safe@EUR staff have an eye for the welfare of both the reporter and the reported person. *Depending on the case*, they assess at how to work towards a solution in a safe way - for both the reporter and the reported person. It is also assessed whether there is a desire (or necessity) for counselling the reported person. The contact point of the Vrije Universiteit (VU, Amsterdam) has been an inspiration for Safe@EUR; there, *regiehouders* ("monitoring directors") with a social-pedagogical background act as case managers and mediators in internal conflict.

Example situation 1 - A. is an international student who experiences stalking by a fellow student. During the intake with the Safe@EUR staff member, he indicates that the stalking is going from bad to worse and that he does not know how to deal with the situation. He feels unsafe and fears study delays. The Safe@EUR staff member makes a risk assessment and clarifies for A. who within the university can further support him with this case. In the period that follows, the Safe@EUR staff member keeps in touch with A. and asks him whether he is being helped well and whether a suitable solution is being sought (in cooperation with the study program).*

**The example situations outlined in this chapter are fictional, any resemblance to existing persons or events is purely coincidental.*

Through this design, Safe@EUR will be a valuable addition to the EUR network of social actors. On the one hand it is accommodating the organisational need for central monitoring, while also catering to the desire for receiving more information on the reporting process and receiving more guidance in response to experiences with undesirable behaviour. Through its referral function and central positioning within the social actors network, the contact point will strengthen internal cooperation and the efficient follow-up of reports.

Also, this composition of core tasks will help to attract qualified staff for this function. For staffing Safe@EUR, we see a role for (new) staff with socio-pedagogical expertise (see chapter 5, Staffing). The varied casuistry, the combination of executive and advisory work, and the central monitoring function of the service will result in an attractive and challenging job description. In today's tight labour market, this will benefit finding qualified candidates. The varied work and the appointment of staff with socio-pedagogical expertise will eventually allow Safe@EUR to develop into a center of expertise in undesirable and worrying behavior that provides information and sets up university-wide awareness campaigns to promote social safety.

Target groups

Safe@EUR is there for the entire EUR community. All persons who turn to it are helped, regardless of the nature of the question or report. When people contact Safe@EUR regarding a situation that is not directly related to the work or study environment or not related to undesirable or worrying behaviour, they are referred to the appropriate (internal or external) helpdesk. Safe@EUR focuses its communication specifically on the following target groups through active promotion:²

² That is, Safe@EUR is actively promoted among these target groups through posters, flyers or other types of communication.

Students	Students from all EUR faculties, by which we mean: ESE, ESL, ESSB, EUC, FGG, ESHPM, ESphil, ESHCC, RSM and ISS
	Members of student organisations recognised and registered with the EUR
Staff	All EUR staff incl. student assistants, interns and other temporary hires
Third parties	Visitors and invitees (including guest speakers, external parties, students from other educational institutions and campus visitors)
	Employees of service providers to the EUR (including cleaning staff, construction workers and catering services)
	Staff and visitors to facilities at Woudestein Campus (e.g. Erasmus Sport Foundation and Erasmus Pavilion)

Target groups that Safe@EUR **does not** actively include in its communication campaigns are employees and visitors of Erasmus MC, and **neither** employees, students and trainees of the EUR Holding BV, EUR Enterprise BV and RSM BV because they belong to a different legal entity. However, they are regarded as third parties (visitors) when they enter the campus. Therefore, should reports be made about or by members of these organisations, these reporters will be assisted where possible and referred to appropriate support. Safe@EUR staff should thus have knowledge of the support structures of these affiliated organisations.

Report types

We expect Safe@EUR to be approached by staff, students and third parties for various purposes. We therefore take into account that reporters will turn to Safe@EUR with at least the following types of questions and reports:

- Anonymous reports
- Reports with a request for personal assistance
- Reports without a request for personal assistance
- Advice-seeking on (imminent) conflict situations
- Information requests

All types of reports or enquiries received by Safe@EUR are treated confidentially by the staff members. That is, personal data and details of a report or question are never shared internally or externally without the reporter's consent. Also, privacy-sensitive information within an anonymous report (such as a reported person or small organisational unit) is not shared internally if it is potentially traceable to the reporter. How employees of Safe@EUR should handle personal data and how privacy and data security are guaranteed within the registration software is described in Safe@EUR's data processing register.

Anonymous report - An employee, student or visitor can make an anonymous report of undesirable or worrying behaviour via the digital form. They have read about the limitations of anonymous reporting on Safe@EUR's website and are reminded of these limitations once more within the form (see chapter 3, Front office). The reporter is informed that an anonymous report does not result in a targeted intervention to the reported person, that the reporter cannot be offered personalised support or advice, that no contact can be made in the case of missing information, and that the reporter does not receive a follow up their report. However, reporters are made aware of Safe@EUR's online information regarding general advice and tips on dealing with conflict situations, undesirable and worrying behaviour. Reporters are also reminded that they can still contact Safe@EUR in the future for personal advice (by telephone or e-mail), should they change their mind on staying anonymous.

We recommend facilitating anonymous reporting based on the advice of various social safety experts (e.g., KNAW, CAOP) and based on the experiences of staff from contact points of other universities (VU, VUB, TU/e and LU). Facilitating anonymous reporting increases willingness to report because it lowers barriers to make contact. As a result, it gives victims – who would otherwise not report – a voice. The expected increase in reports will give us a more complete picture of potential problematic trends within the organisation. On this basis, we can set up targeted awareness campaigns and/or initiate investigations in response to multiple anonymous reports about the same situation. Based on exclusively anonymous reports the latter cannot be targeted on one reported person. If necessary, investigation (when based on anonymous reports) can only be focused on an organizational unit. Person-targeted investigations can only be initiated when at least 1 non-anonymous report is known. The employees of Safe@EUR are not authorized to initiate or carry out these investigations: they only have a signalling task within the Expertise Team on Worrying Behaviour and towards the Ombudsperson and the Executive Board. Due to the safety of those who have reported anonymously, a person-centered intervention will be undertaken only if the anonymity of these individuals is maintained.

Safe@EUR follows up this type of report by at least registration and trend analysis. When relevant, anonymous reports about the same person can be bundled. One anonymous report never results in a targeted intervention towards a reported person. After all, the reported person cannot defend themselves since no adversarial process (fair hearing) is possible. Only when at least one non-anonymous report is made about a person (about whom several anonymous reports are known), the Committee on Misconduct (COG) can consider including anonymous reports in a formal complaints procedure.

Facilitating anonymous reporting has some risks. The two main risks are dissatisfaction of the reporter when seemingly nothing happens after their report (after all, an anonymous reporter receives no follow up on their report), and the possibility of defamation as a reporter may file false reports about one person several times. The first risk should be considered when designing the information that is provided on the website of Safe@EUR: it is a priority that reporters are aware of the (anonymous) reporting procedure and that they are informed about what they can and cannot expect when reporting (anonymously). Besides naming limitations of anonymous reporting, it is important to mention that (and how) also non-anonymous reports are treated confidentially. It is also important to periodically evaluate and adjust the information content in this respect, see chapter 6 on evaluation. We recommend accepting the potential risk of defamation. For instance, conversations with social safety professionals of Leiden University and the Vrije Universiteit Brussel – where anonymous reporting is facilitated via e-mail – show that in practice this has not yet occurred. In addition, Safe@EUR's workflow describes that no person-oriented interventions are made on reported persons on the basis of anonymous reports only, so that an attempt to defame by means of a series of anonymous reports has no direct effect. The advice is to evaluate our experiences with facilitating anonymous reporting after the first operational year of Safe@EUR and adjust our workflow accordingly if necessary.

Example situation 2 - B. is an undergraduate student and is on good terms with her thesis supervisor: he is funny, complimentary and gives her high grades in his courses. When discussing her latest thesis draft, the supervisor, to her surprise, puts a hand on her knee and flirts with her. B. does not dare to react dismissively but escapes the situation as kindly as possible. As a precaution, she plans her follow-up appointments exclusively online. After graduating, she decides to report the incident. She does this anonymously because she will encounter her lecturer again during her master's and she does not want to hinder her study progress. She herself is okay and plans to just avoid him in the rest of her studies. If this is a repeat offender, she hopes her report can be bundled with reports from others, now or in the future.

Reports with a request for personal assistance - An employee, student or visitor reports undesirable or worrying behaviour (via the online form or in person) and wishes personal assistance in dealing with the situation. For example, the reporter is in need of victim support, needs help in reporting the incident with the police, and/or seeks advice or mediation in the contact with a reported person (see also Example situation 1).

We include this report type based on interviews with staff and students at EUR and based on the experiences at the contact points of the Vrije Universiteit Amsterdam (VU) and of the Vrije Universiteit Brussel (VUB). When a person

reports a situation that has been traumatic for them, they generally wish to be personally supported as fast as possible, rather than receiving a referral advice that they have to follow up independently.

This type of report is followed up by Safe@EUR through an intake interview, during which follow-up steps are determined with the reporter. For example, in the form of an internal or external referral or by drawing up an action plan. In addition, the staff member of Safe@EUR registers at least the nature of the report (see the section Reporting categories within this chapter). After a referral, the staff member of Safe@EUR stays in touch with the reporter and monitors whether they are being supported satisfactorily.

***Example situation 3** - Three graduate students report jointly because a lecturer has made himself guilty of sexual harassment with each of them. In the master's phase of their study, the three female students learn from each other that a lecturer got handsy from time to time during the individual supervision of their undergraduate thesis. They decide to report this together and ask for advice on what to expect from the formal complaints procedure. It turns out that already two anonymous reports about this lecturer are known with Safe@EUR; the COG is advised to include these reports in the formal complaints procedure.*

Reports without a request for personal assistance - An employee, student or visitor wishes to signal undesirable or worrying behaviour without needing personal assistance in the form of an intake session or referral. For example, the purpose of the report is to express concerns about the welfare of another person or to raise awareness about a problematic trend within the organisation based on another person's or their own experience with the undesirable behaviour.

We include this type of reporting based on interviews conducted with staff and students. Some gave examples of undesirable situations that they feel the university should be aware of but that they do not know where they could report this. In addition, we were informed by the Vrije Universiteit Amsterdam (VU) that they receive many reports based on concerns about the welfare of others, including concerns regarding suicidality, domestic violence, and honour-related threats.

Safe@EUR follows up this type of report through at least registration and trend analysis (resulting in the design of preventive awareness-raising campaigns), and depending on the case, through escalation to the Expertise Team on Worrying Behaviour. A staff member of Safe@EUR informs the reporter about any follow-up to their report and monitors whether the reporter and reported have been helped to their satisfaction.

***Example situation 4** - C. is concerned about the welfare of a fellow student. Her classmates find him strange and hardly ever hang out with him, and C. also limits contact to the lecture hall. But she is always friendly which makes him gravitate towards her anyway. Especially online, he seeks contact and shares his depressive thoughts with her uninvited. When he starts sending messages related to suicidality and stops attending lectures, C. raises the alarm with Safe@EUR.*

***Example situation 5** - D. works on behalf of an external cleaning company at EUR. It is common knowledge among his colleagues that within certain departments where they clean, f jokes are regularly made towards them. D. feels upset about this and wants to raise awareness with EUR that this is what he and his colleagues have to deal with during their work.*

Advice-seeking on (imminent) conflict situations - An employee, student, or visitor contacts Safe@EUR by e-mail to seek advice on how to deal with - or prevent - a conflict situation. This person wants to resolve or prevent the conflict situation themselves and does not want to report the person in question (yet) because there is no escalation of conflict yet.

We include this type of request for help based on experiences of social safety professionals of Maastricht University. There, practice shows that employees in particular contact the *Concerns and Complaints Point* because they want to seek advice on how to promote social safety themselves in their team or in the lecture hall. At the Vrije Universiteit Brussel, too, employees of the contact point are approached for advice on social safety since they are known for their expertise on the subject.

Safe@EUR follows up this type of request with an e-mail response, an advice session (by phone, online or in person) or an internal referral. Depending on the casuistry, the staff members of Safe@EUR decide (in consultation with the reporter) whether further follow-up actions are necessary.

***Example situation 6** - An employee is aware of a secret relationship between her supervisor and a colleague. This is causing an unsafe atmosphere in the workplace. She does not feel comfortable reporting this relationship to HR but seeks advice on how to handle the situation herself.*

Information requests - An employee, student or visitor contacts Safe@EUR by e-mail because they have a question regarding Safe@EUR itself, the social actors network of the EUR, or regarding the formal complaints procedure. For example, one wants to know whether there are also psychologists for employees besides student psychologists, they want to know how the formal complaints procedure works, or a lecturer inquires to whom he can best refer a student who confided in him with a case of undesirable behaviour.

Safe@EUR follows up this type of report by an e-mail response, an advice session (by phone, online or in person) or a referral. Depending on the casuistry, the staff member of Safe@EUR (possibly in consultation with the applicant) decides which follow-up is appropriate.

Themes

Students, employees, and visitors can contact Safe@EUR with questions and reports relating to undesirable and worrying behaviour within the work or learning environment.³

Undesirable behaviour refers to interpersonal contact that is perceived as undesirable by one of the parties involved. It is a collective term for at least (online) sexual harassment, abuse of power, aggression, bullying and discrimination.

Worrying behaviour is defined as behaviour that poses a (potential) health and/or safety risk to the individual exhibiting the behaviour, and/or to the individual's environment. When reporting worrying behaviour, consider, for example, suicidality, extremist threats and raising concerns about (online) confused behaviour of a colleague or a student.

The information provision of the contact point will be based on the above themes, but consideration will be given to requests for help or reports that currently fall outside the scope of Safe@EUR. Think of questions or complaints related to data security, physical safety, labour disputes, fraud, study delays, course content, or requests for help in response to threatening political or social changes (in one's country of origin). Above all, Safe@EUR's information provision should clearly communicate where to turn to with what themes. It is paramount, however, that every reporter or enquirer is helped; even when the subject of a report is currently outside the scope of Safe@EUR. The reporter is always referred to the most appropriate helpdesk. Safe@EUR staff should therefore have a broad knowledge of the EUR support structure.

Scientific and managerial and organisational integrity

³ This includes conferences, fieldwork and internships. For more information on undesirable behaviour within these off-campus academic contexts see: the UvA Taskforce report (2020), [this Erasmus Magazine article](#) and the work of Sapiro & Campbell (2018), Mügge (2013), Sharabi (2020) and Diamond-Welch & Hetzel-Riggin (2019).

We recommend that scientific, administrative, and organisational integrity be partially included in the scope of the contact point. That is, account should be taken of situations where these forms of integrity overlap with social integrity. When, for example, there is a violation of this type of integrity which manifests itself in interpersonal undesirable behaviour, it may be unclear to a reporter whether it is best to turn to a general confidential advisor or to a confidential advisor for scientific integrity, to the Committee on Undesirable Behaviour (COG) or to the Committee on Scientific Integrity (CWI). In such a situation, Safe@EUR can be the first point of contact to guide the reporter in the right direction. It always remains possible for a reporter to contact a confidential advisor for scientific integrity or the Committee on Scientific Integrity (CWI) directly.

In November 2022, Universities of the Netherlands (UNL) will launch an online reporting desk for threatened academics, www.wetenschapveilig.nl. We advise that these reports will eventually be routed to Safe@EUR, after which triage will take place by the staff of the central contact point. This will strengthen the central monitoring position of Safe@EUR. Additionally, the contact point has the internal network to set up appropriate follow-up to these kinds of reports.

Example situation 7 – After graduating from his master programme, a graduate student finds out that the supervisor of his thesis has used his research findings - unsolicited and without attribution - in her latest, award-winning publication. He has approached her about this, but she claims that the student has in fact used her (then unpublished) ideas into his research based on her supervision. In response to his accusation, she threatens to sue him for plagiarism. The graduate student contacts Safe@EUR to seek advice on how to deal with the situation because he is unsure to whom he can turn for support.

Digital and physical security

We recommend limiting the scope of Safe@EUR to incidents with a social security aspect and that (at this point) no changes be made to procedures related to general digital and physical security. That is, when employees, students or visitors have complaints or reports in relation to data security (data leaks or hacks) or building management (dangerous situations or defects) they should address the appropriate desks (Service Desk IT/Security or the Data Protection Officer). The main reason is that social, digital, and physical security require different kinds of expertise. We will refer to these services on the Safe@EUR website so that reporters with a report related to digital or physical security immediately follow the right route. This goes both ways; reporters should also be informed and referred to Safe@EUR when they happen to turn to the service desk with reports of social misconduct.

Standardization of report categories

Since 2021, an Annual Social Report (*Sociaal Jaarverslag*) has been produced by the HR Health, Safety & Wellbeing team. Based on data collected within the social actors network of the EUR, an overview is given of the amount of contact they have had with employees. While composing this report, it was found that social actors currently use different terminologies and definitions of undesirable and worrying behaviour. This makes analysing data and recognising trends difficult. For this reason, a shared set of reporting categories is necessary that will allow future reports to be classified in an unambiguous way. Defining a standard set of categories can further optimise communication between social actors and will improve our ability to monitor incidents centrally.

The set of reporting categories consists of all possible reports that can be made within the social actors' network, this includes reports related to physical safety and labour disputes. The dataset therefore has a broader scope than just reports related to undesirable and worrying behaviour. These categories are nevertheless included in the registration software of Safe@EUR because it is likely that reporters turn to the central contact point with various types of reports or with reports that fall within several categories. In the overview below, the categories that fall outside the scope of Safe@EUR (but are included in its registration software) are marked with an asterisk (*).

It is essential that the standardized categories are included in the workflow of social actors with a registration task, such as the Network of Confidential Counsellors (currently registers in KRS), the Ombudsperson, the Commission on Undesirable Behaviour (COG), and the Occupational Health and Safety Coordinator (Arbo-coordinator). We

recommend (eventually) including these actors in the implementation of the registration system so that these actors work with the same software. In this registration software, the databases are separated: confidential counsellors cannot access the registrations of Safe@EUR, and vice versa. However, it is possible to produce anonymous overviews based on categories and on the total amount of records.

Report category	Subcategory	Description
Administrative integrity	Conflict of interest	Deliberate misuse of administrative resources, responsibilities or power, or failure to fulfil administrative obligations.
	Criminal interference	
	Financial fraud	
	Mismanagement	
Criminal activities	Theft	
	Vandalism	
	Trading of prohibited substances	
Discrimination	Marital status	Treating people differently, disadvantaging or excluding them based on personal characteristics.
	Gender	
	Age	
	Belief	
	Medical	
	Racism	
Emotional pressure and psychological strain	Slander	The systematic practice of psychological pressure resulting in a sense of insecurity and/or emotional harm.
	Manipulation/blackmailing	
	Bullying	
	Intimidation	
	Sexual harassment	
	Stalking	
	*Workload	
	*Work atmosphere / organisational culture	
Violence and aggression		Incidental or structural verbal or physical aggression, including threatening with physical violence.
Persistent complaining		Persistently seeking contact to draw attention to a complaint, failing (repeatedly) to accept a final decision.
Safe Science		Incidental or structural (societal) threats/intimidation of scientific staff based on their field of research and/or public appearance.
*Scientific integrity	Conflict of interest	Failure to conduct scientific research authentically, ethically, reliably, reproducibly, objectively or impartially.
	Abuse of power	
	Plagiarism	

Worrying behaviour	Threatening with violence	Potential threat to oneself or others: confused behaviour, threatenin with violence, verbal aggression, extremist threat.
	Honour-related violence	
	Extremist threat	
	Domestic violence	
	Suicidality	
	Prohibited substance use	
Context	Verbal	It is possible to indicate the conext of a report (optional)
	Physical	
	Online	

3 Front office set-up

Contact options

The front office of the contact point is a - publicly accessible - website within EUR.nl (ideally www.eur.nl/safeateur) where reporters and reported persons can go for information on social safety and for contact details of all EUR social support actors. Additionally, all webpages within MyEUR.nl related to social safety should refer to the central webpage of the contact point. To achieve this, all current (my)EUR webpages related to social safety have been inventoried to simplify mentioning the new central information provision on all relevant EUR webpages.⁴

On the website of Safe@EUR reporters can find out how to contact a staff member. The various contact options are listed below. Chapter 4 (Back office) describes how follow up is given to each of them.

I want to report something (online report form)	Reporters can use the online report form 24/7 to make a report (anonymously if desired). The reporter can indicate whether and how follow-up is desired; within 2 working days, a reporter receives a response (unless anonymous).
I want to speak to someone (appointment or direct)	<p>Appointment planner: Reporters can (24/7) schedule a meeting with a staff member of their choice to make a report or ask a question. They can opt for a meeting by telephone, a video call, or a physical appointment on campus.⁵ After completion of the form, they immediately receive an automated confirmation.</p> <p>By telephone: Reporters can contact one of the Safe@EUR staff members on the general phone number or via WhatsApp during office hours. The contact point's website lists the staff's working days and hours. They have a clear voicemail message informing the reporter that they will be called back within x hours, in addition, the EUR emergency number is mentioned.</p>
I have a question (digital or telephone)	<p>Email: The contact point can be reached 24/7 (anonymously if desired) by e-mail for questions, this is a general e-mail address (safe@eur.nl). A response will be received within 2 working days.</p> <p>Teams: Employees can contact the staff of Safe@EUR through Teams chat for questions.</p> <p>By telephone: see above.</p>
Contact information internal support	All contact details of EUR social actors are listed on the website. The emergency number has a prominent place.
Contact information external support	The website contains contact details of external support organisations. For example, police, 113, GGZ, Centrum Seksueel Geweld, Slachtofferhulp Nederland, Veilig Thuis and the expertise centre on honour-related violence.

Telephone contact

The contact point can be reached by phone via a general number for questions or making a report. Students, employees and visitors also have the possibility to contact one of the staff members personally by telephone (at set times) or via Whatsapp. Being available by phone increases the accessibility of the contact point for those who prefer to make the first contact in person rather than digitally (by e-mail, WhatsApp, report form or through the appointment

⁴ For an overview of these web pages, see [Mapping_eur_urls](#)

⁵ The appointment planner makes staff availability transparent. For an example of this planner, see [the information page on student deans](#).

planner). By facilitating telephone accessibility, we additionally reduce the risk of people contacting different social actors (digitally) in a stressful situation, leading to multiple lines of communication and an inefficient follow-up. We choose to also make it possible for callers to contact a staff member of their choice because we value the caller's personal preference. For example, a caller may prefer to speak to a man or a woman. For this to work, it is important that the staff members of Safe@EUR set up a clear voicemail message in both Dutch and English, informing callers about the call-back time and alternative contact options such as WhatsApp and e-mail. They should also mention the EUR emergency number. We advise future contact point staff to agree on the times of their telephone availability and communicate this on the Safe@EUR website.

The risk of facilitating telephone contact is that the expectation of availability cannot be met in practice due to the daily work of the staff. However, looking at other organisations where a contact point is available by phone, this risk seems limited. At Maastricht University, for example, we see that the staff member is called only a few times a week, and at the VU it suffices that callers are called back at a later time if necessary. Time will have to tell us to what extent the number of reports at EUR will increase after the kick-off of Safe@EUR, and how often contact is made through telephone. Based on this knowledge, we can eventually determine how the contact point can further optimise its accessibility.

Meeting in person

To speak to a staff member of the contact point in person, a reporter needs to schedule an appointment. A reporter can do this through the appointment planner on the website of Safe@EUR, or this is done by a contact point staff member following telephone or email contact. We choose not to set up a physical desk or walk-in office on campus. At a physical desk, a reporter's privacy is not guaranteed, which makes it fundamentally less accessible for students, staff, or visitors to drop in on. In addition, it requires available presence of an employee behind the desk or in the office, which greatly limits the freedom of movement of the contact point staff. The same goes for walk-in hours. Discussions with EUR students and employees in this regard showed that people generally prefer to make a report at a self-selected time and preferably digitally or by phone.

Online report form

The online form can be used to make a report (anonymously) after which a staff member of Safe@EUR will contact you if desired. This form is linked to the registration system; given answers are automatically compiled into a registration record. Employees of the contact point can further complete a record with labels and possible actions, see chapter 4, Back office.

In the online form, the reporter is first asked whether a staff member of the contact point may contact them. One can choose either Yes, 'Only in the absence of information' and No. These three response options all contain additional explanations, see the overview below. With this explanation we aim to offer transparency about the procedures and possible follow-up. This way, the reporter knows what to expect based on their choice.

Note: The following questions are a draft version of the actual online form. The order and precise wording of the questions will be chosen in coordination with a native speaker.

Online report form (front office) – Draft version

1. May we contact you to discuss what we can do for you?
 - **Yes.** One of the staff members of Safe@EUR will contact you to schedule a meeting to discuss how we can support you. Your report is handled as confidential, and you stay in control about the desired follow-up.
 - **I may only be contacted for a follow-up on my report and if there is insufficient information;** I do not need personal support.
 - **No.** You make your report anonymously and have no need for a follow-up or personal support. If there is insufficient information, we cannot contact you. [Read here](#) what we do with anonymous reports.

If you change your mind on reporting anonymously, or if you want to withdraw your personal information from a non-anonymous report, please feel free to contact a staff member of Safe@EUR through phone or e-mail.

If Yes or "I may only..."	If No
<p>2. Can you describe what has happened and where the situation took place?</p> <ul style="list-style-type: none"> • Tekst box 	<p>2. Can you describe what has happened and where the situation took place?</p> <ul style="list-style-type: none"> • Tekst box
<p>3. Have you already had contact with an EUR staff member about what you are reporting? (E.g., a confidential counsellor, student supervisor, your manager, or an HR employee)</p> <ul style="list-style-type: none"> • Yes / No <p>3a. Who did you talk to? We never contact them without your permission (optional)</p> <ul style="list-style-type: none"> • Name or function: [Text box] 	<p>3. Have you already had contact with a EUR staff member about what you are reporting? (E.g., a confidential counsellor, student supervisor, your manager, or an HR employee)</p> <ul style="list-style-type: none"> • Yes / No <p>3a. Who did you talk to? We never contact them without your permission (optional)</p> <ul style="list-style-type: none"> • Name or function: [Text box]
<p>4. I am staff/student/other: [Text box]</p>	<p>4. I am staff/student/other: [Text box]</p>
<p>5. List of departments</p>	<p>5. List of departments</p>
<p>6. List of department unit / study program (optional and dependent on the answer to question 5)</p> <ul style="list-style-type: none"> • Other: [Text box] 	<p>6. List of department unit / study program (optional and dependent on the answer to question 5)</p> <ul style="list-style-type: none"> • Other: [Text box]
<p>7. Name</p>	
<p>8. Pronoun</p>	
<p>9. E-mail address</p>	<input type="checkbox"/>
<p>10. Telephone number (optional)</p>	<input type="checkbox"/>
<p>11. I prefer to be contacted by:</p> <ul style="list-style-type: none"> • Phone / E-mail / No preference 	<input type="checkbox"/>

Information provision

Students, employees, and visitors can visit the website of Safe@EUR for information regarding misconduct within EUR. Information is provided on the following themes:

Information product	Description	Aim
What is undesirable and worrying behaviour?	Explanation of undesirable behaviour (e.g. discrimination, sexual harassment, bullying and suicidality), including example situations.	Raising awareness
First Aid Toolkit	First Aid for Inappropriate Behaviour Toolkit: modelled on the Aegon SpeakUp Toolkit . Tips for taking care of yourself, tips for bystanders, tips for reported persons, tips for preparing to report misconduct or to file a formal complaint. What to expect from the reporting process, and information on how we handle your data.	Promoting self-reliance, raising awareness, transparency and expectation management regarding procedures, and securing the well-being of reporters and reported persons.
Who is who?	What social support is there within and outside of the university, and to whom can you turn with what topics. For instance: who are the confidential counsellors, who picks up the phone when you call the emergency number, which student psychologists work at the university, what does a company social worker do, who is the ombuds officer and what are they for? Also: who is behind Safe@EUR?	Promoting self-reliance, transparency and accessibility of the social support network of the EUR, expectation management regarding the reporting procedure.

Flowchart / Help matrix (option: interactive tool)	Find your way to the right expert with the help matrix and get in touch. If you need extra help with finding your way or want to ask some questions beforehand, contact Safe@EUR.	Promoting self-reliance, transparency and accessibility of the social support network of the EUR.
Regulations	Hyperlink to EUR Regulations	Transparency regarding policy on social and physical safety.

4 Back office set-up

Positioning

We recommend that Safe@EUR be positioned in such a way that the independence of the contact point is guaranteed, along the lines of the positioning of independent functions with a similar task to social safety. Think of the ombudsperson and the coordinator of confidential counsellors. For Safe@EUR, we see a shared responsibility for the HR and E&S departments in terms of monitoring the work and functional management of its employees. We are currently investigating the possibilities in this regard. Decision-making on the exact positioning will follow in January 2023.

Workflow incoming report

Reporters can make a report in different ways: during a telephone, online or in-person meeting requested via the appointment planner, or by making an (anonymous) report via the online report form. With questions, they can contact Safe@EUR staff by phone or e-mail.

A reporter receives a response to their message within two working days (if desired). If the staff member of the contact point needs more time to answer a question, they will send a response within two working days with information on the expected time frame of the follow-up. By choosing two working days, the longest possible response time is four days because of the weekend; a report made on Friday afternoon will receive a response by Tuesday afternoon at the latest.

I want to report something

Online report form - After the reporter completes the digital form, a signal is given in the registration system of Safe@EUR. The staff member who picks up the report becomes case manager of the report and (if necessary) completes the record with information from the reporter's written text, e.g. with categories and labels. If the reporter wishes a follow up, the staff member contacts the reporter. In the case of an anonymous report, no follow-up is given to the reporter.

It is possible that (anonymous) reports reveal potentially problematic trends. Think of an increase in the number of reports related to specific categories, e.g., racism or gender-based violence. Depending on the severity and safety risk of the casuistry, staff of the contact point may escalate to the Expertise Team on Worrying Behaviour to express concern about a trend that has been identified. Here, they can discuss with other social safety professionals whether it is necessary to take follow up action(s) and who is responsible for this follow up.

I want to speak to someone

Appointment planner - The employee with whom the appointment is scheduled receives an e-mail notification. During the meeting, the reporter explains their situation and the desired follow-up. Determining what follow up / referral is most suitable to the case is always done in consultation with the reporter: they remain in charge. Following the meeting, the staff member of Safe@EUR enters the report in the registration system. Depending on the case and the desired follow-up, the staff member decides which information will be included in the registration. A first draft of the (back office) registration form can be found in chapter 4, Back office set-up.

Telephone - Depending on the case, the staff member of Safe@EUR determines whether a registration is necessary. For example, in the case of an information request this is not relevant, whereas it does apply to a report of misconduct made by telephone. If it concerns such a report, the staff member discusses with the caller whether and how they wish to be followed up. If necessary, the staff member schedules an appointment with the reporter and/or makes a registration.

I have a question

E-mail - Enquiries are received at the general e-mail address of the contact point. When people mail to the general mail address, they receive a response within 2 working days. The contact point staff will determine the desired method of managing the general mailbox.

By phone - See above (*I want to speak to someone - by phone*).

Triage (referral)

Depending on the case, a Safe@EUR staff member will advise the reporter to contact an internal and/or external social support expert. This is a referral. A referral is never passive. In other words, the reporter is asked if they need assistance with setting up the initial contact with the internal or external professional. For example, the staff member of Safe@EUR can inform their internal colleague about the case in advance, or they can accompany the reporter to a police station or during an intake interview with an external social worker.

Safe@EUR can put a reporter in touch with, or seek their own advice from:

Internal	External
<ul style="list-style-type: none">• Company doctor• Confidential counsellors undesirable behaviour• Confidential counsellors scientific integrity• Company welfare worker• Diversity & Inclusion Office• Expertise Team on Worrying Behaviour• HR Advisor / HR Business Partner• HR Legal• Committee Undesirable Behaviour• Integral Security• International Office• Manager (of the manager)• Officer domestic violence and child abuse• Ombudsperson• PhD psychologist• Security (emergency number)• Study advisor• Student psychologist• Team Studying with a Functional Impairment• Work Life Balance Coach	<ul style="list-style-type: none">• GP• Police• 113• OpenUp• Veilig Thuis (domestic violence)• Mental health services (GGZ)• Crisis service (acute psychiatric care)• Expertise Centre on Discrimination (Radar)• CSG Rotterdam (Centre for Sexual Violence)• Slachtofferhulp Nederland (victim support)• National Expertise Centre for Honour Related Violence (LEC EGG)• Spiritual Counsellor

Registration workflow

Registration software

Based on a programme of requirements and a market study, we recommend using the risk management software *Smile* for registration of reports about undesirable and worrying behaviour.⁶ We are currently in contact with the CIO and Privacy Office about further testing of this software.

We have a preference for this software solution because it offers the functionalities that we envision for Safe@EUR. For instance, it offers the option of setting up an online form for reporters that is directly linked to the registration database. This ties in with the desire to limit information flows wherever possible. In addition, it is possible to link workflows to (different types of) reports. This means that it is possible, for example, to initiate a certain work process based on the data entered by the reporter. The staff member of the contact points receives reminders for certain actions. For example, it can be set up that it is mandatory to add labels and to send a follow-up within a fixed time frame. This prevents reporters from being overlooked and thus ensures continuity and quality.

Smile also offers several modules that can be of interest to other social support actors of EUR. As a result, we would (in time) like to investigate whether other colleagues could also connect to this software. This can be particularly interesting for the Ombudsperson, the Network of Confidential Counsellors, the Committee on Undesirable Behaviour, and the Health and Safety Coordinator (Arbo). Here it is important to mention that these actors would all work in their own database and do not have access to each other's data for reasons of confidentiality. However, the uniform working method and the use of the same terminologies and final reports do make it more accessible to get a central overview of the number and type of reports made within the EUR.

Registration of personal data

When registering reports, the guiding principle is to comply with the principles of *privacy by design* and data minimisation. This means that no unnecessary personal data on reporters and reported persons are collected. Registered personal data never leave the secure digital environment and only employees of Safe@EUR have access to the data. How the contact point handles personal data is described in a data processing register.

We recommend making it possible for the contact point to register reported individuals, provided this can be supported on a privacy and legal basis. Only when this basis is in place will the contact point be able to start processing this specific information. We aim to have this in place by the first quarter of 2023. Should this not be the case, Safe@EUR will not yet register any reported persons in the pilot phase.

We see importance in registering reported persons as it allows for signalling and acting upon repeated misconduct by the same person. In the current situation, reported persons are not centrally registered within the social support structure of the EUR. Signalling of repeated misconduct takes place on the basis of verbal knowledge sharing and collective memory. We see this as a potential risk due to the subjective nature of this course of action. By registering, we increase the organisation's (data-driven) ability to investigate when (repeated) misconduct is suspected.

Registering reported persons increases the risk of defamation, similar to the risk of slander addressed earlier in relation to anonymous reporting.⁷ After all, a report of undesirable behaviour about a person does not automatically make that person a perpetrator since there may be other social dynamics underlying the report. However, this risk is minimised by restricting access to this data, by establishing processing agreements and by establishing workflows in which only specific bodies (e.g., the Ombudsperson or the Executive Board) can initiate investigations in the event of suspected (repeated) misconduct. Also, multiple reports about a reported person are only considered if there is at least one report that is not anonymous.

⁶ The market study consisted of a survey of social safety professionals at universities and other types of organisations (Vrije Universiteit, Utrecht University, Leiden University, TU Eindhoven, Maastricht University, Vrije Universiteit Brussel, Tilburg University, 113, CAOP and KNAW), testing the suitability of internal software through interviews with the Coordinator of Confidential Counsellors, the E&S information manager, and the Health and Safety coordinator (Arbo), and three software demonstrations (SpeakUp, KRS and Smile).

⁷ By defamation, we mean the unfounded damaging of someone's name and image; by slander, we mean deliberately speaking ill of another, with the aim of damaging someone's name and image.

Registration form (back office)

The exact content and functionalities of the registration form will depend on the registration software used for the contact point. The following is a first draft for the data that Safe@EUR staff may additionally register following a conversation with a reporter. In the case of an anonymous report, the fields marked with an asterisk are omitted. The input fields relating to reported persons are dropped when it is decided not to register this information due to a lack of legal basis.

Please note that the form below is only visible to Safe@EUR staff. Reporters do not have to deal with the input fields below, for the online report form see chapter 3, Front office.

Registration form

- a. Registration date
- b. Date / Period incident
- c. Reporter - Name*
- d. Reporter - Nationality (Dutch or international)
- e. Reporter - Student, Employee or Other
- f. Reporter - Working at / Studying at [organisational unit]
- g. Reporter - WP, PRO or Other
- h. Reporter - Contact details*
- i. Reported person - Name of person or organisational unit
- j. Reported person - Nationality (Dutch or international)
- k. Reported person - Student, Employee or Other
- l. Reported person - Working at / Studying at [organisational unit]
- m. Reported person - WP, PRO or Other
- n. Report category (multiple answers possible)
- o. Labels (multiple answers possible)
- p. Does the reporter want follow-up? If so, how?*
- q. What actions have been taken (e.g. counselling, internal or external referral)*
- r. For internal referral: which social support actor was referred to? *
- s. Notes
- t. Upload option (.doc or .pdf)

5 Staffing

Task description and hours

The range of tasks of Safe@EUR staff members consists at least of the following:

Job description	Hourly estimate p/w ⁸
Register reports	4
Analyse reports	2
Meetings with reporters (incl. follow-up referrals)	16
Internal advice and agenda-setting	8
Consultation with other social support actors (internal and external)	8
Communication and marketing	5
Accountability (e.g., annual reports)	1
Training and development ⁹	3
Development of Safe@EUR	6
<i>Breathing space</i>	8
	61 hours

It is important that the contact point is available during office hours to ensure a quick and adequate response to reports. We therefore recommend appointing at least two employees to the contact point to ensure the contact point's accessibility, even during holidays or illness.

We also recommend involving student assistants in the contact point over time. In the student focus group held in the summer of 2022 for the purpose of designing the contact point's reporting facilities, it came up that some students find it more comfortable to initially talk to a fellow student rather than a university staff member. For this reason, the faculty of ESSB, for example, has opted for [student confidants](#) as the first point of contact for those who prefer this. TU Eindhoven also works with [peer listeners](#) to increase willingness to report. Depending on the casuistry and the wishes of a reporter, the staff of the contact point can involve the student assistants in following up a report. In addition, student assistants can support Safe@EUR's communication work. We advise the future staff of the contact point to determine in time how student assistants can support them in their work.

For its independent status, it is desirable that the contact point is staffed by employees *dedicated to* social safety and Safe@EUR. The work of these employees is therefore ideally not combined with another position within the EUR (unlike confidential counsellors). The employees are collectively multilingual and diverse in nationality and/or gender. The contact point team consists of the following positions:

	Scale	Fte/hours
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⁸ This hourly estimate is based on the 2020 Annual Social Report and the 2020 Annual Report of Confidential Advisors. The total number of reports to the BMWs, VP OG and OF were 224 by staff and students in 2020. We expect that attention to undesirable and worrying behaviour will increase and the contact point will lead to more reports (factor 1.5 = total 336 per year). For the first year, we assume that about 1/3 (122) of these reporters end up at the contact point with an appointment or telephone contact. On average, we expect the contact point to have four calls per reporter. This means 448 calls per year and eight per week.

⁹ These include training in interview techniques, suicide prevention, intercultural competences, the reporting code for domestic violence and child abuse, and data security, among others.

Contact point officer	11	0.8 (30.4 hours)
Contact point officer	11	0.8 (30.4 hours)
Student support		0,4
Total		2.0 FTE

Safe@EUR with respect to the Network of Confidential Counsellors

An alternative is to have Safe@EUR staffed by confidential counsellors. However, this was not chosen because we see advantages in separating the Network of Confidential Counsellors and Safe@EUR.

The contact point is there for those who do not know where to turn with a specific question or report and for those who instinctively do not want to or cannot turn to existing support such as the confidential counsellors. By having the contact point staffed by *dedicated* employees with a social-pedagogical background, the expertise with regard to social safety will be broader than that of the confidential counsellors, who currently have less capacity to act due to their limited number of FTEs and their combined workload. The focus and central position of the Safe@EUR staff will enable them to strengthen social safety throughout the whole organisation. Whereas the majority of confidential counsellors mainly operate from a decentralised position, Safe@EUR staff operate from a central position.

However, confidential counsellors remain an important first point of contact for those who prefer that. It remains important that staff and students can speak to someone who knows their immediate study or work environment well, as the confidential counsellors do. The confidential counsellors fulfil an ambassadorial function for desired behaviour and can pick up signals of potentially unsafe situations within their working environment. We therefore see a permanent role for the confidential counsellor in offering a listening ear, giving advice and signalling undesirable situations. The importance of good cooperation between the contact point and the network of confidential counsellors is therefore evident, as is the importance of cooperation within the entire social support network of the EUR.

A second alternative scenario would be to have Safe@EUR staffed by the coordinator of the Network of Confidential Counsellors, provided that this is a *dedicated* position in the future. However, if the contact point were to be staffed by the coordinator of confidential counsellors, this employee would have a dual role as he or she would be accountable to both the Network of Confidential Counsellors and Safe@EUR. Among other things, this could result in an excessive workload, as this employee would be burdened with tasks for the central contact point in addition to their duties for the network. As a result, the Network of Confidential Counsellors loses a *dedicated* coordinator and representative. On the other hand, this combination may result in the strengthening of the EUR's support structure since Safe@EUR truly becomes a first point of contact for everyone who seeks support, and since both the contact point and the confidential counsellors are coordinated from one central position.

Workspace

Workplaces - It is important that the staff of the contact point have access to a soundproof workplace where they can have undisturbed telephone conversations with reporters and can consult each other or internal/external parties.

- A workplace on campus Woudestein near (but not immediately next to) the Executive Board.
- The workplace is soundproofed and ideally (but not necessarily) has no option to see who is inside.
- The workplace has a good internet connection, space for two desks with extra screens, and the possibility of a landline.

Meeting room - The workplace of Safe@EUR staff is not necessarily the same space where confidential meetings take place. For this, the team must have access to a meeting room on a neutral a location on campus. If a reporter is uncomfortable with that designated location, another location can incidentally be chosen in accordance with the Safe@EUR staff member.

- A meeting room on Woudestein campus accessible to everyone, including people with physical disabilities and visitors to the campus (non-students and non-employees).
- The meeting room is in a quiet location where passers-by are limited for confidentiality reasons.
- The meeting room is soundproof and has no option to see who is inside.
- The meeting room is ideally near the workplace of the contact point staff.
- The meeting room can be shared with the Ombudsperson and confidential counsellors, but not with others.

6 Accountability and evaluation

Annual report

Safe@EUR will report annually on the number and type of reports they have dealt with. Following the example of the Network of Confidential Counsellors, this annual report contains anonymised, non-reducible information and does not present information about specific organisational units.

Evaluation

The success of the contact point will not depend on any increase or decrease in the number of reports but should be evaluated based on the extent to which the contact point contributes to policy development through monitoring and based on the satisfaction of reporters. After all, an increase or decrease in the number of reports can be interpreted in several ways. For instance, a decreasing number of reports is not necessarily an indication of increased social safety, but possibly an indication of a decreasing willingness to report. In contrast, an increasing number of reports may be seen as success because willingness to report has increased, and support facilities are more visible than before. A rising number of reports may additionally result in the identification of problematic trends; the fact that this has been identified is, in a sense, a success. At Safe@EUR, the well-being of the reporter is paramount. We therefore recommend that contact point staff collect experiences from reporters when a report has been dealt with. This can be done, for example, by means of a digital evaluation form. We would like to advise the staff of the contact point to draw up a suitable form and workflow for this. Based on these evaluations and the experiences gained, the workings of Safe@EUR will be further developed over time.

7 Finances

Project funding (SUPS)

Subject	Scale	FTE	Budget	Total
Staff	11	1	100.000,-	
Equipment (communication and acquisition + implementation of software)			40.000,-	
				140.000,-

Structural funding

Subject	Scale	FTE	Annual costs	Total
Staff	11	1,6	136.000,-	
Student support		0,4	28.000,-	
Supplementary training budget			2.500,-	
Registration software			3.500,-	
Communications			15.000,-	
				185.000,-

Business case

Situations involving undesirable and worrying behaviour do great damage to a socially safe working and study environment. Such situations are also associated with high costs. The investment for the contact point of €185,000 on an annual basis therefore already pays for itself if the contact point prevents one case ending in the departure of one or more employees.

Calculation example social safety costs for a 12-month case with exit¹⁰

Suppose there are serious 'MeToo complaints' about a professor that greatly affect the work and wellbeing of a university lecturer. After a discussion with a confidential counsellor and the company doctor, the lecturer calls in sick and the professor is suspended. Their duties (supervision of PhD students and teaching) are taken over by colleagues. An internal investigation is followed by an external investigation that takes up a total of 12 months. This investigation results in the departure of the professor. After 14 months of illness, the lecturer also leaves the EUR. Eventually, the case hits the press.

Lost working time:

Managers: 1 day p/w (average 80k p/y) €16.000

Replacement

405,- per day €86.508

Internal advisers

HR, M&C, JZ etc. 2h p/w (average 80k p/y) €4.000

External advice

¹⁰ This business case is based on an example from the KNAW report (2022, P. 28)

Mediation (10 hours), legal (10 hours)	€9.680
<u>Exit costs</u>	
Severance pays, maximum	€85.000
WW/BWNU benefit (80% 1 year)	€64.000
Other costs ¹¹ (10% total)	€26.519
Total costs (excluding medical and absenteeism costs)	€291,707

¹¹ Think of the loss of experienced staff, recruitment costs, reduced job satisfaction, overburdening other colleagues, and the damaged trust and reputation of the organisation.