

# ANNUAL REPORT

## Central Works Council FOM 2016



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## FOREWORD CHAIR COR

2016 was the year in which the direction and tangible structure of the new NWO organisation was determined. It was therefore a vital year in which all plans and preparations for the transition and transformation of FOM had to be completed. The Action Plan for the transition had already been presented in 2015, so in 2016 it was time for the Integral Plan and later the Detailed Design of the new NWO. Workgroups with employees from the entire organisation contributed to the writing of the Integral Plan. Together with all the other involved works councils, the Central Works Council of FOM (COR-FOM) issued advice on several aspects of the plans. We assessed all plans against the list of priorities that we had set for the transition so that we could maintain a clear course and focus.

Once we had given our advice on the Integral Plan, we issued advice on the appointment of the President and the Portfolio Holder Operations and Finances for the new Executive Board of NWO. We also had meetings with the consultancy firms that had been hired by the NWO transition office to support the work. Furthermore, in the context of our list of priorities, we submitted two initiative proposals in 2016. One was about the mobility of employees within the organisation and the other was about the way of appointing PhD researchers and NWO being a good employer. For the rest, it was business as usual and standard items also required our attention, such as digitising the way of providing and testing health and safety information at the FOM institutes.

The closing months of 2016 were perhaps the most important, because then the consequences of the transition for the personnel became clear. We held extensive discussions with the trade unions and the NWO transition team about the Social Plan and the allocation of key job positions. Meanwhile the Detailed Design had been completed and it became clear how FOM was to be converted into NWO-I. All things being considered, it was a busy and important period with a lot of uncertainty for the employees. However, we think that the right choices were made to minimise the period of uncertainty for the personnel while at the same time building a strong organisation.

The year 2016 was one in which we cooperated a lot. Together with the (central) works councils of NWO, NIOZ, CWI and ZonMw we sought a united voice throughout the year. By doing that we could present our viewpoints more strongly and make our voice better heard. In 2017, the collaboration will become closer still due to the formation of a new central works council for NWO. We also worked together with the FOM board. While normally the interests of the board and COR-FOM can be in conflict, during the transition we increasingly found common ground. This is hardly surprising as we had to jointly safeguard the strong position of Dutch physics research for the future.

In 2017, we will once again face many challenges. The personnel will experience various changes during the realisation of the Social Plan. At the same time the young, composite organisation must grow into the leading Dutch science organisation. NWO-I will also be further developed and prepared to accommodate even more institutes. We will of course follow all of the developments closely and where necessary make efforts to adjust the course of these.

Joep Peters

Chair COR-FOM 2015–2016

## 1. INTRODUCTION

### WHAT DOES THE CENTRAL WORKS COUNCIL DO?

Codetermination in organisations is arranged in the Dutch Works Councils Act. A works council consists of employees who hold consultations with the employer on behalf of the personnel. The Central Works Council of FOM (COR-FOM) consults with the director of FOM about the operational policy and the interests of the personnel. For certain subjects, the COR has the right of approval and the right to issue advice. The COR also has the right to be informed and the right of initiative to submit proposals.

COR-FOM is in fact partly a central works council, because the works councils of AMOLF, Nikhef, DIFFER, ARCNL and the FOM office delegate members to the COR. However, in part, it is also a works council because employees from the university workgroups are directly elected to the COR. There are 16 COR-FOM positions: 7 positions for the university workgroups, 3 for Nikhef, 2 for AMOLF, 2 for DIFFER, 1 for ARCNL and 1 for the FOM office. Elections for COR-FOM and the local works councils are held once every two years.

At the start of each term in office, COR-FOM elects a Daily Management, which consists of a chair, secretary and two deputies. COR-FOM is also supported by an official secretary.

### MANY EXTRA MEETINGS IN 2016

In principle, COR-FOM meets once per month, which includes meetings with the director of FOM every other month: the so-called COR-FOM consultative meetings. In 2016, COR-FOM doubled the frequency of the meetings to twice per month because more frequent consultation was necessary in view of the NWO transition.

COR-FOM met no less than on 24 occasions in 2016. In addition to this, COR-FOM had 7 consultative meetings. On two occasions the General State of Affairs of FOM was discussed during a consultative meeting where a member of the Executive Board of FOM was present: Niek Lopes Cardozo (chair of the Executive Board) was present in June and Nynke Dekker (vice-chair of the Executive Board) in December.



## 2. REQUESTS FOR APPROVAL

### ANNUAL HEALTH AND SAFETY PLAN 2016

In March 2016, COR-FOM received the Annual Health and Safety Plan 2016 for approval. In order of priority, the plan contained the topics that the central health and safety coordinator of FOM wanted to devote extra attention to in 2016. These included a policy for regular occupational health investigations, the FOM health and safety lunches at the university workgroups, digital health and safety information and education, and setting up a health and safety profile for the FOM organisation. With this plan, the central health and safety coordinator chose to focus on completing projects already started.

COR-FOM considered it a good and ambitious plan and made several suggestions to further refine it. In addition, the plan contained several topics that in COR-FOM's opinion were already part of the standard activities of a central health and safety coordinator. Therefore, these should not have been separately stated in the annual health and safety plan. In June 2016, COR-FOM received a modified version of the annual health and safety plan 2016 and approved it.

### DIGITAL HEALTH AND SAFETY INFORMATION AND TESTS

In recent years, the FOM institutes expressed the wish to digitise the way health and safety information is provided and tested. In March 2016, COR-FOM received the request to approve the use of the Lab Servant software for this purpose. With this software, FOM wants to ensure that employees at institutes are instructed and tested about health and safety regulations before they actually start their job.

COR-FOM considered the implementation of Lab Servant a good idea if agreements were made about the protection of privacy sensitive information and about which aspects would be arranged locally. COR-FOM also wanted to make agreements about who would have access to the test results so that the system would not be used to assess employee performance. Furthermore, COR-FOM wanted employees of university workgroups to have access to the information in Lab Servant as well, as the provision of courses and information differs per university and at various locations is in need of improvement.

From the answers that FOM gave it became clear that Lab Servant is primarily intended for testing and not for the provision of information. It will therefore not be accessible for employees at university workgroups. However, FOM will once more emphasize the importance of health and safety to the workgroup leaders. After further consultation, COR-FOM received a modified request for approval in July 2016 and approved it.

### BICYCLE PLAN 2017

In December 2016, COR-FOM received the request to approve the continuation of the current AVOM bicycle regulation in 2017. This regulation gives employees the opportunity to purchase a bicycle against favourable conditions. COR-FOM is happy that FOM wants to continue this 'healthy' bicycle scheme since many FOM employees appreciate this scheme. COR-FOM therefore approved it.



### 3. ADVICES

All of the advices issued by COR-FOM in 2016 were related to the NWO transition and the transformation of the FOM Foundation into the new institute foundation NWO-I.

#### INTRODUCTION AND ROLE COORDINATING GROUP NWO CODETERMINATION

In 2016, the (central) works councils under the NWO umbrella (COR-FOM, COR-NWO, OR-NIOZ, OR-CWI and OR-ZonMw) formally organised themselves in a coordinating group, in which three members of COR-FOM participated. The objective of the coordinating group was to prepare the decision taking of the works councils and to hold consultations with the directors and other consultative partners. For these tasks, the coordinating group made use of the consent method: it tried to realise as many joint recommendations as possible and then each party added its own points and recommendations to these. For COR-FOM this worked in practice as a three-stage rocket: forming an opinion within the COR, finding agreement with the other works councils within the coordinating group, and subsequently taking a decision within the COR.

The coordinating group had intensive and constructive consultations with the NWO transition office and from September 2016 onwards with the new Executive Board of NWO as well. These informal consultations resulted in COR-FOM being able to make its viewpoints known to the directors at an early stage in collaboration with the other works councils. COR-FOM looks back positively at this consultative process and can see many of its points realised in the final designs.

#### NWO EXECUTIVE BOARD: PRESIDENT AND PORFOLIO HOLDER OPERATIONS AND FINANCES

In December 2015, COR-FOM had already issued an advice on the profile sketch for the President of the new Executive Board of NWO and for the Portfolio Holder Operations and Finances. Via the coordinating group, COR-FOM received requests for advice about the appointment of the President of the NWO Executive Board, and the Portfolio Holder Operations and Finances, in May and June 2016, respectively. COR-FOM mandated the members of the coordinating group to hold a consultation with the intended candidates. Together with the other works councils the questions to be posed during those meetings were collected. The meeting with Stan Gielen (President) took place on 25 May 2016 and the meeting with Caroline Visser (Portfolio Holder Operations and Finances) took place on 28 June 2016. Both meetings were very pleasant and positive and therefore – on the advice of the coordinating group members – COR-FOM issued a positive advice about both candidates.

#### INTEGRAL PLAN NWO

In the context of the NWO transition, COR-FOM received a request for advice in April 2016 about the Integral Main Design and Plan NWO, in brief the Integral Plan. In the process that led to this request for advice, COR-FOM was kept duly informed about the developments and already at an early stage could provide feedback to a draft version from February 2016. For the advice on this Integral Plan, intensive consultations were held in the coordinating group with COR-NWO and the works councils of NIOZ, CWI and ZonMw.

The coordinating group appointed several committees to obtain advice on the plan from various areas of expertise. Based on the input from these committees and the input from all of the other works councils, an advice was formulated that largely agreed with the other councils. In addition to the joint recommendations, all of the works councils issued several recommendations of their own. In June 2016, COR-FOM advised continuing the process of the NWO transition on the basis of this Integral Plan and gave a total of 28 specific recommendations about aspects of the plan. For example, COR-FOM advised to include the training of researchers as one of NWO-I's main tasks in the Integral Plan and this recommendation was accepted. Other recommendations were also taken into account during the writing of the Detailed Design.

## TRANSFORMATION FOM INTO NWO-I

In 2016, COR-FOM issued two advices on the process of transforming the FOM Foundation into the new institutes foundation NWO-I. In June 2016, FOM requested advice about the intended decision of effecting the transformation on 1 January 2017. In principle, COR-FOM agreed with the intended decision, but – in line with the Governing Board of FOM – it set several conditions with respect to the actual transformation, namely:

- The rules concerning the personnel transition had to be detailed in an approved placement procedure and a signed Social Plan.
- The transformation of FOM could only be effected at the moment that the new NWO organisation actually became effective.
- The draft statutes and the design of the office organisation had to be submitted to COR-FOM.
- The final advice on the transformation of FOM into NWO-I would only be issued by COR-FOM after it had issued an advice on the statutes of the new foundation and the structure of NWO-I. In addition, COR-FOM would not issue the final advice until it was of the view that it was sufficiently clear what the initial responsibilities of NWO-I would be and how the codetermination within NWO would be arranged.

Furthermore, COR-FOM advised that in the event that FOM was transformed, the possibility to extend the temporary employment contracts of FOM PhDs and postdocs working at universities after 1 January 2017 should be maintained in accordance with the current FOM rules and agreements. The director accepted this advice.

Subsequently on 20 October, COR-FOM was asked to issue advice about the (re)allocation of powers, the statutes of NWO-I and the transformation of FOM into NWO-I. As at that moment not all of the aforementioned conditions had been satisfied, COR-FOM decided to issue a positive advice on the condition that the Social Plan was signed on time and its advice on the Detailed Design (that would be issued later) would be positive. Furthermore, COR-FOM advised that the NWO-I statutes should include the training and supervision of PhDs and postdocs as a main task of NWO-I. All of these conditions were satisfied by the end of the year.

## CONTRACTS TO EXTERNAL CONSULTANTS NWO TRANSITION

Jobs outsourced to external consultancy firms that concern, for example, important organisational changes must be submitted for advice to works councils (Dutch Works Councils Act Article 25). At the start of 2016, the NWO transition office used a European tendering to conclude framework contracts with several parties for the next four years. Via so-called mini-competitions these parties could subsequently acquire contracts for elaborating certain aspects of the transition. COR-FOM extensively discussed this issue and considered aspects such as time pressure, planning, and the meticulousness of the advice.

In consultation with the other works councils, COR-FOM chose to request that all mini-competition tenders state that the consultancy chosen has to organise a consultation with a representation from the work councils at the start of the job. This gives the works councils the opportunity to pass on the most important refinements and additional points of attention for the job. The request included the condition that the meeting with the works council representation is minuted and that these minutes will be attached as annex to the results from the consultancy firm so that it is always clear what the works council representation had said about the subject. In 2016, such meetings were held with PA Consulting (meeting about the design of the Institute organisation and meeting about the elaboration of preparation for the personnel transition) and Berenschot (meeting about the design of the domain organisation, operations and top structure).

## DETAILED DESIGN NWO-D AND NWO-I AND ALLOCATION OF POWERS

On 4 November 2016, COR-FOM received a request for advice about the Detailed Design of both parts of the new NWO organisation (NWO-D and NWO-I) and the allocation of powers. After the Action Plan and the Integral Plan, this was the last major plan as part of the preparations for the merging and transformation of FOM and NWO. During the consideration of this advice, extensive negotiations were once again held in the coordinating group with the other works councils so that a joint advice could be reached insofar as this was possible. This resulted in a lot of overlap in the recommendations given.

Eventually COR-FOM gave the pressing advice to only allow the formal placement of employees once the managers had been placed. In addition, COR-FOM advised involving the employees as much as possible in the further elaboration and continued development of NWO. Attention was also requested for a possible imbalance in the codetermination and in the training budgets for PhDs and postdocs.

## KEY POSITIONS

Key positions are job positions that are considered to be particularly important for the success of the NWO transition. The works councils have the right to issue advice about which positions these are. In the Social Plan Transition NWO, management has made agreements with the trade unions about the placement procedure. These agreements state that an internal selection procedure should be held for key positions if these positions are new.

In August 2016, several works councils had already issued an unrequested joint advice about key positions so that the opinion of the works councils could be included in the elaboration of the plans. In November 2016, advice was requested about the final list of key positions which, besides all of the previously recommended positions, included several extra positions. These were managerial positions, largely from salary scale 13 upwards, and the policy positions within the new Office for the Executive Board of NWO. On 13 December 2016, COR-FOM advised allocating the key positions as proposed. The other works councils gave the same advice and management accepted this.



## 4. OTHER MATTERS CONCERNING THE NWO TRANSITION

### UPDATED LIST OF PRIORITIES

COR-FOM wanted to make a constructive contribution to the transition process and made efforts to realise the retention of the strong aspects of FOM within the new NWO. In June 2015, FOM-COR set several priorities: subjects that COR-FOM considers to be important in the transition process and in shaping the new NWO. COR-FOM consistently used these priorities to assess the plans for the new NWO. In April 2016, COR-FOM critically reviewed the priorities and further refined these where necessary.

#### **Priority 1: Protection of personnel**

- No compulsory redundancies and also no compulsory 'voluntary' departures.
- A Social Plan will be written in view of the changes to positions and work locations.
- Retention of entitlements, such as accumulated state pension (AOW) and (early) retirement.
- Preventing an increase in the work pressure for personnel.
- Retention of the good secondary employment conditions of FOM.
- Retention of Utrecht as work location.

#### **Priority 2: Continuity for PhDs and postdocs**

- In the event that FOM's employer status for PhDs and postdocs changes: current FOM contracts will be served until the completion date with all of the associated agreements and conditions.
- NWO funds research on a conditional basis with written agreements and monitors compliance with these agreements. NWO checks that:
  - NWO funding is not used for the appointment of scholarship PhDs;
  - PhDs and postdocs funded through NWO grants devote a limited percentage of their work time to secondary tasks such as teaching activities;
  - PhDs and postdocs funded through NWO grants receive adequate supervision such as training and weekly work meetings.
- NWO promotes good career possibilities for young researchers and encourages a coherent graduate school policy at Dutch universities.

#### **Priority 3: Retention of transparent funding**

- The current FOM research obligations will be continued and completed without any cutbacks.
- The FOM research budgets and reserves will remain available for research in the NWO Science domain.
- Transparent research funding (a set of funding instruments) accessible for everybody will be realised.

#### **Priority 4: NWO as the linking factor**

- The national research policy is codetermined by researchers in the Netherlands.
- NWO monitors and facilitates a consistent long-term vision for research in the Netherlands.
- NWO facilitates and promotes the contact between researchers within and between institutes and universities in the Netherlands but also across national boundaries.
- NWO facilitates and promotes the exchange of knowledge between researchers and technicians.
- NWO facilitates and promotes contacts between science, engineering and industry.

#### **Priority 5: Proactive and committed codetermination**

- COR-FOM remains proactively involved in the transition process.
- COR-FOM strives to achieve a constructive collaboration with the other works councils involved.
- COR-FOM can easily be reached by the employees it represents and regularly informs them about the transition.

COR-FOM looks back positively at the use of these priorities as the guiding principles for drawing up of its advices. Many of the points are reflected in the plans for the new NWO, and COR-FOM also intends to pass on the priorities to the new works council so that these can be used for the further development of the new NWO.

## AWAYDAYS WORKS COUNCILS (NEW) NWO

Besides coordination and consultation with the directors, the coordinating group in which three members of COR-FOM participated organised two away days for all works council members within the entire NWO organisation in 2016. The aim of these away days was to obtain information from the entire spectrum of works councils and to take this information on board. During the first away day in February, the Integral Plan was the main point on the agenda and all works council members could submit points of concern for this. At the second away day in September, works council members had a chance to meet two members of the new NWO Executive Board, Stan Gielen and Caroline Visser. Discussions were also held about the Social Plan, the design of the NWO domains, the design of the Institutes Organisation, the principle 'Also Elsewhere' and how codetermination would be organised in the new NWO.

## SOCIAL PLAN AND ADVICE

According to the definitions in the Social Policy Framework, the transition of NWO is an organisational change (not a reorganisation) and so a Social Plan is not required. The director should make agreements about an organisational change with the works councils. However, due to the scope of the transition, it was decided to agree upon a Social Plan. The works councils, the directors and the trade unions concluded a covenant in July 2016 in which agreements were made about the responsibilities of the various parties. The Social Plan falls under the responsibility of the trade unions and the works councils were given the opportunity to provide comments about the director's plans. In September 2016, the various works councils jointly provided comments on the draft Social Plan of 25 August 2016. The comments from the works councils were largely incorporated in the final version of the Social Plan. For example, at the request of the works councils a relocation allowance was included.

## CODETERMINATION STRUCTURE NEW NWO

Due to the transition of NWO, the decision making process within the NWO umbrella will not be the same as in the past. As the codetermination follows the decision making, the codetermination will change as well. The structure of the codetermination in the new organisation will be determined by the director, but he has asked the various works councils within the NWO organisation for their opinion. The new codetermination structure was approved in October 2016.

The most important detail for the new codetermination structure is that the Executive Board of NWO and the board of the NWO-I foundation will consist of the same persons and that they will lead NWO and NWO-I as a single organisation. From this it follows that a single central works council will be established for the entire NWO organisation. Furthermore, the domains of NWO and the NWO-I office will not be seen as separate entities in the context of the Works Councils Act. As the NWO-I office shares the support, facilities and buildings with the NWO office, a joint works council will be established for them.

For the further development of the codetermination structure, the directors appointed a taskforce made up of two employees from the NWO transition office, a representative from COR-NWO, a representative from COR-FOM and the official secretary of the coordinating group. This taskforce has drawn up the provisional regulations for the new COR-NWO, the OR-NWO and the agreements with the director. It has also worked on a timetable for the elections. The final form of the codetermination is in line with the model proposed by COR-FOM in August 2016.

## 5. INITIATIVE PROPOSALS

### INITIATIVE PROPOSAL MOBILITY POOL

During the design phase of the transition to the new NWO, there was a lot of discussion about the '70/30 principle', a policy instrument to facilitate and encourage the exchange of employees between organisational units. It would enable employees within the organisation to learn from each other and to make their knowledge available within interdisciplinary teams. Initially this principle would have applied to the merged FOM office and NWO office in order to facilitate the mutual collaboration. Building further upon this, COR-FOM came up with the idea of the Mobility Pool, which is mainly intended for supporting (technical) personnel within the NWO-I organisation. This would be a pool of volunteers who in the event of calamities, a personnel shortage or lack of specific knowledge could be deployed on an NWO-wide basis to assist within a team for a given period of time. The strength of this proposal is that no extra personnel costs are incurred. Within the pool, hours are saved by an organisational unit that provides personnel and are written off again when pool employees are used. FOM later worked out a further elaboration of the 70/30 principle and the Mobility Pool into a discussion note entitled 'Also Elsewhere'.

### INITIATIVE PROPOSAL APPOINTMENT UNIVERSITY RESEARCHERS

In COR-FOM's opinion, one of FOM's strengths is that it is the employer of PhDs who are appointed with its research funding. Consequently, as an employer, FOM has a good overview of the progress of the PhD research and can intervene when necessary. Furthermore, FOM can monitor whether the training and the work climate for PhDs is of sufficient quality. In the new NWO, PhDs will be appointed at universities with funding from NWO. Although NWO is responsible for creating these positions, the university is the employer and accordingly the responsibility for the well-being and quality of a PhD and his or her PhD research will lie there. In terms of rights and duties, the working conditions for PhDs can vary considerably and this can have a negative effect on both the research climate and the researchers.

COR-FOM therefore proposed that the employment of young researchers at universities should continue to be a part of NWO-I. This will ensure a strong focus on good science as well as an honest and equal treatment of young researchers at different universities. COR-FOM realises that this point will be difficult to realise in view of choices made in the past. Therefore, COR-FOM proposes that NWO should at least refine the granting conditions by posing requirements on the quality of the working climate and supervision (training, contact hours, percentage educational tasks, etc.) and by reporting about the quality of the working climate in the NWO Annual Report.



## 6. OTHER SUBJECTS

### POSTPONEMENT ELECTIONS

The normal elections for all FOM works councils should have taken place in December 2016. FOM-COR and the works councils of the FOM institutes and the FOM office decided, however, to extend the term in office by a maximum of six months due to the NWO transition and the transformation of FOM into NWO-I with effect from 1 January 2017. The works councils think it is important that some continuity remains during this period full of changes. Furthermore, it is expected that elections will take place for the new (central) works councils within NWO in the spring of 2017. Approval was requested and received from the FOM director, the institute directors, the trade unions and the employees for the extension of the term in office.

### CONTACT AND AGREEMENTS OF FOM WITH GRADUATE SCHOOLS

In 2015, FOM-COR received a request for advice about the conclusion of agreements between FOM and the various graduate schools of universities. The aim of this was to make the requirements posed by FOM and the graduate schools with respect to FOM PhDs clear and to ensure that forms would only have to be completed once. After consultation with FOM-COR, FOM sent out a questionnaire in 2016 to gain a better picture of the opinions of FOM PhDs concerning graduate schools and FOM. The results from the survey have contributed to a better picture of FOM PhDs. An interesting detail is that the PhDs feel treated as students by the graduate schools (mainly at certain universities), whereas they feel that FOM treats them as full-fledged employees (young professionals). FOM has pledged that it will extensively inform FOM PhDs as soon as the agreements with the graduate schools have been made. However, due to the NWO transition this has been postponed until a later date.

### CONTACT WITH PROMOVENDI NETWORK NEDERLAND

The request for advice from FOM with respect to the agreements with graduate schools led to COR-FOM questioning how the codetermination at the graduate schools is arranged. It would be a positive step if FOM PhDs could maintain contact with local PhD networks affiliated with the national *Promovendi Netwerk Nederland* (PNN). Several local networks stated that they wanted to invite FOM PhDs for activities (such as networking evenings), but that they could not reach them because FOM PhDs do not go to the introduction day at the university and the networks cannot acquire their email addresses either. After consultations between COR-FOM and FOM, general email addresses were created by FOM that the local PhD networks can use to contact all FOM PhDs at their location.

### COR-FOM EDUCATION 2016

As a COR member, you can develop your talents and skills further, for example, through training courses. There was one such course in 2016: a two-day training in February 2016 about the NWO transition. During this training, COR-FOM, under the leadership of Jasper Groen and Maarten Poorter from TAQT, evaluated its first year and worked on making meetings more efficient and goal-oriented. During this training a lawyer also provided an explanation about the legal consequences of a transition for employees and which points COR-FOM should devote extra attention to.

## COMMUNICATION FROM COR-FOM

COR-FOM considers communication with the people it represents – and involvement with them – to be especially important. In this regard, the following standard activities took place in 2016:

- We sent the agendas and the approved minutes to everyone who registers for the COR mailing. You can register for these via [cor@fom.nl](mailto:cor@fom.nl).
- Website: on the FOM website we provided up-to-date information about the COR activities. See [www.fom.nl/cor](http://www.fom.nl/cor) or [www.fom.nl/centralworkscouncil](http://www.fom.nl/centralworkscouncil)
- New FOM employees: the information package issued to all new employees included a COR flyer. The COR also gave a presentation during the introduction days for new employees.
- 2015 Annual Report: the 2015 COR Annual Report was distributed to all FOM employees and included a puzzle with prizes.
- Personal approach: new FOM colleagues at the university locations were welcomed – either personally or by a personal e-mail – by their local COR representative.
- FOM Personnel News: there was a contribution from the COR in nearly every edition of the FOM Personnel News.

Finally, we encourage FOM (and now NWO-I) employees to share their ideas for better or more interesting communication between the COR and the people it represents!



## 7. COMMITTEES AND THEIR COMPOSITION

The COR works with various permanent and temporary committees to prepare items as thoroughly and effectively as possible. An overview of the committees in 2016:

- **Daily Management (DB)**  
Joep Peters (chair)  
Sjoerd Wouda (secretary)  
Jan Just Keijser (vice chair)  
Marc de Voogd (vice secretary)
- **Personnel Affairs Committee (CPZ)**  
Victor Land (chair until May 2015)  
Elwin Dijck (chair from May 2015)  
Jeroen van Houwelingen  
Ben Elzendoorn  
Robert Hart  
Joep Peters  
Sjoerd Wouda
- **Science and Structure Committee (CWS)**  
Han Genuit (chair)  
Casper Rutjes  
Pavel Antonov  
Jan Just Keijser  
Ricardo Struik  
Marc de Voogd  
Mathia Arens
- **Communication Committee (CCC)**  
Sjoerd Vogels (chair)  
Han Genuit  
Marc de Voogd  
Ineke van der Vegt (official secretary)
- **Election Committee (CVK)**  
Sjoerd Wouda  
Robert Hart  
Ineke van der Vegt (official secretary)
- **Education Committee (CCS)**  
Victor Land  
Casper Rutjes  
Ineke van der Vegt (official secretary)
- **Coordinating Group Transition**  
Joep Peters  
Casper Rutjes  
Sjoerd Wouda  
Ineke van der Vegt (official secretary)
- **Representative of COR-FOM in the Contact Body for Works Councils at Research Institutes (KORRI):**  
Robert Hart

• 8. OVERVIEW OF MEMBERS



**CHAIR**  
Joep Peters  
*Utrecht University &  
Wageningen University*



**SECRETARY**  
Sjoerd Wouda  
*AMOLF*



**VICE CHAIR**  
Jan Just Keijser  
*NIKHEF*



**VICE SECRETARY**  
Marc de Voogd  
*Leiden University*



Casper Rutjes  
*UvA, VU, CWI,  
KNAW  
Amsterdam*



Sjoerd Vogels  
*Eindhoven University,  
Radboud University &  
Maastricht University*



Elwin Dijk  
*University of  
Groningen*



Mathia Arens  
*TU Delft /  
Rotterdam*



Pavel Antonov  
*AMOLF / ARCNL*



Jeroen van  
Houwelingen  
*FOM-Office – since  
May 2016*



Victor Land  
*FOM-Office – up till  
May 2016*



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