Leadership and Customization

advice on the further development of the future TU/e secretary role

Executive summary

The secretary role is one of the university roles that has changed dramatically in recent decades: from typing out letters, making appointments and taking minutes in meetings to (for example) project and administrative support. On top of this, there is an expectation that this development is not yet complete. It requires different knowledge and skills, but also corresponding role descriptions and appraisals. The aim of this project 'further development of the future TU/e secretary role' is therefore to arrive at an up-to-date vision of the secretary role within TU/e that fits the support needs of the organization and can serve as a solid and future-proof basis for the (personal) development and career plans of secretaries.

The advice can be summarized in two key words: leadership and customization. More so than in the current situation, it is important to deliver customized solutions: do not lump everyone together, but look at diversity in performance. This diversity is much broader than the distinction according to an individual's place in the organization. It might seem as though the standard classifications should be done away with. However, customization without leadership leads to a worsening of the situation. Conversations between managers and employees must be open and honest – if things are going well, but also if things are going less well; if a promotion is possible, but also if mobility is desired. As a representative of the organization, the manager should not shy away from difficult conversations. Leadership is also required from employees themselves. Everyone is responsible for their own development. Horizontal, vertical and oblique mobility should be considered to a greater degree than is currently the case. Variety is the spice of life.

The essence of the recommendation can be further described as follows:

- Differentiate on the basis of assigned work, not on the basis of place within the organization.
  - So, not a scale of 6-7-8 on the basis of group-department board-Executive Board.
  - On the basis of criteria forming a TU/e job classification system (UFO) (section 4 and appendix).
- Make career paths clear (including those to other job profiles) (section 5).
- Pay attention to leadership within the organization (sections 6 and 7).
- Analyze the current workforce and transform it for the new situation (section 8).
  - Ask every department and service to do this, with central support.
  - Integrate future developments into the annual appraisal cycle.
  - Review this role (and others) periodically, with the involvement of employees themselves.

1. Motivation and background

The project 'further development of the future TU/e secretary role' is part of the program 'To support (y)our Talent'. The aim of the program is to further develop the (career) policy for TU/e's administrative and support staff that began in 2012. With this policy, TU/e wants to encourage its administrative and support staff to make a solid contribution to the necessary organizational developments within the framework of Strategy 2030, to feel both motivated and supported and to ensure that administrative and support staff talents are more prominently recognized and utilized. The

administrative and support staff policy was evaluated in 2016, when the recommendation (among other things) was made to pay extra attention to the future of the secretary role. An article in Cursor accelerated this process.

The secretary role is one of the university roles that has changed dramatically in recent decades: from typing out letters, making appointments and taking minutes in meetings to (for example) project and administrative support. On top of this, there is an expectation that this development is not yet complete. It requires different knowledge and skills, but also corresponding role descriptions and appraisals. The latter seems to have fallen behind in recent years. Although this has not yet manifested itself in a high outflow, it leads to feelings of discomfort and dissatisfaction. Not only among the secretaries themselves, but also among the academic staff.

The aim of this project is therefore to arrive at an up-to-date vision of the secretarial role within TU/e that fits in with the support needs of the organization and can serve as a solid and future-proof basis for the (personal) development and career plans of secretaries. This vision is translated into a practical approach for TU/e. The possible transition from the current situation to the desired new situation will also be taken into account.

2. Analysis and comparison

Since 1 April 2003, roles within TU/e have been classified and valued in accordance with the UFO ('University Job Assessment System') on the basis of which every employee at a Dutch university receives a generic job profile with a corresponding level. This section discusses the UFO profile of the secretary, after which an explanation will be given of the situation within TU/e in regard to the job classification according to numbers and levels. Where possible, a comparison will also be made with other universities.

The UFO system

A UFO classification (ultimately also a rating) is formed on the basis of assigned activities. The UFO job profile that most closely resembles these is examined, taking into account the purpose and the organizational context of the role, the result areas and the classification criteria. The most appropriate profile indicates the nature and level of the job, but universities are free to choose the job title that best suits the organization. It is probably not necessary to mention that a UFO classification says something about (the level of) the (assigned) tasks and not how someone performs these tasks. The latter is important, of course, but mainly concerns the appraisal of the employee's performance rather than the appraisal of their role.

The current UFO profile for secretaries

The current UFO profile for secretaries is described as follows: *performing secretarial and administrative work for the managers and/or employees of the institution or parts of it, in such a way that they are able to perform their own role with an efficient and functional use of time and resources*. This generic profile has five classification levels (levels 1 - 5) with five salary scales (scales 4 - 8). The classification level is determined by converting the assigned activities into so-called core activities or result areas and classification criteria. Within the current classification of secretaries at TU/e, the focus is on levels 2 - 3 (scales 6 - 7).

The current application of the UFO system is based on the following assumptions:

- Place in the organization
- Assigned activities (the tasks)

'Place in the organization' indicates the location of the role within TU/e: at an institutional level, a department or (large) service level or a group or (small) service level. The idea here is that the 'higher' a role is in the structure, the greater the complexity and the risks will be. This leads to the conclusion that the place in the organization also influences the question of which tasks (their nature and level) can be assigned. As a result, a three-way division of levels 3 - 2 - 1 (scales 6 - 7 - 8) has more or less arisen: Executive Board/institutional level up to scale 8, department and large service level up to scale 7 and group and small service level up to scale 6. A number of years ago, the directors indicated that, in their opinion, specific situations could arise at a group level (in terms of size, risks) that might still justify classification at level 2 (scale 7). If a possible situation occurs within TU/e, the role will be submitted to the UFO expert of the DPO with the question of whether level 2 (scale 7) could be applicable in that specific situation.

Overview of current classifications at TU/e

This reasoning leads to the following distribution among the levels. The data are based on an inventory, to which nine universities have contributed. These are the positions that are classified with the job profile of secretary or that have this job profile as their main profile.

Table 1. Overview of TU/e numbers and job levels vs other universities (absolute and relative) 1/9/2018

	Level 5 Scale 4		Level 4 Scale 5		Level 3 Scale 6		Level 2 Scale 7		Level 1 Scale 8		Total	
	abs	rel	abs	rel	abs	rel	abs	rel	abs	rel	abs	rel
TU/e	1	.005	1	.005	104	.64	52	.32	5	.03	163	1.00
Others	11	.01	32	.02	503	.31	751	.47	306	.19	1603	1.00
Total[1]	12	.01	33	.02	607	.34	803	.45	311	.17	1766	1.00

The inventory shows that 64% of secretaries at TU/e are classified as level 3 (scale 6). Level 4 is occasionally used, but level 5 is extremely rare. TU/e seems to be very similar to three other universities in terms of the distribution of job levels. Of these three universities, the emphasis at one university is more on level 2 than at the other two universities. At three other universities, and to a lesser extent at a fourth, the emphasis is on level 2, with a relatively large group at level 1.

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[1] *Absolute numbers are divided by persons and not by FTE because almost all respondents gave information by number of persons. Relative figures are rounded to two decimal places and therefore a discrepancy of no more than .01 can occur, which is negligible for this overview because it is primarily a general comparison.*

In addition to the current classifications, it is useful to see how things change over time. In regard to inflow and outflow, the figures for the past three years are displayed below:

Table 2. Overview of inflow and outflow of secretaries on payroll 2016-2018

	2016	2017	2018
Inflow	4	13	13
Outflow	9	8	15

For the 32 'outflowers' between 2016 and 2018, the following reasons applied respectively: *voluntary dismissal* 20 persons, *AOW retirement and/or voluntary optional pension* 7 persons, *other (long-term illness/unable to work, death, no contract extension or reason unknown)* 5 persons. No exit interviews have taken place or been registered.

In addition to the employees, approximately 20 - 25 so-called Noppers (not-on-payroll) have also been employed at TU/e in the past three years. The majority of these were employed by Euflex, partly in the form of a temporary appointment passing through TU/e and partly as temporarily-hired personnel.

A complete and thorough analysis of the throughput of employees has not been possible with the currently available system. However, over the past three years, the following throughput overview has been compiled on the basis of the complete database of secretaries on the payroll and not-on-payroll:

From secretary to another role:
2016 9
2017 5
2018 8

From another role to secretary
2016 3
2017 3
2018 1

The average throughput from one secretary role to another is therefore 7.3 per year, and from another role to secretary is 2.3 per year. Compared to approximately 185 people (both on payroll and not-on-payroll), the ratios are .04 and .01 respectively, which can be interpreted as an indication of a (very) low throughput.

3. Past, present and future of the secretary role

The secretary role within TU/e is a regular topic of discussion. Is there sufficient appreciation, also in the form of justified remunerations? To which changes are the tasks and role subject and when do these changes take place? The fact that these questions apply not only to TU/e but also to other universities is evident from the fact that (on the initiative of TU/e) it was recently decided to test the UFO secretary profile on its current usefulness in the VSNU context. However, a further outcome on this is only expected to become available in the spring of 2021. With this TU/e advisory report, the working group hopes to make an advance on this or provide input for national research.

This section first discusses the inventory (process and result) of the actual duties of secretaries that took place in the last months of 2018. The next step is to consider future developments that may affect the secretary role in the longer term.

In the months of September and October 2018, the working group made a start on the tasks and competencies of the current secretary role within TU/e. This was done on the basis of three levels of so-called 'job weight', in which the goal per level is specifically described, as well as the specific activities. On Friday 23 November 2018, a so-called 'sounding board group meeting' was held, in which approximately 35 secretaries (more than 20% of the TU/e total) were asked to give their opinions, visions and additional comments on the tasks, the specific activities within the three levels and the associated competencies. In addition, specific questions were asked about tasks that are particularly common now and which will become more important in the future (2023). The complete overview can be found in appendix 1.

Eight tasks of the TU/e secretary are considered generic. These are:

- Scheduling of appointments/agenda management
- Organizing meetings
- Events
- (Digital) correspondence
- Administrative support
- Information provision and communication
- Support in the field of management/departments/projects
- Coordination of work execution

To date, eleven task areas are mentioned (or have been mentioned) within TU/e in accordance with the UFO system. These have been boiled down to eight. What is striking about the inventory of tasks is that the sounding board group noted that, in the coming years, the development of the secretary role will not so much be focused on new tasks. Rather, a shift will take place within the aforementioned tasks. An example of this is the increase in support for managerial and project activities, whereas agenda management and meeting organization (for instance) are becoming less and less important in terms of the resources that are available to managers.

In the coming years, various sources will provide a picture of the developments that affect the secretary role (including its name, for that matter). Some of these influences are: further digitalization and automation, a new generation of managers and fewer managers, location-independent working, increased network organization, project-based working, lean working, increased social media in communication, internationalization, etc.

What does this mean for secretaries, who are increasingly becoming more of an assistant? They need to take ever more initiative and have a proactive attitude. They have the power to influence and dare to take risks. In terms of the necessary requirements and the right competencies, we can mention: situational productivity, process/project-based working, an empirical/rational approach, generalist knowledge and service-consciousness/the ability to 'unburden'. In short, a centipede with a broad knowledge background and an emphasis on skills and behavioral competencies that fit within an increasingly digital work environment. The question is whether the secretary has become (more than) an assistant manager or whether there is a more logical development from secretary to management assistant.

4. Customization through assigned work

This section forms the core of the recommendation. It describes the newly proposed classification principles of the secretary role within TU/e. More concretely, it will indicate when the classification will take place in accordance with scales 6, 7 or 8.

Context

TU/e is expected to grow in the coming years, both in student numbers and in research. This will lead to an increase in the number of academic staff members, made possible in part by the increase in income. In principle, the Executive Board has decided not to allow the administrative and support staff to grow proportionally. In order to guarantee the quality of the supporting processes, effectiveness and efficiency will have to be increased. This calls for the professionalization of employees, but also for the integration of service provisions, i.e. the merging of service provision processes 'across services'. In short: achieving good service provisions with relatively fewer employees. In this situation, the secretary will form the link between the academic staff and the support services, both in the departments and in the services. In today's changing world, the secretary is a central support role with a major impact on primary processes.

Three levels

The proposal is that (only) three levels will be used within the secretary role (A - C). The tasks assigned are assessed against the aim of the role and the degree of independence.

Tasks	Level A	Level B	Level C
Task 1	*Activities*	*Activities*	*Activities*
Task 2	*Activities*	*Activities*	*Activities*
Etc.	*Activities*	*Activities*	*Activities*

Level A can be described as follows: *independent performance of secretarial and administrative tasks for the benefit of the manager and/or employees of the institution or parts thereof, under the supervision of the manager and/or within clearly defined frameworks.*
Level B refers to the *independent performance of secretarial, administrative and management tasks on behalf of the manager and/or employees of the institution or parts thereof, whereby action is taken within generally given frameworks and working methods (proactive and initiating action within/in accordance with the assignment/frameworks).*
Level C has an overarching character compared to level B, whereby two options are possible: there is more (policy-based) substantive support for the managers and/or there is coordination of the execution of the work.
The three levels correspond to scales 6 - 7 - 8. Scale 5 is only used as a starting scale for a maximum of two years and with good reason for using the starting scale.

Classification principles for the TU/e secretary role: customization

The essence of the recommendation is that differentiation within the secretary role should be based on the tasks assigned to it and no longer on its place within the organization. The job level is mainly determined by the degree of independence, the content and complexity of the assigned work. Salary scales 6 and 7 are classified and adopted on the basis of structurally-assigned work as determined in writing by the director (Managing Director) on the basis of the table in appendix 1. For scale 8, a recommendation from the DPO is also mandatory, after which the Executive Board makes a decision.

The following classification guidelines are used (see table in the appendix):
- For level A classification: applicable if there is no level B or C classification.
- For level B classification: of the first 6 tasks, at least 5 tasks have been assigned to level B and are also carried out at this level. Or, 4 of the 6 tasks are assigned to level B and are also carried out there, but then tasks 7 and/or 8 must be assigned and executed at level B.
- For level C classification: there is a question of 5 of the first 6 tasks being assigned and carried out at level C. In addition, tasks 7 and/or 8 must be assigned and carried out at level C.

'Structurally-assigned work' may require further clarification. If, over a period of one year, less than 20% of time is spent on a particular task, it is not considered structurally-assigned, despite the fact that this may have been a very important contribution. In our opinion, a different form of remuneration that is more focused on valuing and rewarding occasional work (e.g. a bonus) is appropriate in this case.

Levels B and C refer to the coordination of secretarial staff, i.e. the distribution of work. However, in the case of a managerial task (including the assessment and conduct of annual meetings), the team leader UFO profile applies. In the case of both secretarial and managerial tasks, a combination profile of secretary and team leader is appropriate. If only managerial tasks are involved, the team leader profile applies.

Assigned work: the perspective of the organization

Directors and managers within TU/e generally have a responsibility in regard to operational processes (e.g. HR, finance, project administration). To a greater or lesser extent, they receive secretarial and administrative support in this respect, depending in part on its nature and the need for support. This may have to do with the work itself as well as with an individual's need to be 'unburdened'. This in turn has consequences for the nature of the secretary's work.

In principle, TU/e has organized the provision of services centrally (with decentralized implementation). Financial matters should therefore be carried out by DFEZ, communication by CEC, etc. For a manager, however, it is often easier/quicker to ask the secretary to deal with such matters. What the working group has also regularly observed is that a secretary does work in the field of communication (newsletters, among other things), HR service tasks, financial administrative tasks and so on. If these tasks form a substantial part of the tasks in total, a corresponding (higher) remuneration is often asked for.

When assessing the evaluation of the role on the basis of the current recommendation, it is important to determine (1) what the actual scope is and (2) whether the activities have been assigned by the organization. To start with the latter: the determination of assigned activities should take place within the triangle of employee - manager - director/administration. It is possible that work needs to be done elsewhere than in the secretary's office. In general, the director will put forward this perspective.

This, of course, depends on the actual scope. Executive, supporting tasks are part of the secretary role (see also appendix 1). If these are small, they can be assessed on the basis of the secretary profile. If structural tasks are of a larger size and specific knowledge and experience are required, a so-called 'combination profile' should be chosen. An example would be a combination profile of a secretary and a communication officer. If the tasks become even more substantial, this could be a tipping point for an employee to fill a vacancy from another administrative unit (CEC, DPO, DFEZ, etc.), after which a vacancy for their former secretary role arises.

The perspective of the secretary
What exactly do the classification principles mean for the secretary in terms of professional and/or personal development and throughput? The promotion of throughput and mobility contributes to the organization's dynamism and the employability of the employee. Several alternatives can be identified.

First of all, keeping up-to-date in one's own role is essential. The identification of needs and the assessment of requirements are topics of discussion between the employee and the manager at least once a year. If there is no immediate need for mobility, it may be possible to broaden the scope of the role (other tasks of the same level or in the same role, where needed within the organization).
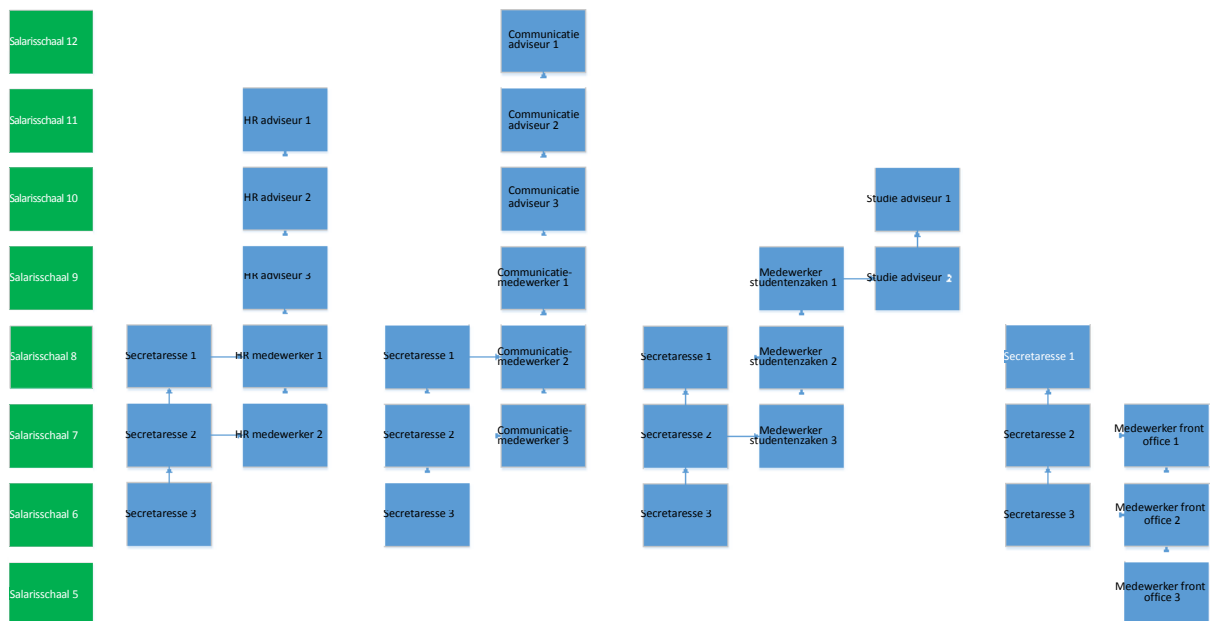
A second option is that the employee is supported in an initiative to 'take a step forward' within the secretary role, even if this option is available elsewhere within TU/e. For the administrative unit in which the person concerned is working, this also requires the art of letting go. After all, initiative and ambition should be stimulated.

Through management and HR advice, more attention could be paid to providing insights into career opportunities in other roles and how a career path could be shaped (see below).

5. Organization facilitates a focus on development and mobility

In the opinion of the working group, part of the perceived dissatisfaction is related to the lack of mobility. People feel little need to change their role or workplace. This is also evident from the figures on this subject (see previous section). The low willingness to change is also due to pressure from a satisfied manager to stay. People then try to realize their desire to grow (both in terms of work content and salary) in their existing place. At some point, this will clash with the wishes of the organization (in relation to which level is needed and where). Occasional motivational initiatives (such as bonuses) can have a temporary effect.

Increased mobility can help with this. Employees who can grow can do so elsewhere. If it comes to it, managers also have a better idea of a good replacement. In order to stimulate mobility, the organization must facilitate opportunities to move. Within TU/e, there are various opportunities here. Discussions with managers and secretaries show that they have little insight into possible career paths. Insightful career paths give direction to the conversation between a manager and an employee. They are also a steering tool for the organization, because it becomes clear which roles the organization chooses and does not choose. This removes ambiguity for people, making choices easier and ensuring that people do not stay in a role in which they are not happy for an unnecessarily long time, instead moving internally or externally. Making the career paths transparent could look, for example, like this:

Salarisschaal 12			Communicatie adviseur 1			
Salarisschaal 11		HR adviseur 1	Communicatie adviseur 2			
Salarisschaal 10		HR adviseur 2	Communicatie adviseur 3		Studie adviseur 1	
Salarisschaal 9		HR adviseur 3	Communicatie-medewerker 1	Medewerker studentenzaken 1	Studie adviseur 2	
Salarisschaal 8	Secretaresse 1	HR medewerker 1	Secretaresse 1 / Communicatie-medewerker 2	Secretaresse 1 / Medewerker studentenzaken 2	Secretaresse 1	
Salarisschaal 7	Secretaresse 2	HR medewerker 2	Secretaresse 2 / Communicatie-medewerker 3	Secretaresse 2 / Medewerker studentenzaken 3	Secretaresse 2	Medewerker front office 1
Salarisschaal 6	Secretaresse 3		Secretaresse 3	Secretaresse 3	Secretaresse 3	Medewerker front office 2
Salarisschaal 5						Medewerker front office 3

Ideally, this should be an interactive tool, with which you can select a role to find out what it entails. A comparison between the current role and the desired future role also provides input for the growth plans of employees. It should be noted that these overviews should not become a kind of checklist. This is possible through proper explanations and support.

Other initiatives that are already available, but often unfamiliar:

- Career consult;
- Training/courses;
- Internships (internal and external);

- Inspiration day for administration and support staff/peeking at the neighbors;
- Signing up for notifications on the internal job board - outplacement trajectory.

Some possibilities that can stimulate mobility, but need to be further developed:

- 360 degree feedback tooling
- Development assessments
- Coaching (idea: set up an internal coaching pool)

6. Leadership in the organization

The changing working environment also requires a different form of leadership. In order to be successful as an organization, now and in the future, the management is expected to have a vision on the development and mobility of employees. A manager is expected to have a unifying effect. By looking at the bigger picture, instead of just at their own domain, a modern manager knows how to deploy the right people and how to stimulate them.

In order to make this a success for both the employee and manager, the following recommendations apply:

- A manager should have an eye for the development of the individual employee. In the first instance, this is related to the development required for the employee's own role and own organizational unit. Thereafter, development should be focused on the objectives of the organization as a whole, so that the potential of the employees is maximized and they can move on to other roles, both horizontally and vertically. Sometimes, it may even be in the employee's interest to orientate him/herself towards a position outside of TU/e. We have to be open to this.

- The focus on development should be realistic. Be honest about what is and isn't possible and don't make promises that you don't know can be fulfilled. This prevents the creation of false expectations and, as a result, frustrated and demotivated employees when it turns out that a promise cannot actually be fulfilled. As a manager, have open and honest discussions with your employees about their development. This may mean that you disappoint people if their individual expectations do not meet the needs of the organizational unit. You can then stimulate the development and mobility opportunities of employees so that they end up in the ideal place in which their capabilities can be put to the best use.
- As a result of the focus on development, you end up creating qualified people who can move on to other roles. This means that you sometimes have to say goodbye to valuable employees as they can be of value to the organization in other places. Within the organizational unit, this leads to opportunities for existing employees and/or room to attract new employees who bring with them different knowledge and qualities.
- By a focus on development and mobility on the part of the manager, employees are more likely to feel as though there are opportunities for growth within the organization. In this way, unrealized potential will become clearer and of more value to the organization. If we as an organization clearly show that we consider the development of our employees to be important, this will have a positive impact on motivation and employee satisfaction.
- It's a delicate subject, but strong leadership also means engaging in dialogue with people who are not performing well. In these cases, too, the employee benefits from honest and transparent discussions in which it is made clear what is expected. In some cases, the employee will do better elsewhere and we will be able to guide the transition in a positive way. We shouldn't run from that. In current practice, we have sometimes seen a manager hiding behind "I would have been happy to promote you, but the director doesn't want it" or "in a research group, it only goes to scale 6," etc. Following this recommendation, those answers are no longer sufficient.

7. Directing yourself: development, career, mobility

The organization and the management are responsible for creating conditions in which employees feel free to develop themselves and move within the organization. Ultimately, however, the individual employee is responsible for his/her own career and the choices made within it. The personal leadership of each employee is of great importance.

Regardless of their circumstances, employees can always look for development opportunities themselves. This can be done through the following actions:

- Asking managers and/or colleagues for feedback. Find ways to discuss your development with managers if they don't bring it up themselves. If you find this difficult, there is always a helping hand in HR.
- Holding exploratory talks with employees about interesting roles in which they can grow.
- Attending training/courses.
- Saving for a sabbatical and partly spending it in a different place/organization.
- Applying for TU/e-wide projects.
- Subscribing to job alerts.

Various secretaries feel that they are entitled to a salary increase because they have been in the role for a long time, have kept up with the development of the role and have been at the end of the salary scale for years. However, in the opinion of the project group, this is not necessarily true. All

employees have to keep up with the latest developments in their field. A promotion is only possible if you carry out activities that go above and beyond. The secretary role is no exception. This recommendation is a reason to see whether this is true in your individual case. If it is not the case and you still want something different/more/better, then we are happy to challenge you to spread your wings, inside or outside of TU/e. TU/e will support you in this.

8. The future begins now

Employees and their roles develop continuously. In principle, it is therefore wise for both to be evaluated frequently. Managers and employees should discuss annually how things are going and how the work performed/planned relates to the role. Ideally, the employee and the manager can discuss this theme several times a year! This annual appraisal is an excellent opportunity to discuss the recommendations of this project group and to turn them into actions where necessary. Managers and employees should be explicitly invited to do so. This means that this recommendation will not be a one-off intervention, but the start of a continuous process of development.

Parallel to this, the DPO project group directs the regular recalibration of roles and their descriptions. During the creation of this recommendation, the project group noticed that two elements are important for insights into the role and support for changes. Firstly, it helps to make the somewhat abstract expressions of the UFO more concrete in the TU/e context. Secondly, the active involvement of employees provides improved insights. The impression of the project group is that this is also valued highly. The project group suggests that the same exercise should be carried out periodically for several job categories and that it should be part of a continuous process of development.

There is a risk that this will cause the recommendation to lose momentum. It will end up on the desks of countless managers and employees, some of whom will have other priorities. In order to prevent the recommendation from being watered down by the two implementation routes mentioned above, the project group recommends a one-off TU/e-wide implementation exercise in 2019. The recommendation is to have each department and service analyze the current secretary database.

- What are the assigned tasks and how can they be positioned in the matrix in terms of weight? What is the job classification and associated scale? This is an analysis that can not only to be made by managers and employees, but also with the approval of the management or Executive Board.
- If the current classification and the intended classification are the same, the action is complete and the follow-up is done according to the steps above.
- If the new job classification is higher than the current job classification (and scale) of the secretary in question, it should be considered whether and how the employee can develop. If a match is expected in the short term, a development plan shall be drawn up and monitored according to the steps above. If the employee already carries out the work at the requested level, a direct change of classification can take place. If a match is not expected, a plan of action for (horizontal) mobility will follow.

- If the new job classification is lower than the current job classification (and scale), it must be examined whether there is a place available elsewhere at the level of the employee. Alternatively, the employee may continue to carry out the work (temporarily or permanently) with a retention of salary.

In the course of time, a proliferation of (performance) bonuses and customized roles have arisen in order to deal with problems. It is wise to take a critical look at this during the implementation process. Ideally, this will lead to a drastic reduction. In view of the expectations of the secretaries, the project group would like to suggest that this implementation be completed by the end of this academic year (2018-2019) at the latest.

The project group consciously chooses to recommend that the responsibility for this implementation should lie with the departments and services and not with a central group. This means that ownership will be placed there from the beginning and will continue to belong there in the future. Moreover, the project group considers a formal reorganization to be unnecessarily burdensome for the organization. The project group would, however, recommend setting up a sounding board group, so that there can be more widely supported views and best practices regarding the interpretation of the secretary profile. Progress reporting should take place within the DO.