Overview

Premises
Social safety is a prerequisite for good science
But in practice it often goes wrong, and that has major consequences for all parties
Whereas on paper a lot is already being done to counter inappropriate behaviour
To progress from paper to practice, this advisory report identifies invisible forces and shows how to organise counterforces
    That demands an integrated approach: a culture change anchored in structures and systems, involving every actor and addressing all forms of inappropriate behaviour
    A culture change requires paying attention to the process: it will only succeed through ongoing consultation, taking one step at a time, and by constantly making corrections

Organisational structure as a breeding ground
The organisational structure is currently putting social safety under constant pressure
    Scarcity of resources and workload endanger the quality of the work
    Power differentials and dependencies put cooperation to the test
    The complex organisation makes it difficult to identify and coordinate behaviour
Changes in organisational structure can neutralise the pressure on social safety
    Investing offsets the negative effects of scarcity and workload only if it also improves cooperation
    Organising responsible leadership counters abuses of power
    A fine-mesh structure for identifying behavioural risks does justice to the complexity of the organisation

The workplace culture
The workplace culture is not conducive to discussing behaviour
    Behaviour is regarded as a given and not a subject of discussion
    The ability to talk about behaviour is lacking and is not prioritised
    But the idea is still maintained that everyone can speak up
Many problems can be prevented by talking to one another about desirable behaviour
    Talking about behaviour clarifies its causes and consequences
    The organisation has a responsibility for the development of skills that contribute to social safety
    Giving everyone a voice enables unwritten rules to be questioned

The system for correcting behaviour
The current approach focuses on handling complaints rather than on prevention, which leads to escalation of problems and loss of trust
    Prevention doesn't really get off the ground because the duty to ensure social safety is not worked out clearly enough, either on paper or in practice
    In the event of inappropriate behaviour, the employer faces a responsibilities dilemma
    It's difficult to strike a balance between these responsibilities, and as a result none of those involved feels treated properly and fairly
With a systematic approach, geared to prevention and timely correction of behaviour, you can take care of all concerned
    Jointly working out guidelines will bring codes of conduct to life
    Preventing escalation requires timely correction of behaviour
    Linking up people to collectively solve problems provides a safety net for all involved

Perspectives
The board member: I don't really have it properly under control
The HR director: We aren't properly prepared for reports of inappropriate behaviour
The head of department: By seeking a solution, I became the problem
Director of operations: Not discussing the problem led to a lot of harm
The dean: I never learned how to handle this
The person complained about: I didn't see it coming and couldn't defend myself
The successful woman: Are they trying to pester us into leaving?
The person filing a complaint: I want it to stop
The confidential counsellor: I know a lot but I can't do much about it

A vision for the future
This advisory report is intended as the start of a process of change
The committee has already initiated this process
    Matters meriting further attention

Guidance
First-aid kit
What questions can you ask yourself and others so as to get started with this advisory report?
    Getting started with the organisational structure
    Getting started with the workplace culture
    Getting started with a system for correcting behaviour
What's next? The University of the Future