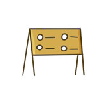
eader’s guide



**From: KNAW**

**Advisory Report – Social safety in Dutch Academia**

**July 2022, p.4**

Reader’s guide

Overview

Preface

Perspectives

## Overview

Premises



Structure

Culture

System

[Premises](#_bookmark6)

[Social safety is a prerequisite for good science](#_bookmark8)

[Perspectives](#_bookmark5)

[The board member: I don’t really have it properly under control](#_bookmark7)

[The HR director: We aren’t properly prepared for reports of inappropriate behaviour](#_bookmark7) [The head of department: By seeking a solution, I became the problem](#_bookmark7)

[Director of operations: Not discussing the problem led to a lot of harm](#_bookmark16) [The dean: I never learned how to handle this](#_bookmark16)

[The person complained about: I didn’t see it coming and couldn’t defend myself](#_bookmark28) [The successful woman: Are they trying to pester us into leaving?](#_bookmark28)

[The person filing a complaint: I want it to stop](#_bookmark40)

[The confidential counsellor: I know a lot but I can’t do much about it](#_bookmark40)

[A vision for the future](#_bookmark52)

[This advisory report is intended as the start of a process of change](#_bookmark53) [The](#_bookmark54) [committee has already initiated this process](#_bookmark54)

[Matters meriting further attention](#_bookmark55)

**Guidance**

[First-aid kit](#_bookmark49)

[What questions can you ask yourself and others so as to get started with this advisory report?](#_bookmark56)

[Getting started with the organisational structure](#_bookmark25) [Getting started with the workplace culture](#_bookmark37)

[Getting started with a system for correcting behaviour](#_bookmark50) [What’s next? The University of the Future](#_bookmark57)

[But in practice it often goes wrong, and that has major consequences for all parties](#_bookmark9) [Whereas on paper a lot is already being done to counter inappropriate behaviour](#_bookmark10)

[To progress from paper to practice, this advisory report identifies invisible forces and shows how to](#_bookmark11)

[organise counterforces](#_bookmark11)

[That demands an integrated approach: a culture change anchored in structures and systems,](#_bookmark12) [involving every actor and addressing all forms of inappropriate behaviour](#_bookmark12)

[A culture change requires paying attention to the process: it will only succeed through ongoing](#_bookmark13) [consultation, taking one step at a time, and by constantly making corrections](#_bookmark13)

[Organisational structure as a breeding ground](#_bookmark15)

[The organisational structure is currently putting social safety under constant pressure](#_bookmark17) [Scarcity of resources and workload endanger the quality of the work](#_bookmark18)

[Power differentials and dependencies put cooperation to the test](#_bookmark19)

[The complex organisation makes it difficult to identify and coordinate behaviour](#_bookmark20)

[Changes in organisational structure can neutralise the pressure on social safety](#_bookmark21)

[Investing offsets the negative effects of scarcity and workload only if it also improves cooperation](#_bookmark22)

[Organising responsible leadership counters abuses of power](#_bookmark23)

[A fine-mesh structure for identifying behavioural risks does justice to the complexity of the organisation](#_bookmark24)

[The workplace culture](#_bookmark27)

[The workplace culture is not conducive to discussing behaviour](#_bookmark29) [Behaviour is regarded as a given and not a subject of discussion](#_bookmark30) [The ability to talk about behaviour is lacking and is not prioritised](#_bookmark31) [But the idea is still maintained that everyone can speak up](#_bookmark32)

[Many problems can be prevented by talking to one another about desirable behaviour](#_bookmark33)

[Talking about behaviour clarifies its causes and consequences](#_bookmark34)

[The organisation has a responsibility for the development of skills that contribute to social safety](#_bookmark35) [Giving everyone a voice enables unwritten rules to be questioned](#_bookmark36)

[The system for correcting behaviour](#_bookmark39)

[The current approach focuses on handling complaints rather than on prevention, which leads to escalation of](#_bookmark41) [problems and loss of trust](#_bookmark41)

[Prevention doesn’t really get off the ground because the duty to ensure social safety is not worked out](#_bookmark42)

clearly enough, either on paper or in practice

[In the event of inappropriate behaviour, the employer faces a responsibilities dilemma](#_bookmark43)

[It’s difficult to strike a balance between these responsibilities, and as a result none of those involved feels](#_bookmark44)

[treated properly and fairly](#_bookmark44)

[With a systematic approach, geared to prevention and timely correction of behaviour,](#_bookmark45) [you can take care of all concerned](#_bookmark45)

[Jointly working out guidelines will bring codes of conduct to life](#_bookmark46) [Preventing escalation requires timely correction of behaviour](#_bookmark47)

[Linking up people to collectively solve problems provides a safety net for all involved](#_bookmark48)