

Memo – Minor Organizational Adjustment in Educational Services

To: School Council
From: Erasmus School of Economics – MT
Date: 11 September 2025
Subject: Strengthening Educational Support: Alignment of Educational Support with Professional Support Staff (PSS) at Erasmus School of Economics – focused organizational adjustment, minor change

Introduction:

We would like to inform you, the School Council, about a minor organization adjustment regarding the Professional Support Staff which we will implement on 1 October.

Purpose

As part of our ongoing improvements, Erasmus School of Economics is implementing a targeted change in the organizational structure of Educational Support. This initiative aims to:

- Enhance alignment between educational and Professional Support Staff (PSS)
- Drive efficiency of support services and process thinking and working
- Strengthen staff engagement by clarifying roles and career perspectives

These improvements are essential to supporting our School's ambitions for a unified PSS, ensuring better communication and continued development in support of education, while creating a more balanced workload for the Programme Director of Education.

Key Changes: Before and After

1. Clearer Reporting Lines for Strategic Efficiency

<i>Role</i>	<i>Before (Current Reporting Lines)</i>	<i>After (As of 1 Oct. 2025)</i>
Project Manager (1.0 fte) – L&I Team & Education Policy Advisors	<u>Hierarchical</u> : Vice-dean of Education <u>Functional</u> : Programme Director of Education	<u>Hierarchical</u> : Director of Operations <u>Functional</u> : Programme Director of Education
Head of Student Affairs (0.9 fte)	<u>Hierarchical</u> : Vice-dean of Education <u>Functional</u> : Programme Director of Education	<u>Hierarchical</u> : Director of Operations <u>Functional</u> : Programme Director of Education

By consolidating the hierarchical reporting under the Director of Operations, while maintaining functional ties to the Programme Director of Education, we enable greater efficiency and reduce complexity in decision-making.

Both roles have already been informally embedded in the PSS MT of Erasmus School of Economics, ensuring continuity of management.

2. Span of Control Adjustments Director of Operations

<i>Reports</i>	<i>Before (Current Situation)</i>	<i>After (As of 1 Oct. 2025)</i>
Direct (fte / staff)	11,70 fte / 12 staff	13,60 fte / 14 staff
Indirect (fte / staff)	51.86 fte / 60 staff	73.01 fte / 85 staff

This adjustment increases the Director of Operations' management span, supporting more unified and responsive leadership across Professional Support Staff (PSS), and reflecting our School's growth and complexity.

Strategic Focus Areas

To maximize the value and impact of this organizational adjustment, we have identified several strategic areas that will guide our efforts moving forward. These priorities ensure our support services not only keep pace with the School's ambitions but serve as a foundation for continuous growth and collaboration:

Staff Engagement

- Collaboration:
Unified reporting and clarified responsibilities promote stronger teamwork and information sharing across Educational Support and the broader PSS
- Professional Growth:
The realignment supports clearer development tracks, ongoing learning, and a sense of belonging within the School's professional support community

Efficiency

- Streamlined processes:
Integrating Educational Support teams within the broader PSS enables resource sharing and services synergies, minimizing overlapping responsibilities
- Optimized reporting structure:
Direct reporting to the Director of Operations reduces bottlenecks and accelerates decision making, enabling staff to focus more on impactful activities
- Clearer career pathways:
Transparent structures are proven to promote staff satisfaction and productivity

Process Thinking and Working

- Systematic approaches:
Emphasizing process thinking ensures that workflows are well-structured, transparent, and continuously improved
- Sustainable results:
This focus helps institutionalize best practices, reduce inefficiencies, and support data-driven decision-making across all support positions

Innovation

- Empowering teams:
By aligning L&I, Education Policy Advisors and Student Affairs teams more closely with strategic priorities, we ignite more opportunities for synergy and collaboration among teams
- Agility:
With unified support services, new ideas and best practices can be implemented faster

Communication

On 17 April of this year, the Vice Dean of Education and the HR Business Partner informed the School Council for the first time about the proposed minor adjustment, providing an update on the external review of Educational Support. The project group was tasked with proposing concrete actions to implement the recommendations from the external review to achieve the long-term objectives outlined in the MT decision of 26 September 2024.

The adjustment concerning Educational Support is considered a minor change because:

- It clarifies the organizational structure without impacting staff positions, tasks, FTEs, or UFO profiles.
- It constitutes an organizational clarification rather than a restructuring.
- It consolidates two support structures into a single, unified services organization (PSS), enhancing efficiency, professionalisation, and alignment of priorities.
- Staff members will continue to report functionally to the Programme Director of Education, ensuring continuity.
- From both financial and strategic perspective, it establishes a clearer governance model without materially affecting positions or working conditions.

We aim to update the School Council one final time, providing the opportunity to address any questions and to confirm recognition of the organizational transition of the two Team Leads.

Following the School Council update, the Project manager/Team lead of the L&I-team and the education policy advisors, and the Team Lead of Student Affairs will formally inform their respective teams that this adjustment **will take effect on 1 October 2025**.

The organizational transition of the two Team Leads will also be implemented as of that date, and they will receive formal notification regarding this change.

The Team Leads will furthermore inform their teams that the Dean will appoint two newly established Follow-up Working Groups, ensuring they begin their tasks no later than August 2025. Each Working Group will submit an advisory report to the MT upon completing its assignment after two months.

- **The first Follow-up Working Group** will focus on the implementation of a unified Professional Support Staff (PSS) at Erasmus School of Economics. Its primary task is to develop a well-structured proposal for the design of a unified PSS model. This group will be chaired by the Director of Operations. And the Project manager/Team lead of the L&I-team and the education policy advisors will act as the project manager for this assignment.
- **The second Follow-up Working Group** will focus on the newly structured Education Management Team (EMT). Its primary task is to develop a well-structured proposal for the design of the EMT. This group will be chaired by the Programme Director of Education.

The Director of Operations has also contacted the internal communication officer to set up a communication plan. These implications will require careful planning and communication to ensure a smooth transition, maintain productivity, and support employee engagement throughout the process.

At the time of writing this memo, both Follow-up Working Groups had not yet commenced their activities.

Questions

If there are any questions, we are open to addressing them in the staff section ("personeelsgeleding") of the School Council meeting of 11 September 2025.

We appreciate the Council's attention to this matter and look forward to a constructive dialogue during the meeting.