

THE AOG - PART 5

PROFESSIONAL AND SUPPORT STAFF HANDBOOK



31 March 2025

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1 Introduction

Wittenborg has a comprehensive team of professional staff to support its students and faculty, and Wittenborg education provision. They facilitate supporting the creation of a better learning environment. Professional staff work across Wittenborg's departments and are managed by the management team. They are supported by a number of interns in various departments.

Especially in the Education Department, there exists overlap between faculty and professional and support staff. Depending on their type of employment contract with Wittenborg, participating faculty are included in regulations for professional staff outlined in this handbook. This is the case for faculty working as part of a 2080 employment contract, outlined in the General Staff Handbook (Part 3).

Additionally, interns are also considered as part of professional staff and a number of regulations in this handbook apply to them. We have made an effort to clearly indicate the applicability of the policies and procedures outlined.

If you are in doubt as to whether or not a regulation outlined in this handbook is applicable to you, please feel free to contact your manager or the HRM Department for clarification and guidance.

In addition to this handbook, please refer to Staff Resources on Wittenborg-Online for the most important information that you need as a professional staff member of Wittenborg. Those online areas go hand in hand with our policies and are continuously updated and added to.

2 Pay, Declarations and Benefits

Wittenborg is committed to offering fair compensation and attractive benefit packages to remunerate its professional staff. We aim to be transparent in the way we design and offer pay and benefits across the organisation, ensuring fair treatment of all staff members.

Pay and benefits for professional staff members are dependent on whether work is performed as part of an employment or an assignment contract, or as part of an internship.

2.1 Employment

As outlined in the General Staff Handbook under 'Types of Contracts' (AOG-Part 3), professional staff members at Wittenborg are employed either based on a 2080 employment contract, i.e. an hours per week contract, or (in exceptional cases) as part of a zero hour employment contract.

2.1.1 Salaries

2080 Contract

Monthly salaries for professional staff working on a 2080 contract are based on a gross monthly salary rate for one full-time equivalent (1 FTE). A full-time employment under a 2080 contract comprises 1,880 working hours per year, i.e. 40 hours per week and 200 holiday hours. In addition, Wittenborg pays out 8% holiday pay (*vakantiebijslag*) on a monthly basis.

In principle, Wittenborg pays salaries on the 26th of each month. If this day falls on a weekend, salaries are paid out on the following Monday. The holiday season around Christmas forms an exception. In December, Wittenborg pays out salaries earlier in the month before the start of the holidays, on the closest working day before Christmas.

Salaries are discussed during annual development talks and form part of appraisal and development, as outlined in 'Appraisal and Development'.

Salary scales and limits are based on the position and experience, as well as on the educational level of an employee. Salaries and salary scales are always looked at considering the whole organisation, meaning that salary levels within a team and among comparable job positions have to be justified. Similar positions should be at a comparable level, while taking differences in performance and impact on the organisation into consideration, so avoiding unfair treatment and ensuring equal awarding to employees in similar positions or levels. Under normal circumstances and with good performance, a yearly increase based on the 1 FTE position will take place until you have reached the maximum salary of your scale. This will be discussed with you in person.

Overtime

Wittenborg does not pay overtime for extra hours worked outside of normal and agreed working hours to professional staff members.

All over hours need to be agreed upon with management in writing before they occur.

In principle, over hours should be compensated by working less on another day, in agreement with your manager. If extra hours are required, for example to represent Wittenborg at an event or fair, and agreed with between you and management, and it is not possible to compensate those hours within a short time after they occur, those can be added to your holiday hours.

Structural over hours that might occur on a regular basis due to, for example opening or closing the campus/location on certain days, are never added to holiday hours. You are expected to compensate those hours within two weeks of their occurrence by starting work late or leaving earlier, in agreement with your supervisor.

Zero Hour Contract

Salaries for professional staff working on a zero hour contract are paid out based on work hours declared to the HRM Department. Depending on the nature of the work performed under a zero hour contract and the position, salaries are not paid monthly, but based on how the work was scheduled and declared. Whenever hours are paid out, the payment includes 8% holiday pay.

Hour declarations need to be handed in through the appropriate “Hours Declaration Form – Zero Hour Contract Employees”. Only declarations handed in before the 10th of the month can be considered for salary payments in the same month.

Salary Slips

All your salary slips are accessible via the e-HRM portal NMBRS/Visser&Visser. Every month, you receive an e-mail alerting you whenever a new payslip is ready in the portal.

2.1.2 Pension Scheme

When you work on a 2080 contract, you are included in Wittenborg’s pension scheme from the day that you start your work at Wittenborg and have the age of 18. If you turn 18 while in employment, you will be included in the pension scheme from the first day of the month you turn 18.

The pension scheme is not applicable to professional staff members who work on a zero hour contract. Participation in the pension arrangement is clearly stated and agreed in your letter of employment.

Wittenborg’s pension scheme is offered through Allianz Premie Pensioen Instelling BV. You will receive information and communication from them from time to time via post.

The pension scheme includes an arrangement for partner and child pension in case you pass away prematurely. For more information of what is included in the pension arrangement please check the pension agreement and regulations.

Wittenborg contributes to the pension scheme and there is an own contribution. The contribution of all employees is 3.5% of the pension ground, comprised of year salary, including 8% holiday pay and minus pension franchise. The premium that is paid on a monthly basis by you and by Wittenborg, is invested. When

you retire, you purchase a pension benefit with the existing pension capital that has been built up by then. The pension arrangement aims to be non-discriminating and premiums are gender neutral.

You can login to the pension portal via [Allianz - Mijn Pensioen](#) using your DigiD. Through the portal, you can easily check information related to your pension, such as:

- How much pension you have built up
- Consequences to your pension should you start to work less
- Consequences to your pension when you retire sooner or later

When you start your employment at Wittenborg, you receive an information package from the pension provider with the request to choose your investment profile based on your personal situation and preferences and an explanation of the steps on how to do that.

You are obliged to keep your information updated.

In cases where you leave Wittenborg before reaching the retirement age, your pension that you have built up while working for Wittenborg will remain there. Depending on your personal situation and preferences, for example when you enter into employment with a new employer who also has a pension arrangement, you can request for it to be transferred to another pension arrangement (that is called 'waardeoverdracht'). Otherwise, your built-up pension will remain and be paid out when you reach the pension age.

2.1.3 Declarations

There are different types of declarations that may be applicable to you at a certain point. Those include but are not limited to:

- Home-to-work travel cost declaration (outlined in Home-to-Work Travel)
- Business travel declaration (outlined in Business Travel)
- Purchase declaration (outlined in AOG-Part 3, Purchase Authority and Process)
- Other cost declaration

Declaration forms for easy submission of declarations are available under Staff Resources. All declarations need to be approved by management and/or the HRM Department.

The home-to-work travel cost declaration should be sent to hrm@wittenborg.eu for approval and processing. Once approved, they are forwarded to the Finance Department for processing, as those declarations are paid independently of salaries. We aim to pay out declarations within 2 weeks.

Other declarations should be sent directly to finance@wittenborg.eu with the approving department/manager in cc.

Please note that you always need to get approval from the respective manager prior to making any cost.

2.2 Assignment

Professional staff members working on assignment for Wittenborg, do not receive salaries and are not included in any pension or benefit schemes.

If you are working on assignment, you invoice your work according to the rates and conditions agreed as part of your letter of assignment.

2.2.1 Invoices

When invoicing your work, pay close attention to the regulations and conditions outlined and agreed in your contract. In addition, the following needs to be considered and included in your invoice to make sure your invoice is complete and can be processed without delay:

- Wittenborg's official company address: **Wittenborg University of Applied Sciences B.V., Brinklaan 268, 7311 JD Apeldoorn, The Netherlands**
- Your company details, consisting of:
 - Company name
 - Company address
 - Chamber of commerce number
- Invoice date
- Unique invoice number – the same number cannot be used twice
- Description of the services provided, i.e. what did you do?
- Period or date during which the services were delivered – this should include, days, month and year
- Agreed rate – normally this is agreed per hour but it could also be a fixed amount for a certain project
- In case of an hourly rate, your invoice should include the number of hours that you have spent
- Your company's bank details, consisting of:
 - Account holder name
 - IBAN
 - BIC/SWIFT
 - Bank name

All invoices should be sent via e-mail to hrm@wittenborg.eu

Please note that incomplete or faulty invoices cannot be processed.

All invoices received need to be approved by management and/or the HRM Department. Once approved, they are forwarded to the Finance Department for processing. We aim to pay out invoices within 2 weeks.

Invoices should always be sent within 2 months of completion of your activities.

2.3 Internship

2.3.1 Internship Compensation

Internship compensations are principally fixed based on one full-time equivalent on € 700 per month (1 FTE) for students doing their internships at Wittenborg.

In consultation with the department, the internship position can be part-time. The internship compensation will be adjusted accordingly in that case.

Internship compensation is paid, in principle, on the 26th of each month. If this day falls on a weekend, compensation is paid out on the following Monday. The holiday season around Christmas forms an exception. In December, Wittenborg pays out salaries and compensations earlier in the month before the start of the holidays, on the closest working day before Christmas.

Salary Slips

As an intern, you have access and an account for our e-HRM portal NMBRS/Visser&Visser. All your salary slips for your internship compensation are accessible via the e-HRM portal NMBRS/Visser&Visser. Every month, you receive an e-mail alerting you whenever a new payslip is ready.

2.4 Home-to-Work Travel

In principle, professional staff members are entitled to declare home-to-work travel costs. This is mentioned in your contract with Wittenborg. Interns cannot declare home-to-work travel, as this is not compensated as part of an internship.

Employers are not obliged to pay home-to-work travel compensation; therefore, this is seen as a secondary condition of employment. The Dutch tax authorities allow travel compensation to be paid without paying wage taxes under certain conditions.

Wittenborg aims to offer a sustainable travel policy, reducing our carbon footprint and encouraging health and well-being among staff members:

- Wittenborg encourages staff members to reside as close as possible to the work location, thereby reducing commuting, costs and time.
- Wittenborg encourages staff members who cannot travel by foot or bicycle to use public transport instead of travelling by car.

Please note that under Dutch law, you might be entitled to tax compensation for travel costs made to your place of work. For further information, please check:

https://www.belastingdienst.nl/wps/wcm/connect/bldcontentnl/belastingdienst/prive/auto_en_vervoer/ur_eist_naar_uw_werk/

2.4.1 Regulations

The following regulations apply:

- Wittenborg compensates up to a maximum of € 15 per day for home-to-work travel if public transport is used.
 - Compensation for public transport is based on actual cost of tickets (2nd class).
- Wittenborg does not compensate the first 5 km per single trip if you choose to travel by car.
- Wittenborg compensates up to a maximum of € 13 per day for home-to-work travel if a car is used. Car travel is compensated at € 0.21 per km.
 - The travel distance by car is determined based on the home address and the campus/work location address, taking the usual route using Google Maps, and deducting the first 5km per single trip.
- Wittenborg does not compensate home-to-work travel costs if those amount to less than € 100 per year, due to unnecessary administrative costs.
- Wittenborg only compensates home-to-work travel costs based on your current contract and task sheet. Scheduled teaching hours, meeting hours, and administrative tasks are the basis of required home-to-work travel. All tutoring, small group meetings and other activities are required to be planned during your normal working days at which you are at Wittenborg for other activities.
- You will have an individual travel cost plan to make sure fair, effective and efficient principles are applied.
- Travelling between the Wittenborg locations, if required for the function, is not seen as home-to-work travel. Such travel falls directly under the business travel policy (Business Travel).
- Wittenborg does not provide staff members with guaranteed parking spaces and does not compensate costs for parking.
- When the situation occurs that you do not travel due to sickness, pregnancy leave or other forms of leave, no travel costs will be paid.
- Changes in address have to be sent to hrm@wittenborg.eu so that travel costs can be recalculated if necessary.
 - Should you choose to move further away from work, the increased travel expenses will not be compensated. If you move closer to work, your travel cost will be recalculated and adjusted according to the updated distance and cost.
 - Exceptions can be made for staff members who have their main work location in Amsterdam. For them, in case of an initial move from Amsterdam city limits to a place outside of Amsterdam, the travel cost will be recalculated based on the new address and adjusted according to the updated distance and cost. The (daily) maximums of the standard travel cost policy still apply.

2.4.2 Procedure

To declare travel cost, please use the “Home-to-Work Travel Cost Declaration Form – Professional Staff” available in Staff Resources. Travel cost should be declared on a monthly basis. When travelling by public

transport, you need to provide copies of the train/bus tickets, or the OV-chipcard transaction overview to make a declaration.

Travel cost declarations received need to be approved by the HRM Department. Once approved, they are forwarded to the Finance Department for processing, as those declarations are paid independently of salaries. We aim to pay out declarations within 2 weeks.

Please note that travel costs can only be declared for the preceding 2 months. Any costs declared later than that will not be honoured.

2.4.3 Insurance

Even though the employer is usually not liable for damage incurred during commuting, Wittenborg does have an insurance covering damage that occurs during commuting. For more information, please refer to the chapter on insurance in AOG-Part 3.

2.5 Business Travel

Business travel is different from home-to-work travel on a daily basis. You may need to travel for your function or company purposes. As such, business travel includes all travel necessary for your job, that is not travel from your home address to your usual place of work. Business travel regulations are applicable to all professional staff members and interns, irrespective of type of contract.

Often, arrangements for business travel will be made directly by Wittenborg and whenever possible, invoices will be paid directly by Wittenborg. However, in some cases, this might not be possible or practical and you may cover the cost yourself initially. In those cases, you can later declare them as business travel expenses and will be compensated accordingly.

Examples of business travel are:

- Meeting with clients or partners at an external location
- Attending events where you are representing Wittenborg in an official capacity
- Visiting a Wittenborg location other than your usual place of work for your function

For this kind of travel, Wittenborg compensates transportation and accommodation expenses (if needed), as well as board if agreed with management.

If you have any personal restrictions on business travel, such as for religious or medical reasons, please inform your manager and/or HRM at the start of your employment at Wittenborg. Additionally, for each business trip, notify them in a timely manner when travel arrangements are being made so that these considerations can be taken into account during planning. This is especially important before committing to any (research) projects that require international travel.

2.5.1 Regulations

- For travel using public transport, Wittenborg compensates the actual costs.

- For travel by car, Wittenborg compensates € 0.21 per kilometre based on the kilometres provided by Google Maps for the usual route.
- For travel by plane, Wittenborg compensates the actual costs.
 - Beforehand, determine the best price and schedule for the flight and send an email with the complete information to the management team. After receiving an approval in writing, you are allowed to arrange the booking of the tickets.
 - If needed, Wittenborg might be able to assist you in making a booking using the company credit card.
- For lodging and board, the actual costs are compensated with a maximum for:
 - An overnight stay of max. € 100 for a single room per night.
 - Beforehand you have to determine the best price for the hotel room and send an email with the complete information to the management team. After receiving an approval in writing you are allowed to arrange the booking of the hotel.
 - If needed, Wittenborg might be able to assist you in making a booking using the company credit card.
 - Food and drinks at a max. of € 65 per day (including breakfast, lunch and dinner).
 - Breakfast and drinks: € 15
 - Lunch and drinks: € 20
 - Dinner and drinks: € 30
 - If the location that you are visiting has no drinkable water, an extra allowance of € 5 per day can be applied for drink water.
- If a part of the day/evening drinks or food is offered by the hotel (as part of the overnight stay), Wittenborg, or Wittenborg's associate, the proportional allowance for this is reduced and cannot be accumulated.
 - Example: if a hotel room rate includes breakfast, the total day allowance for food and drinks is reduced to € 50. Additionally, if coffee/tea/water is provided during your visit, you are expected not to exceed € 40-45 as a maximum declaration for lunch and dinner.
- Travel to a staff member's home country can only be compensated in cases where all members of the Executive specifically request a staff member to travel to the respective country for business, and agree to cover the resulting business travel expenses.

2.5.2 Procedure

To declare business travel costs, please use the "Business Travel Cost Declaration Form" available in Staff Resources and send it to finance@wittenborg.eu, cc to your manager. Your manager will be asked whether the costs made were agreed and can be approved.

Receipts need to be provided for declarations: When travelling by public transport, you need to provide copies of the train/plane/bus tickets, or the OV-chipcard transaction overview to make a declaration. In addition, receipts and/or invoices for hotels, and F&B cost need to be provided. A shared bill cannot be declared individually. The Finance Department cannot divide one receipt into two or more. Therefore, only bills for individual declaration can be accepted and handled.

Business travel cost declarations received need to be approved by management. Your manager responsible is allowed to give approval for travel costs by car or public transport and lodging costs for food and drinks. For an overnight stay and plane tickets you need to have approval from a member of the management team. An e-mail with a specification of the estimated costs and motivation must be sent beforehand.

Once checked and approved, declarations are forwarded to the Finance Department for processing, as those declarations are paid independently of salaries. We aim to pay out declarations within 2 weeks.

Interns or students who are asked to accompany a staff member for an external appointment or event can declare costs made for travel and lodging as well. For students, the staff member in charge is expected to assist and will be responsible for the declaration process and quality of the paperwork.

2.5.3 Insurance

Wittenborg has a continuous company travel insurance with Interpolis. For more information, please refer to the Chapter on insurance in AOG-Part 3.

3 Job Titles

In principle, job titles for members of professional staff are based on the department for which they work, and the nature of the tasks that they perform. In addition, distinctions in ranks can be made by adding, for example, “Senior” or “Deputy” to the title.

Wittenborg departments are mentioned in the [organisation chart](#). Those include but are not limited to:

- Registrar
- Admissions
- HRM
- ICT
- Marketing and Communication
- Finance and Control
- Facility and Planning
- Education
- Research Centre

In principle, Wittenborg distinguishes between the following titles relative to the nature of tasks performed:

- **Administrator:** This is often, but not always, used as an entry-level title. Administrators support higher-level managers in the daily operations of a department. They often perform clerical and administrative duties. They are less involved in coordination and decision-making. The support part of their function is bigger.
- **Coordinator:** A coordinator is someone who organises, oversees and potentially delegates tasks in a project, team or department. They might have similar tasks as an administrator, but the part of their job concerned with planning and coordinating is bigger than the support and clerical part. Intense interaction with others, including potentially externals, distinguishes coordinators from administrators.
- **Manager:** This is usually a more senior position, and managers have more authority than administrators or coordinators. A manager usually manages and supervises a team of people. However, they can also manage a process or a function. Managers solve problems, deal with day-to-day concerns and operational questions, but can also be involved in strategy.
- **Director:** A director is a senior manager and can be seen as a manager of managers. Directors are working on strategy and have the highest level of decision-making power.

A job title for members of professional staff is usually made up of their department and their role, for example: ICT Coordinator, Communication Administrator, HR Manager, etc.

Job titles are given when starting a job at Wittenborg based on the functions and are evaluated and potentially adjusted as part of appraisals and development (see ‘Appraisal and Development’).

4 Appraisal and Development

Wittenborg is committed to being a good and fair employer. That means that everyone who is hired, can expect to be continued in their position and move to permanent employment if they continue to perform according to requirements of the position and organisation. Unless, of course, one is hired to temporarily replace an employee due to sickness or long-time leave. We are actively working on creating long-term perspectives for our staff across the organisation and strive to provide continuous opportunities for training and development. In addition, Wittenborg employs many immigrants, often graduates, and sponsors their residence permits in the Netherlands to allow them to build a future in the country. We see it as our responsibility as an employer to give people the chance to develop their talents and build professional careers.

Development and training opportunities, as well as promotions are allocated based on objective criteria and merit, and are provided in such a way as to avoid putting employees at a disadvantage based on skin colour, nationality, ethnic origin, marital or civil partnership status, disability, religion, belief, age, sexual orientation, gender identity or expression, sex, or socio-economic status (non-exhaustive). In line with our Diversity and Inclusion Policy (AOG-Part 11), leaders and managers are expected to apply principles of diversity, equity and inclusiveness when evaluating employees and be mindful of the need to create fair opportunities for those that may require additional support.

4.1 Yearly Appraisal and Development Talk

As a professional staff member, you receive ongoing coaching and mentoring by your manager, as well as continuous peer feedback from your team, as we support and value a culture of continuous feedback and improvement. This culminates in a yearly appraisal and development talk that you have with your direct manager from the management team. The yearly appraisal and development talk centres on looking back and looking ahead.

During the appraisal and development talk your manager gives you feedback on your performance based on 360° feedback collected from your team members and colleagues prior to the talk ('360° Peer Feedback for Appraisal Form' available in Staff Resources).

The criteria for appraisal and evaluation include, but are not limited to:

- Your impact on your position and team – what do you bring to the table and how do you transform the position and your team?
- Level of accountability and responsibility
- Leadership
- Accuracy
- Productivity, efficiency, smart working
- Communication
- Proactiveness
- Flexibility
- Personal development

- Positive impact within and outside Wittenborg: collegiality and external representation of Wittenborg, and contribution towards external Wittenborg branding

Next to your performance, workload allocation and rewards are reviewed and discussed, as well as working from home arrangements.

Moreover, a critical part of appraisals is the discussion of personal development goals. Together with you, your manager will look at opportunities for advancement within Wittenborg and the areas in which you would like to grow, for example transitioning into a different department more aligned with your capabilities and/or interest, or advancing within your existing team and potentially taking on additional responsibilities.

As Wittenborg encourages life-long learning among its staff members, further education and training are a key aspect of the appraisal and development talk. During your development talk, your manager will be interested to hear in which areas you would like to grow and whether you would like to pursue additional training or education. Wittenborg offers extensive opportunities for personal development, education and training (detailed in AOG-Part 7). These will be discussed during your appraisal and you and your manager will look at ways in which Wittenborg can support you.

A summary and feedback from your appraisal and development talk is shared with you and the HRM Department, and saved in your personal file ('Appraisal and Development Report Form – Professional Staff' available in Staff Resources). Furthermore, your manager makes recommendations regarding your position, salary and job title, as well as additional training, and this is followed up by the HRM Department.

For participating faculty working as part of a 2080 contract, the regulations and procedure for appraisal and development might be a combination of the procedures outlined here as well as in (AOG-Part 4 Faculty Handbook). Critically, the criteria for appraisal and evaluation mentioned in the Faculty Handbook apply to all faculty members, irrespective of their type of contract.

4.2 Contract Renewal

For professional staff members with temporary contracts at Wittenborg, the yearly appraisal and development talks also revolve around their contract renewal.

Decisions on whether or not to extend your contract are based on the criteria outlined in the context of appraisal and development and informed by the 360° feedback and the feedback and assessment of your manager. In addition, your (new) job title and salary are determined based on the appraisal and development talk.

Wittenborg will inform you at least one month before your contract expires in case it will not be extended. If you are a professional staff member for whom Wittenborg sponsors a residence permit in the Netherlands, we aim to inform you 2-3 months before expiration of your contract if it will not be renewed. Please refer to the General Staff Handbook (AOG-Part 3) for regulations related to exit.

If, based on your appraisal and development talk, your contract is renewed, the following procedure applies:

- You receive a new letter of employment from the HRM Department that you need to sign.

- If needed to maintain your status in the Netherlands, HRM applies for your residence permit with the Immigration and Naturalisation Service (IND).
 - This can either be by asking to change the purpose of your residence permit to “highly skilled migrant subsequent to graduation in the Netherlands” or by extending your residence permit for “highly skilled migrant”.
 - You need to sign the required antecedents certificate that is needed for the application of the residence permit with IND and inform Wittenborg of the preferred IND office at which you would like to make your appointments for biometrics and pick up of the issued permit.
- HRM will keep you updated about the progress of the application. You will be notified when IND makes a decision and when you can collect your residence permit card.
- Wittenborg pays the fees for the application of the residence permit.
- Please do not forget to share a copy of your residence permit card after receiving it with the HRM Department. This is needed for your personal file.

As explained in AOG-Part 3, after a maximum of 3 consecutive temporary contracts, or a maximum of 3 years of temporary employment, depending on which occurs first, Wittenborg must give a permanent contract if the employment is continued. Please note that different regulations apply to staff members who have already reached the retirement age.

5 Working from Home Policy

Wittenborg would like to give its professional staff members the possibility to partly work from home. Wittenborg positions itself as a boutique university of applied sciences with an inclusive, accessible and personal environment, and open-door policy. Wittenborg is a people-centred organisation and there is a need and benefit to meeting one another in person. To maintain such a work and study environment, it will not be possible for staff members to work fully remotely.

Please note that working from home is not a right.

The policy is only applicable to professional staff members who are employed by Wittenborg University of Applied Sciences B.V.

5.1 Definition of Working from Home

Working from home is not the same as working remotely. Working remotely is broader and encompasses working from third locations, such as coffeeshops, co-working spaces and other public places. This policy is specifically related to working from home. Wittenborg does not permit working remotely from locations other than the home of the employee.

5.2 Making Working from Home a Success for Wittenborg

To make working from home successful and sustainable, benefiting both Wittenborg and employees, the following aspects should remain and be promoted as part of Wittenborg organisational culture:

- Working from home is voluntary, based on eligibility, and Wittenborg respects the preference of each individual employee within the framework.
- Equal promotion opportunities exist for all employees, irrespective of their working from home arrangements.
- Hybrid working through hybrid meetings, equal accessibility and online communication remains normal to ensure inclusion of all employees at all times and to accommodate employees in their working from home arrangements.

5.3 Eligibility

In general, all professional staff members of Wittenborg with a 2080 contract are eligible to work from home. Eligibility depends not on the position but on the tasks of the individual employee.

Tasks that are eligible to be carried out from home:

- Administrative tasks, such as answering e-mails, writing procedures, preparing lectures, grading exams, writing news articles, etc.

Tasks that are NOT eligible to be carried out from home:

- Teaching tasks
- Facility-related tasks, such as cleaning, maintenance, etc.
- Customer-facing tasks, such as front office work, student support, colleague and teacher support, etc.

5.4 Extent

Working from home is voluntary.

The principle is that all staff members (part-time and full-time) are permitted to work maximum 1 day per week from home.

Only for staff members with tasks that require no face-to-face contact with either students or other staff members, it is permitted to work from home at maximum 2 days per week. Exceptional cases outside of this rule can only be agreed on by the management team and the executive board.

The planning to work from home should be made on a structural basis within the team and has to be approved by the supervisor and the management team. This means that employees should have fixed days of office work and fixed days on which they work from home.

For example: working from home on Mondays and working from the office the rest of the week.

To use office capacity efficiently and ensure that we can maintain the described family-like work and study environment, the team is responsible to ensure that employees do not all have the same days at the office or at home. Moreover, the overall office occupancy needs to be considered in the planning. This is important to ensure spread as well as to maintain collaboration and teamwork.

For example: if employee A works from home on Mondays and Tuesdays, employee B could work from home on Mondays and Fridays.

Procedure on how to request working from home is outlined below.

Working from home is not a right. Working from home privileges can be revoked in cases such as, but not exclusive to:

- Deteriorating performance of the employee
- Health concerns
- Issues related to communication
- Issues related to responsiveness
- Complaints from colleagues, students, etc.
- No longer fulfilling criteria for healthy and safe workspace
- No longer participating/contributing to check of the workspace
- Change of position and/or change of tasks
- (Technical) restrictions to working from home due to adjusted privacy and confidentiality policies

5.5 Rules When Working from Home

5.5.1 Availability

Employees are expected to perform their work within the designated hours in their contract (if applicable) independent of whether they are working from home or from the office. For most Wittenborg employees that is between 08:00 – 18:00.

When working from home, employees are responsible for maintaining their availability for colleagues. Wittenborg expects employees to be available via MS Teams and phone during working hours, maintaining normal responsiveness.

5.5.2 Health and Safety

The basis of ensuring health and safety of employees while working from home rests on Wittenborg being “a good employer” and employees being “good employees”. Both Wittenborg as well as the employees have rights, obligations and responsibilities when working from home.

As the employer, Wittenborg is responsible for ensuring a healthy and safe work environment for employees. This includes the workspace at home. As such, Wittenborg has the obligation to check the home workspace.

An assessment of the risks associated with working from home and a plan of action on how to prevent and cope with those risks are part of the legally required “Risk Inventory and Evaluation (RI&E)” that forms the basis for our Health & Safety Policy (AOG-Part 12).

The most important obligations of employees are:

- Complying with the instructions provided by Wittenborg and the agreements made with Wittenborg
- Using the right equipment
- Giving Wittenborg the possibility to check and evaluate this
- Notifying Wittenborg of potential threats to health and safety as soon as possible, and if needed repeatedly

5.5.3 Compensation

There is no compensation for working from home.

5.5.4 Equipment

In principle, Wittenborg does not provide equipment to enable working from home. Every employee that falls under this policy has a fully fledged workspace at the Wittenborg offices. Therefore, Wittenborg does not pay for equipment to work from home.

5.5.5 Security and Confidentiality

When working from home, work has to be performed using the Wittenborg cloud environment (Office 365; MS Teams, Moodle, etc.). It is not permitted to download or store documents on one's personal computer or any personal data carriers, such as USB sticks. In addition, if other people have access to the at-home workspace, the computer always needs to be locked when the employee is stepping away from the computer and workspace. The employee is responsible for ensuring that no third party can access any confidential information as part of the Wittenborg working environment.

5.5.6 Dress Code

When working from home, the dress code is the same as when working from the office. Should a meeting require being shown on camera, employees should be able to switch on their cameras without hesitation.

5.6 Organising Working from Home

Procedure to arrange working from home structurally as part of your fixed work schedule:

- Check your eligibility to work from home: make an inventory of your tasks and check which ones can be performed at home.
- Check the extent to which you can incorporate working from home in your working arrangement based on your eligibility.
- Discuss your preferred working from home day(s) with your team and get initial approval from your supervisor.
- Fill in the working from home request form (this is sent to Management Team).
- Management Team will decide in consultation with your supervisor and HRM on the request and the working from home days.
- HRM will send you an e-mail to confirm or reject your request and add your working from home days to the Central Agenda.
- A re-evaluation of your working from home arrangements will be part of your yearly development talk.

5.6.1 Criteria Used to Decide on Request

The supervisor, HRM and the Management Team will use the following criteria to decide on the request to work from home:

- Type of contract
- Nature of tasks
- Team members and overall balance of availability of other colleagues
- Condition of the home office
- Other working conditions at home

6 Intern Supervision Guide

This guide is meant for all staff members who are supervising interns as part of continuous internships at Wittenborg or who would like to add an intern to their department.

As part of its support departments, Wittenborg has several continuous internships that are offered to its undergraduate and graduate students throughout the year. Those include, but are not limited to:

- Admissions Assistant (Admissions Department)
- Education Quality Assistant (EDQM Department)
- Education Assistant (Education Department)
- Research Centre Intern (Research Centre)

If an additional internship position is needed, next to the ongoing continuous internships, the management team needs to approve new internship positions in the respective departments.

6.1 Internship Essentials

An internship is not the same as working in employment, and as such an intern should not replace, or be a substitution for an employee. An intern is not entitled to minimum wage and only gets an internship compensation.

The focus of an internship is learning, not work. The purpose of an internship is to enable a student to gain practical experience that complements their theoretical knowledge, or to obtain new knowledge and skills. Every internship, therefore, needs to have clearly defined responsibilities and tasks, as well as learning objectives. The activities of an intern must be clearly distinguished from those of an employee. The activities of an employee are primarily of a productive nature, focused on meeting objectives and generating value, while the activities of an intern are focused on learning and gaining experience. As a supervisor, you cannot expect the same from an intern as you would normally expect from an employee.

It is important to realise that, for every intern, Wittenborg needs to be able to prove that it is in fact an internship and revolves around learning, instead of being a cheap way to substitute an employee. If the conditions of an internship are not met, this has legal consequences for Wittenborg.

6.1.1 Internship compensation

Principally, there is a fixed compensation for internships at Wittenborg of € 700 per month (based on 1 FTE).

In consultation with the department, the internship position can be part-time. The internship compensation will be adjusted accordingly in that case.

6.1.2 Internship Duration

6 months is the standard internship duration at Wittenborg. In principle, the duration of the internship is determined based on the learning objectives of the intern, because the focus of an internship is learning, not work. The internship duration can be shorter in consultation with the department. This might be an option to

accommodate students who are expecting to graduate earlier. The minimum duration of an internship is 3 months (full-time), based on the work placement guidelines in the EEG.

Extensions of Internships

Wittenborg is committed to offering internship opportunities to its students. Therefore, the standard internship duration should not be extended unnecessarily to ensure that students have adequate opportunity to do their internship at Wittenborg. Therefore, principally, internships are not extended.

In exceptional cases, the internship duration can be longer than 6 months in consultation with the department and student. For example, this can be the case if the learning objectives of the intern/internship have not been met entirely after 6 months.

- For postgraduate students, the internship can be extended to max. 1 year in total.
- For undergraduate students, the internship can be extended only if the work placement report is not submitted prior to the end of the internship period. The maximum duration of an internship for undergraduate students is 1 year in total.

Approval from the HRM department is needed for any internship extension and can only be obtained in exceptional cases. Moreover, a possible extension of the internship should be discussed in detail with the student. The student must be made aware of any consequences that the extension might have on their studies, such as a possible delay, and the potential extra cost that may be incurred as a result. Wittenborg does not cover or waive the potential extension fees for students.

In principle, if the focus shifts from learning to working and the intern's activities are no longer distinguishable from those of an employee, the internship agreement has to be ended and replaced with an employment contract.

Changing interns frequently within a department can be tedious. However, this should never be an excuse for an unjustified extension. As a manager, you need to remember that interns in their positions should not be integral to the continuity of your department.

6.2 Hiring an Intern

The hiring for continuous internships happens in consultation with the department concerned and HRM. Continuous internship positions and the hiring process are planned in the HR planner and will be discussed with the supervisor in question at appropriate times.

If you would like to hire a new intern for your department for an internship position that does not yet exist, you need to get approval from the management team prior to starting the hiring process.

As a supervisor, you should prepare and decide on the following to start the hiring process of your intern (usually, this happens in consultation with HRM):

- Tasks of the internship position, including a task sheet (a draft intern task sheet, including essential office tasks which are part of every internship at Wittenborg, can be found in Staff Resources).

- Requirements of the internship position, including whether you need an undergraduate or a graduate student.
- Preferred starting date of the internship and duration.
- Practical assessment to be used during the interviews with selected applicants. This could be role playing, a short assignment, etc.
 - Note: no interviews should be conducted without a role-specific practical assessment to test the intern's abilities.

The procedure for hiring an intern is:

- Need for a new intern: continuous internship or decision on new internship position.
- HRM creates a vacancy based on the requirements of the department for the internship position (based on a task sheet), in consultation with the department.
- The vacancy is published on Wittenborg social media channels, WittenborgConnect and in the Career Centre online area.
- HRM receives applications, reviews, and recommends applicants to the department.
 - Candidates are requested to fill out an application form and upload their latest study advice, a motivational letter and their CV.
 - As a basic requirement to be considered, candidates need to be eligible for an internship based on the relevant regulations in the EEG.
- Department and HRM decide on which applicants to invite for interviews.
- Department conducts interviews with applicants and makes selection.
 - Note: in case of several internship vacancies at the same time, HRM can conduct a first round of interviews with an applicant pool to assess which intern fits better with each individual department. The second round of interviews is then conducted by individual supervisors of each department.
- HRM sends offer to the selected candidate and rejections to those not selected.
 - Note: we try to provide feedback to our students on why they were not selected and what they can improve. Please justify your decision as a supervisor, so that feedback can be provided to the students that were not offered the position.
- HRM requests all relevant documents from selected candidate (ID/passport, residence permit, personal information form, wage tax form) and signs agreements with the intern (letter of internship, confidentiality agreement, NUFFIC agreement).
- If a new intern account is needed, HRM arranges account access and relevant rights for the selected intern in consultation with ICT.

6.3 Supervising an Intern

As the supervisor of an intern, please make sure that whenever an intern starts under your supervision, you give them intensive attention in the first 1-2 months of their internship.

Remember that learning should be the key focus of an internship. It is not only important to train interns well so that they can fulfil their tasks, but also to develop their talent, supporting their start in the job market after graduation and/or retaining them as talent within Wittenborg.

Please pay careful attention to these points:

1. **Daily (online) meetings:** The intern needs a fixed contact person. In the first 1-2 months of the internship, there should be daily 1-1-meetings between intern and supervisor. Those are essential to make sure that interns can ask questions, feedback can be given and problems can be discussed, etc. Please also note that this might be the first work experience of the intern, so special attention should also be given to the code of behaviour, tardiness, HR procedures, representation and how to interact with colleagues, etc. After 1-2 months, fixed 1-1 meetings can be held less frequently, but should occur no less than once per week.
2. **Instruction and training of tasks:** Please make sure that your department develops an intern task guide, and that your interns are being trained in:
 - a. **Basic tasks:** Essential office tasks are standard for every internship, involving Front Desk and facility-related tasks. Please refer to the draft intern task sheet in Staff Resources for an overview of those tasks. Those essential office tasks are a standard part of every intern's task sheet. The Front Office team can be asked to assist with training interns in this regard.
 - b. **Department-specific tasks:** These are tasks specific to the department and internship position. They are included in the task sheet for the internship position under department-specific tasks. Please ensure that your department develops an intern manual for these tasks. Organise the training and internship well by making use of the calendar with pre-planned recurring tasks, standard e-mails (using signatures), and How-Tos in OneNote.

An Essential Office Task Guide for Interns is available in Staff Resources and should form part of your department's intern task guide, along with department-specific tasks.

3. **Key skills:** Make sure that the intern is well-equipped to work in any organisation after completing the internship. In the training and work of the intern, integrate the use of Office 365, Teams and ensure that they are introduced to a variety of functionalities.
4. **Networking and social skills:** Help your intern to use their internship to build their network. As an intern supervisor, please give your intern tips on building a social networking presence and to use this for their career development. For example, interns should be encouraged to connect with Wittenborg staff members on LinkedIn.
5. **Continuous feedback and evaluations:** There should be fixed feedback and evaluation moments between you and your intern. In the first 1-2 months, those can happen as part of the daily meetings. Feedback and evaluation should be ongoing throughout the internship and based on the learning objectives of the internship. It is your responsibility to ensure that you help your intern with the deliverables of their internship. If the internship is part of the work placement module, you should facilitate your intern and adhere to the guidelines outlined in the EEG (Part 7). Please remember that it is important to give constructive feedback that helps the intern to grow and develop further. Next to continuous feedback, make sure to plan 2 key feedback moments around half-way through the

internship, as well as towards the end before the position is opened up for recruitment again. Those should be reflection moments for both the intern and the department. Some guidelines on how to conduct those feedback and development talks with interns can be found in Staff Resources.

Internship positions at Wittenborg have standard intern accounts that are transferred from one intern to the next in the same position, for example s80086 for the Admissions and Registrar Assistant Intern. The intern accounts should be used to facilitate the training of the interns, for example, by having recurring tasks pre-scheduled, by saving templates, etc.

6.4 *Saying Goodbye to your Intern*

When an internship comes to an end, make sure to consider the following:

- If applicable: organise a transition period between the current and the new intern.
- Hold a concluding evaluation talk with your intern in which you can both reflect on the internship, the things learned and areas for improvement on both sides.
- Organise a farewell for your intern within your team:
 - Usually, interns receive a gift card and a greeting card signed by team members. An alternative present can be discussed and organised within the team. The budget is approximately € 25.
- Write a letter of recommendation for your intern and give them a recommendation on LinkedIn. This is an important gesture of appreciation that will help them advance their careers.