

## **Results of the Recognition and Rewards Culture Barometer for the UG: room for improvement!**

It is remarkable that the response rate for the UG is relatively high: 24.6% (national average: 12.1%). We see this as a sign that the Recognition and Rewards programme is important for UG staff. At the UG, a relatively high number of staff members in the positions of professor, assistant professor, associate professor, and lecturer completed the questionnaire, whereas a relatively low response rate was observed for staff in the positions of researcher and PhD student. A relatively high number of international staff completed the questionnaire. A relatively high number of UG staff members from the fields of economics, law, behavioural and social sciences, and language and culture completed the questionnaire, whereas a relatively lower response rate was registered for staff members in the fields of technology and health. As far as the field of health is concerned, this is a logical finding since our colleagues at the UMCG completed the questionnaire separately as one of the university medical centres.

In general, the results for the UG are comparable to the countrywide results. UG respondents endorse the five objectives of the programme, with particular emphasis on the following objectives: focus on quality, diversification and promotion of different career paths, and striking a balance between the individual and the collective. It is noteworthy that the objectives of the Recognition and Rewards programme are not often discussed with colleagues or managers. A minority of respondents note that the UG communicates about this programme. The majority of respondents do not notice much of the implementation of the policy in daily practice and are concerned that putting the ambitions of the programme in practice has not been successful so far. UG respondents would like to see more progress, particularly in the areas of appreciation of teaching, team spirit, open science, and open education upon embarking on a new career step. Over 40% of UG respondents feel valued and appreciated, whereas others are either neutral or do not feel valued and appreciated for their work. In short, this baseline measurement shows that there is a lot of room for improvement from the respondents' perspective.