211th FC external meeting

Thursday January 9th 2020, 10:30 AM – 12:00 PM, Mandeville Building T6-67

FC members	Guests	EB
Silvija Prancane-Verhoef (SPV)	Rebecca Hewett (RH)	Anne van de Graaf (AvdG)
Caron Schaller (CS)		Dirk van Dierendonck (DvD)
Marja Flory (MF)		Claudia Rutten (CR)
Malin Holm (MH)		
Jacomijn Klitsie (JK) (C)		
Keisha Mathews (KM)		
Helen Gubby (HG)		
Mattia Basile (MB)		

Secretary to the Faculty Council: Rixt Baerveldt

1. Opening

2. Agenda

3. Announcements
    AvdG gives an update about the PBM situation. 95% of the group that is concerned applied for the
    compensation package. The students of F&I advanced have been given an extension of the deadline
    to apply for the package. We have considered the increase of the payment we are going to give. We
    assume that the same percentage of students of F&I advanced will apply for the packages. For PMB,
    three court cases are starting now. One of them is a case of 140 students and the others are individual
    cases. The discussion on how to divide the costs is still ongoing.

4. Follow-up to-do list 210th FC meeting
    Check with international office on the Hongkong situation for students next year: not yet received.

    The advices have been written. The FC will receive a response soon.

5. Approval minutes 210th FC minutes
    DvD feels like there is an inaccuracy of the minutes. He will have a meeting with a group to explain
    and answer questions about the compensation policy.

6. MSc HRM curriculum
    RH has attended the meeting to explain the HRM curriculum changes and answer questions.
    RH: The HRM master is the smallest master at RSM, but comparable to the HR masters in other cities.
    In the Netherlands, there are three masters that are larger. The students enjoy the program, which is
    very nice. We have reviewed the master to see how to develop the portfolio to that is can be a
    program for the future.
    The first main change is that we have refocused the core courses to HR in the 21-century. With this
    view, we have two new core courses, including more analytics and a future view. The first new core-

course is HR-megatrends, with focuses on changing organizational forms and digitation. We are looking for innovative ways to teaching this course. The other new course is HR-analytics. We are making this more practical and in-depth with more practical experience. We are including both research and practice.

Furthermore, we are making professional development more central. For example, we noticed that there were two different groups that chose different electives. We found that the HRM course has a clear career path, and the students that chose the leadership course were seeking a more general path. We have also been thinking to change the name Human Resource Management to People Management, but this raises the same issue, as we do not really know who the people are. It is complicated to combine the two programs. We have looked at different titles. I do not think that there is a solid answer to this.

The biggest problem is that we do not get internal students. Most students are coming from elsewhere within Erasmus or the Netherlands. In the Boost the Bachelor, HRM will now be in the second year, which might make it easier for students to know if they enjoy the course. This year we have changed our admission requirement and made them less specific. I hope this can have an impact.

JK: is it an option to merge with OCC? RH: We have talked about this, but the main things is that they are in different markets. As there are different student profiles, I think that we will lose students.

JK: can you efficiently offer this program? RH: yes, because our electives are popular with other programs as well.

KM: What are the differences in the course content of the other HRM masters? RH: Tilburg for example has a more technical program. It is also called differently. They have a pre-master as well. They are both streams of the larger business management program.

AvdG: are there other international developments? RH: the UK market is different. The Dutch professional body is very far behind in comparison to the UK professional body. They are trying to develop this in the future. AvdG: does the UK body accredit the Dutch masters? RH: yes I believe so, and I was talking about this another day with a friend and it might be something to look at.

CS: what does the professional development trajectory entail? RH: we are trying to set up mentoring with alumni, which will be part of this trajectory. It will integrate content of the courses and will probably be done in small groups.

JK: is the HR-analytics course the same course as the initial workshop? Do you use that content in the course? RH: yes and no. The workshop was very practical and hands-on, to use a real HR system and do cases. We have two possible partner companies who can do a workshop so that will be part of the new course.

JK: the FC was wondering of you view an internship of a good academic aspect of a 1-year academic master? RH: We frame the whole master around evidence-based management. We think that the internships enable them to apply the research to this experience. They will have a coach in the internship, but we do not know exactly what is will look like as we are still designing it. We are offering two streams, there is also a possibility for a research-based internship. This is for students that want more practical research experience in addition to their master's thesis. We will work on exactly the structure looks like.

CS: how does the online preparation work? RH: because we have so many students from different backgrounds, we are pulling out the key knowledge of the courses and this will be part of the grade based on preparation and online courses.

The consent will regard minor changes. The FC will give the consent after they have discussed the issue during the next meeting.

RSM Erasmus

7. Any other business

JK: the FC is wondering if it is possible to work in a room for the FC. AvdG: I will talk to Aisha, so that she knows that it is requested. It will be a meeting room somewhere in the building. JK: is there are possibility that the FC has one room where they can place storage and have meetings? AvdG: no this is not possible, we can provide storage space.

MH: would it be possible to have a mailbox, where students can leave remarks or comments for the FC? AvdG: we might be able to introduce a 'comments' bottom on the webpage. KM: it would be good if students can provide their anonymous comments. AvdG: we can have a FC in-tray in the post-office. The rooms where we have all the pigeonholes. I will take that up.

JK: we received an e-mail that the program committee forwarded the discussion on Student Evaluation to the FC because they felt that it is an HR-related issues. Have you received an update on this? AvdG: I have not seen anything, but it has been a discussion in the past. Last year, he provided documents with an update. Please forward the e-mail and I will look at it.

MF: if it is used for personnel management, it is also used for appraisal. We would like to know if it is the only instrument used for appraisal and if this is fair. We would prefer more different ways of appraising the staff. DvD: the current system already asked for a broader system of assessment. We want to focus on a broader context and are looking into things that we can do this year already.

MF: we also thought that we can also use the SR reports or peer reviews.

JK: how is the plan to currently integrate the evaluations into appraisal? DvD: there is no plan yet. I do not know the latest about that, and I agree that the evaluations should be in a broader sense. We will come back to that.

MF: what will be done about the workload of the current teachers? We have a lot of people that have a burn-out. AvdG: I have just reviewed the cases that are longer-term ill. The numbers are within the normal parameters. We do not see a pattern and many of the cases are linked to personal circumstances. We do not see a picture that the workload is a primary cause of the illness. We do not say that is does not influence it, but there are a lot of factors involved. When the workload is too high, we have discussed this with the departments, and we offer a number of intervention instruments to see if we can help out in these departments. DvD: with one of the departments, we have looked at different factors. Most of these cases have workloads that should be possible to be done in normal working hours. This makes it difficult. The focus right now is on the setting, therefore we feel like leadership is very important. People with a good leadership structure and a nice social environment are experiencing a lower workload.

AvdG: the issue does have our attention, and we are trying to tailor the situation to each particular department. The employee surveys are used, and the EUR has to decide if they want to continue with more surveys. MF: we were not happy with the surveys. AvdG: this company does it for a lot of similar organizations, so with this company we have a benchmark to look at.

MF: sometimes when someone gets ill, the workload has to be carried by the rest of the department, increasing the workload in the department. This can cause a domino-effect. AvdG: yes, this can be the case, but is a choice of the department head. If it is too much work, someone has to be hired, even if the department goes over budget because of that. DvD: It depends per situation and is a balancing act. The rest of the department is responsible for the teaching and how that needs to be done. We do not have reserves to hire other people. It is not in the budget at the moment, so we have to take it away somewhere. As a faculty we need to find a way to work around it. It should be zero-budget, but if it is an issue, the department can come to talk to us and we will look at the issue.

The FC will put this issue on the agenda of the next meeting.

RSM Erasmus

8. Closing

To do before next meeting	Person responsible	Progress
Have a meeting with the FC about the compensation policy	DvD	
Create pigeonhole	AvdG	
Forward e-mail of Student Evaluations to EB	JK	
Update on Hong-Kong situation	EB	
Send responses on advice/consent letters	EB	Done

RSM