
Doing your Ph.D. at the University of Twente

This is a publication of the
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the Council for Ph.D. students
at the University of Twente

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Preface

This is the third edition of the information booklet published by the *Twents AIO Beraad (TAB)* (Twente Council for Ph.D. students), informing (prospective) AIOs (Ph.D. students) at the University of Twente about their legal status, rights, duties and related matters. The information booklet was first published in September 1995. Since then much has changed for AIOs at the UT, which made a new, completely revised edition essential (published in September 1998). More developments in the following years resulted in this third edition. Please note that this booklet only offers an outline of the regulations concerning AIOs. You will often be referred to people or institutions that can give you additional information. In addition, the regulations concerning AIOs and OIOs (a slightly different type of Ph.D. student) are subject to changes, particularly with regard to their legal status. For updated information please consult TAB's homepage: <http://www.utwente.nl/tab>.

We hope that this booklet will provide you with useful information. Should you have any comments on its contents, we will be pleased to hear from you. Although various experts have examined the text's accuracy, no rights can be derived from the booklet's contents. At the time of publication, new changes in the AIO policy plan were about to take place. As such, it is advisable to check if the regulations in this edition still apply, on: <http://www.utwente.nl/pao/en/>.

We hope you enjoy reading this booklet and wish you luck in writing your Ph.D. dissertation!

The Executive Board of the Twents AIO Beraad,
September 2002.

Please note: Some Dutch words - like *Twents AIO Beraad* - which are specific to Ph.D. students at the University of Twente have not been translated into English. These Dutch words are printed in *italics*.

Whenever it says 'he' / 'him' / 'his' in the booklet, this may of course also be read as 'she' / 'her'/hers.

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1. Introduction

The booklet is intended for all Ph.D. students at the University of Twente (UT).

The *AIO-stelsel* (AIO system) came into effect on 1 September 1986. As from this date on, university graduates could be appointed as Ph.D. candidates (AIOs) at a university for a period of four years.

On 1 June 1998, a new policy plan regarding AIOs at the UT came into effect. As a result, the employment conditions and fringe benefits of the AIO at the UT have been improved considerably. The new policy plan was updated on 1 June 2000, the most important changes being:

- A set of facilities (see Chapter 4);
- A continuity premium (see Chapter 3); and
- An expansion of the study programmes on offer (see Chapter 2).

This chapter offers a general introduction to what it entails to be an AIO.

1.1 What is an AIO, OIO, or TWAIO?

AIO stands short for *Assistent in Opleiding* (Trainee Research Assistant). There are two kinds of AIOs: two-year AIOs and four-year AIOs. An OIO is an *Onderzoeker in Opleiding* (Trainee Researcher).

AIO. Four-year AIOs are trained to be researchers. They obtain a doctorate (Ph.D.) degree after completing four years of research. The AIO system is based on a so-called 'two-phase structure'. The first phase involves those who have completed their university education and have obtained the degree of '*doctorandus*', '*ingenieur*' or '*meester*'. Then, initially, the so-called second phase offers a more scientific understanding of the study programme, however, in the end, it was decided to combine the second phase with the existing positions available for preparing a dissertation of the Academic Assistants resulting in the job of AIO. This means the AIO is deemed to be in training for part of his working hours; in legal phrasing the AIO is appointed for *further scientific training and education*.

In some cases AIO research is the responsibility of a *research institute*. Research institutes have an independent status within the UT: They may be formed by groups from different faculties and serve to plan and carry out research in specific fields of study.

OIO. This is a variant of the four-year AIO: *Onderzoeker in Opleiding* (Trainee Researcher). AIOs are paid by the University of Twente through what is known as the “first flow of funds” (*eerste geldstroom*, i.e. funds provided by the University of Twente) or the “third flow of funds” (*derde geldstroom*, i.e. funds provided by companies or foundations). OIOs, on the other hand, are paid by the so-called “second flow of funds” (*tweede geldstroom*). The ‘second flow of funds’ are provided by non-commercial institutes, for instance NWO---the *Nederlandse Organisatie voor Wetenschappelijk Onderzoek* (Netherlands Organisation for Scientific Research).

NWO is responsible for a number of foundations, each encompassing its own specific field of study, such as FOM (Foundation for Fundamental Research on Matter), STW (Foundation for Technical Sciences) or SMC (Centre for Mathematics and Computer Science). Until 1 January 1998 OIOs were usually formally employed by such a foundation and were called conventional OIOs. As from 1 January 1998, however, OIOs at the UT are formally employed by the university, while FOM-AIOs are still formally employed by FOM. The UT provides the work place and charges NWO for the salary costs of those OIOs. The new OIOs have the same legal status as the AIOs, with the exception of the teaching tasks : these amount to a maximum of 10% for OIOs (while for an AIO, teaching tasks amount to a maximum of 25%).

Additional information about NWO can be obtained from:

<http://www.nwo.nl>.

Ph.D.students. There are also AIOs at the UT who are not employed by the University and are, as such, not entitled to e.g. the AIO policy plan or other regulations. These AIOs are normally required to seek their own financial support (either from a foreign institute/university, an organisation such as World Bank, or their own source), and some of them may need to pay the tuition for the program. Examples of such kinds of Ph.D. programs can be found on:

<http://www.sms.utwente.nl/frameset.asp?objectID=81&taal=2>

Click ‘TDG’ and then click ‘research’.

TWAIO. The two-year AIO is referred to as TWAIO (*TWEEjarige AIO*). They work at technology universities on TWAIO projects at the, which are research projects and/or design projects combined with courses, lasting a total period of two years. A TWAIO project does not result in a doctorate (Ph.D. degree).

Unless stated otherwise, this booklet discusses four-year AIOs.

1.2 Differences between AIOs and OIOs

In addition to the differences between AIOs and conventional OIOs (including FOM-OIOs) already mentioned in Section 1.1, there are three other differences with regard to their formal status.

1. *Not employed by the UT.* Conventional (and FOM-) OIOs who are employed by NWO are public servants (just like AIOs), but conventional OIOs who are employed by *other* foundations are *not* public servants. As such, both groups of conventional (and FOM-) OIOs cannot benefit from various university regulations, particularly those concerning compensation of costs incurred by research and the obtaining of a Ph.D. degree. To cover these costs, conventional (and FOM-)AIOs have to turn to the foundation(s) that employ them.
2. *Medical expenses.* AIOs must arrange for private insurance. For conventional (and FOM-) OIOs this is a matter of discretion on the part of their employer.
3. *Education.* Conventional (and FOM-)OIOs are often exempted from teaching.

It is important for an OIO to determine which regulations are and are not applicable, as it is not always clear who is responsible---the UT or the foundation. As a result, the conventional OIO may fall between two stools.

One beneficial regulation for OIOs employed by the NWO is that they receive € 450 as a contribution towards the costs of obtaining their Ph.D. degree. In order to receive this bonus, they do, however, have to obtain their Ph.D. within one year following the termination of their contract. Certain departments and foundations within the NWO offer additional regulations. For instance, OIOs who are employed by the STW receive no less than € 1,800 , if they obtain their Ph.D. degree within three months of the termination of their contract.

1.3 What are the AIO's tasks?

AIOs have three tasks:

- carrying out research (resulting in a dissertation)
- following a study programme/taking courses
- other tasks, usually including teaching or supervising

Research. An AIO is appointed for a specific field of research/research project.

Research being their most important task, this should take up at least 75% of the AIOs' time. If so desired, AIOs can negotiate for a higher percentage of research time to be included in their '*Opleidings- en Begeleidings Plan*' (OBP) (Training and Supervision Plan). For more information see Chapter 2.

Study programme. AIOs can follow various (parts of) study programmes during their appointment. These study programmes are often offered within the framework of a research school (See also Section 2.3).

Teaching. According to the Collective Employment Agreement for Dutch universities (CAO), teaching tasks should not take up more than 25% of the AIO's time.

Besides giving lectures, tutorials and practical training, AIOs may also be required to supervise practical training and graduate students. For OIOs the statutory maximum for teaching amounts to 10% of the duration of the employment. This applies to both conventional and "new" OIOs. Please note, though, that this percentage may be higher in some faculties.

1.4 Internationalisation

By using its excellent positions obtained in international research networks, the UT intends to stimulate the training of Ph.D. candidates at an international level. To this purpose, plans are being developed within the ECIU (European Consortium of Innovative Universities) to develop European Doctorates., Networks of Ph.D. candidates are stimulated by the research councils in Denmark, Germany, the Netherlands, Belgium and France. Given the excellent relations with European companies, it is also considered to involve a company or a group of companies operating Europe-wide by having them 'adopt' an international educational network.

At ECIU level a number of European doctorates are now specifically being investigated. Relevant subject fields include materials science, tele-learning, management of innovation and higher education policy studies.

Furthermore, there are plans to substantially increase the current number of international Ph.D. candidates doing research in Twente during part of their study programme or to obtain their Ph.D. (There are at present a couple of dozen international Ph.D. candidates per year). The current training programmes already offer excellent opportunities for international candidates to prepare themselves for obtaining a Ph.D. In addition, specific Ph.D. courses have already been developed in co-operation with overseas parties, particularly in the fields of Applied Mathematics and Business Administration. These study programmes are supported by the *KNAW*, the *Koninklijke Nederlandse*

Academie van Wetenschappen (Royal Netherlands Academy of Arts and Sciences) as well as by the UT, in order to stimulate scientific co-operation with several internationally-oriented institutes in China, Indonesia and in Southern African countries.

Graduate School Twente. In the autumn of 1998 the Graduate School Twente (GST) was established. The administration and supporting staff of this particular unit advises and assists the international study programmes of the UT on the developing of international education, international recognition of degrees, the possibility of obtaining an international Ph.D., and the recruitment of students. The GST plays a co-ordinating and facilitating role in policy development and co-ordinates the international consortia within which the UT offers courses, such as the European Consortium of Innovative Universities and a number of associated universities in Africa, Asia and Latin America. Within this framework the Graduate School will assist the educational institutes in developing European Doctorates and other forms of internationalisation of the AIO study programme. For information on scholarships for studies abroad, see Section 4.2.

The remainder of this information booklet is composed as follows. The next chapter discusses in detail the Training and Supervision Plan (OBP) of the Ph.D. candidate. Chapter 3 discusses the legal position and the terms of employment. Chapter 4 discusses the financial aspects of obtaining a Ph.D. Chapter 5 deals with the regulations and procedures in relation to obtaining a Ph.D. In Chapter 6 offers an overview of the possibilities of finding a job after the Ph.D. has been obtained. Finally, Chapter 7 presents several organisations that promote the interests of AIOs.

2. Training and Supervision Plan (*Opleidings en Begeleidingsplan*, OBP)

A very important document for the AIO is the Training and Supervision Plan (*Opleidings- en Begeleidingsplan*, OBP). In general, this plan should be drawn up within 3 months after entering the employment. Although the UT holds the principle that the OBP must be drawn up before the AIO's actual appointment, this is in practice not always the case. The OBP contains the main issues regarding the AIO's tasks and concerns in particular:

- research planning
- agreements on supervision
- agreements on taking courses
- teaching tasks
- seminars

The OBP plays a part in the official assessment after the first year of the AIO's appointment. The plan serves as a backup should problems arise during the period of employment. As such, it should be carefully drawn up by the AIO's supervisor and agreed on by both parties. An example of an OBP can be found in Appendix A, and the first three parts of the OBP are discussed in the following Sections.

2.1 Research Planning

Generally, the topic of any Ph.D. research is determined by the responsible faculty or research group. This means that prospective AIOs have to apply for a particular research position *and* topic; they have no say in establishing the research area, and can only hope to find a place and topic that they are interested in.

The above procedure is adopted primarily to assure that AIOs need not spend too much time and energy on obtaining a supervised place in a current research project. In practice, however, the procedure offers only a limited advantage as the AIO will still have to get familiar with the subject of which he does not necessarily know much due to the limited choice in subjects. It is important to study the research planning thoroughly in advance and to consult others whenever possible. If the planning is only roughly outlined or even inconsistent, it may be useful to discover what the planners and/or the supervisor had in mind with it and to take your time to further develop the topic.

In some cases, prospective Ph.D. candidates are offered the opportunity to present their own research plans. These cases typically involve graduate students who have already worked within a specific group and are then invited to write their own proposal. Prospective AIOs who wish to submit their own proposal are advised to participate in existing research programmes or to work on key aspects of the research carried out by the relevant research group.

2.2 Supervision

Another important aspect in obtaining a Ph.D is the supervision that AIOs are entitled to. Although the Collective Employment Agreement Dutch Universities does not stipulate an exact amount of supervision, it is advisable to lay down the frequency of appointments with supervisors in the Training and Supervision Plan. Whenever serious problems arise between the *promotor* or supervisor and the AIO, an assessment interview may take place (see Section 3.6). In addition, it may be useful to enquire beforehand how many Ph.D. candidates are already under the supervision of the prospective *promotor*. If there are too many, this may jeopardise the quantity and quality of the supervision. It may be a good idea to talk to people who are obtaining or have obtained their Ph.D. degree under the supervision of the prospective *promotor* to see how the supervision will actually take shape in practice.

It is always advisable to have an additional supervisor next to the *promotor*. This supervisor should preferably not be a professor, but, for example, a senior university lecturer who will probably have more time for supervision and is easier to approach. Obviously, having a second supervisor is particularly essential when the *promotor* has no specific expertise in the relevant subject. Details concerning this second supervisor had best be included in the Training and Supervision Plan.

2.3 Taking courses

AIOs commonly spend about seven months of their four-year appointment on taking courses, with course work taking up approximately 14% of their total working hours at the UT (See a TAB survey in 1997). While this may seem like a burden, taking courses offers AIOs the opportunity to specialise themselves in specific areas. Some faculties have networks organising second-phase courses, and first-phase courses are on general offer.

Research schools. AIOs can also take courses in the so-called research schools. A research school is an independent organisational unit that is responsible for its own budget. In a research school, researchers from one or

several universities in a particular subject field combine their knowledge in order to increase the quality of the research and to develop a coherent research programme. In addition, research schools aim to improve the training programme of AIOs and OIOs. Such training programmes may include courses and seminars that are also taken part in by Ph.D. candidates from affiliated universities. Research schools are typically founded within the framework of one or more universities, sometimes even in co-operation with other research institutes, such as TNO (Netherlands Organisation for Applied Scientific Research).

Summer schools. AIOs can also participate in so-called summer schools. These usually offer two- or three-day courses designed for Ph.D. candidates in a specific subject field, which obviously offers good opportunities for networking. More information on these courses can be gained from the relevant research institutes.

Courses offered by UT. An important part of the AIO policy plan that came into effect on 1 June 1998 was the intention to start offering in-house courses especially for AIOs. The Personnel Department (PA&O) and International Office of the UT became responsible for organising these courses, and several courses have been on offer since October 1998. Below are some of the courses that are available (the programme may be subject to change):

- English writing skills for AIOs (with the emphasis on preparing articles)
- Fluency in English for AIOs (lectures, seminars)
- General management course for AIOs (beginners/advanced students)
- Meeting skills
- Presentation techniques (presenting your theory, lectures)
- Dutch for international AIOs
- Searching for literature in a methodical manner (in co-operation with the University Library)
- Application courses (in co-operation with the *Arbeidsmarktsteunpunt*, Labour Market Support Centre)

AIOs can pay for these courses with the set of facilities that are included in the AIO policy plan (see Chapter 4).

In addition, the *Onderwijskundig Centrum*, OC (Educational Centre) organises courses on general education and the *Centrum voor Informatie Voorziening*, CIV (IT Information Centre) organises courses on (computer) automation. AIOs regularly receive information on these courses.

The *Loopbaancentrum* <http://www.utwente.nl/loopbaancentrum/> (Careers Centre) organises courses focusing on career opportunities after obtaining your Ph.D. (See also Chapter 6).



3. Legal status and terms of employment

The AIO is a member of the university staff and largely has the same rights and duties as the rest of the staff.

3.1 Salary

The introduction of the AIO system involved a new salary scale, which resulted in AIOs receiving a certain percentage of scale 10 (the scale for starting academics). This percentage applies because an AIO, being in training, is only partly productive. The percentage used to be 55% in the first year, 60% in the second year, via 70% in the third year and 85% of the final year. However, since the last negotiations (2001) the amounts have risen to € 1,477.- in the first year, €1,588.- in the second year, € 1,747.- in the third year and € 2,110.- in the final year (about 70% - 87% of scale 10)¹. The OIO salary is the same. AIOs can receive a so-called 'payment for recruitment or continuity purposes' premium (also referred to as 'continuity premium' (*bindingspremie*, Art. 8.21 of the Collective Employment Agreement for Dutch universities). This arrangement allows the AIO salary up to rise up to the MOZ level (See list of abbreviations). Note that the premium (paid as a monthly allowance) is not taken into account for the building up of pension rights.

General continuity premium for AIOs. For AIOs and new OIOs (employed by the UT) the above information has been substantially altered with the introduction of the new AIO policy plan of the UT (June 1998). AIOs and new OIOs now receive a continuity premium on top of their salary. This amounts to € 318.- gross per month in the first year of employment, € 227.- in the second and € 137.- in the third year. The premium is a fixed sum, to which the general salary measures do not apply: There is no holiday allowance or year-end bonus linked to the premium, and no pension rights can be built from it. For the current AIOs the measures apply pro rata, i.e. for the duration of the AIO term of service still remaining. The arrangement regarding the continuity premium does not (as yet) apply for conventional OIOs.

For the latest salary arrangement, consult the '*Wegwijzer Personeel*' (Personnel guide), the 'Collective Employment Agreement Dutch universities', 'PA&O News' or the PA&O website: <http://www.utwente.nl/pao>

¹ This information is based on the salary scales of the University of Twente as of 1 June 2002.

3.2 Further payment

Maintaining a partner. AIOs who are maintaining a partner can receive an allowance from the University of Twente up to the level of national assistance. This allowance is laid down in article 15.19, paragraph 6 of the Collective Employment Agreement Dutch universities. Allowances are paid directly by the UT, after filling out a tax form (tax code 3).

Spreading of income. If so desired, AIOs can spread their income over the four years that they are employed. They then receive more money at the start of their employment, and a little less at the end. They basically make use of a loan built up during the first two years of employment that is to be paid off during the subsequent two years.

Travelling allowance and removal allowance. The most recent agreements on allowances for travel expenses between home and work, travelling, removal and boarding house can be found on the PA&O website. Below is a brief summary of the arrangements that apply at the moment of publication of this booklet.

Removal allowance. In principle AIOs are only obliged to move house if this is 'necessary due to work-related considerations'. AIOs that have to move are entitled to a removal allowance *if* they are appointed for at least two years and move to the work location (i.e. within 30 kilometres of the UT). The allowance can only be claimed once, and amounts to 12% of the AIO's gross annual salary at the time of moving, including holiday allowance. No other allowances are taken into account for the calculation of the removal allowance, and the allowance includes transportation costs. AIOs are entitled to at least two days off for a move.

Travel expenses between home and work. Temporary employees (these include AIOs!) who have to travel far (more than 30 kilometres from and to the UT) and use public transport are entitled to a refund of 75% of their travel expenses. However, if you move, during the period of your employment, from a place within 30 kilometres of the UT to a place which is further away, you are not entitled to reimbursement. In a number of exceptional situations, AIOs can claim a reimbursement for car travel expenses. For further information contact the personnel advisor of the relevant department. For conventional OIOs separate travelling and removal allowances apply, depending on the employer in question. Arrangements on this topic are available from NWO (Netherlands Organisation for Scientific Research).

3.3 Medical expenses

AIOs employed by universities are considered state employees and can, as such, not be insured by means of a health insurance fund, but have to arrange for a private health insurance. The UT has concluded a collective health insurance (*Bedrijfscollectiviteit-Plus*, Amicon), which can be joined by all UT employees without any prior medical selection. For OIOs other arrangements apply. Contact the NWO for further information.

Basic insurance includes standard dental treatment, but other, more elaborate packages are also available. For details contact Amicon on 053-4853100.

AIOs are entitled to a refund of their monthly health insurance premium.

Refunds can be claimed via a special form that all AIOs receive at the beginning of their appointment.

3.4 Pension

For AIOs the pension arrangement ABP (Pension Fund for Public Employees) applies from the start of their employment. This means that premium is paid for building up pension rights and a benefit in case of disability. In some cases it is possible to 'transfer' built up pension rights to a subsequent employer.

3.5 Duration of employment

An AIO is formally appointed for 4 years. Extension of the duration of employment is possible when the employer agrees to this. The appointment can be extended with a maximum of one year (Collective Employment Agreement Dutch Universities, art. 15.18, paragraph 5), during which the AIO's salary is the same as in the fourth year, i.e. 85% of scale 10.3. AIOs with an extension are also entitled to a benefit in accordance with the BWO (Decree on unemployment of teaching and research employees (= unemployment benefit)) and subsequently national assistance, if they cannot find a job after obtaining their Ph.D. (see Section 3.7 for further information).

Working part-time. AIOs are allowed to work on their Ph.D. on a part-time basis, working four days a week and finishing their Ph.D. in five years' time. It is advisable to make arrangements at the very start of the employment, as a later change in work schedule has to be approved with the *supervisor*.

Payment of vacation days. AIOs are advised to use up their holidays as much as possible. Left over holidays can, in certain situations, be turned into wages, but this is typically hard to arrange.

3.6 Assessment

Assessment procedure. As prescribed in the Collective Employment Agreement Dutch Universities (Art. 15.22, paragraph 1), every AIO is assessed after one year of employment to determine whether it is probable that he will obtain his Ph.D. within the appointed time. If this is the case, the AIO's research group is obliged to assume a clear responsibility for the supervision, the financial means and other circumstances which determine the eventual success of the AIO.

The assessment procedure is described in some detail and guarantees that the AIO is given an opportunity to vent his own opinion. It is important to know that the AIO is not present at the initial assessment. This initial assessment is held by the faculty's personnel advisor and the AIO's immediate supervisor (or the *promotor*). During this assessment a form is filled out, which is then handed to the AIO to be read and signed. If the AIO agrees with what is stated in the form, he can sign the form and be done with it. But if he does not agree, he is entitled to object to the assessment within six weeks after receiving it. In extreme cases, there is the possibility of an appeal procedure. A full description of the assessment procedure is available from P&O (see their web site). Certain faculties, such as CT and WB, use their own forms.

Please note that this procedure is not always adopted: A number of faculties consider it a waste of time and will only prepare a formal assessment when the AIO does not function properly. Still, it is important to have a written, well-argued assessment, even if it is positive, which may serve as a backup document should problems arise at a later stage.

Job evaluation interview. In addition to the first-year assessment, there are annual job evaluation interviews between the AIO and the immediate supervisor, during which both can offer their views on how the research is progressing. Job evaluation interviews are often arranged by the personnel advisor, but AIOs can also request them themselves.

3.7 Termination of employment

On termination of employment, and possibly also in the case of interim termination of employment, the AIO receives a testimonial. This testimonial includes a brief outline of the research carried out and a list of publications on this research as well as an overview of the AIO's educational background and of his contributions to academic training (Collective Employment Agreement Dutch universities (CAO, art. 15.23).

Extension of use of facilities. In May 1996, the *College van Bestuur* (CvB,

Executive Board) of the University of Twente determined that AIOs who, after the duration of their employment, still make use of the university's facilities to complete their dissertation (e.g. workstation, use of equipment, library, photocopying equipment, etc.), should be given an extension of employment.

3.7.1 Unemployment benefit

AIOs who are about to finish their Ph.D. project and have no immediate job prospects can apply for an unemployment benefit on the basis of the BWOO (Decree on unemployment of teaching and research employees). They must submit their application within three weeks of becoming unemployed. Details on how to apply can be gained from the PA&O department or the faculty's personnel advisor.

The unemployment benefit is arranged by the USZO (See glossary) in Groningen but as of June 2002 you will have to subscribe yourself at your local CWI (Centrum voor Werk en Inkomen) before you contact them.

International AIOs. In order to qualify for an unemployment benefit, international AIOs must have a residence permit for the period during which the benefit will apply. European residents will typically be granted a residence permit for a period of 5 years, which means that this will probably not cause any problems.

Autumn AIOs. By law (August 1996), AIOs appointed between 15 October and 1 January, the so-called "Autumn AIOs", are typically not entitled to an unemployment benefit. However, the *College van Bestuur* of the University of Twente has decided that Autumn AIOs in Twente will be entitled to an extension of the duration of their employment up to and including 1 January to be eligible for an extended unemployment benefit. This also applies to AIOs who have already obtained their Ph.D.

3.8 Managerial tasks

AIOs can also perform managerial tasks, for instance by becoming a member of the faculty works council. However, AIOs can never be obliged to take on such tasks (Collective Employment Agreement Dutch universities, art 15.20, paragraph 3) nor can the AIO be held responsible for any administrative tasks. AIOs who do perform managerial tasks can, by way of compensation, reduce their teaching task or, in some cases, have their term of employment extended. Agreements on possible compensation had best be laid down before accepting a managerial task.

3.9 Maternity leave and parenthood leave

In principle, AIOs are not entitled to an extension of their employment due to maternity leave or parenthood leave. However, in practice, such extension may be up for discussion. Needless to say, AIOs are entitled to the leave itself. The general rules on maternity leave and parenthood leave can be found on the PA&O web site: <http://www.utwente.nl/pao>. Further information is available in the '*Wegwijzer Personeel*' (Personnel guide), which is published each September.

3.10 Day-care facilities

The UT has its own day-care centre, *De Vlinder*. This centre is situated at the crossing of the *Calslaan* and the *Campuslaan*. For details contact Catalpa on 0800-0743.

The UT also offers extracurricular day care for children up to 14. Contact the *Stichting Kinderopvangcentra Enschede* SKE (Foundation of Day-care centres Enschede) for more information (Tel. 053-4800020).

First and second-year AIOs can make use of the day-care facilities at student rates, which are approximately 50% cheaper than the regular price. Contact Ms Joleen Veeneklaas on 3947. In addition, information on day-care facilities of the UT is also available on the PA&O website.

3.11 Campus

The University of Twente is the only Dutch university that has an Anglo-American campus. Faculty buildings, student housing, sports facilities and cultural facilities are all available within 146 hectares. The campus is situated between downtown Enschede and Hengelo. Several bus routes connect the campus to both cities, and there is a railway station only a few hundred yards from the main entrance of the campus.

The campus guide, with extensive information on the campus, is available from the box office at the *Vrijhof*. Here you can also buy a Union Plus Card, which you will need in order to participate in sports or other (cultural) activities.

A first impression of the UT campus is offered on the web site:

<http://snt.student.utwente.nl/campus/tour/>.

4. The Financial Aspects of Obtaining a Ph.D.

4.1 Costs

Needless to say, any Ph.D research involves costs. Below follows an overview of the kinds of costs incurred, and how these may be financed.

4.1.1 Set of facilities

Until recently, the financing of research costs varied greatly per faculty and per department. With the introduction of the AIO policy plan (June 1998), however, the financing and organising concerning the *training costs* of a Ph.D. candidate have become much more transparent. Together with a new national Ph.D. Collective Employment Agreement, a new policy plan for the period 2000-2002 has been implemented.

The plan ensures that besides getting a salary, each AIO is granted the following facilities:

- Payment of completing and publishing a Ph.D. dissertation through DINKEL/TUP. DINKEL is responsible for the digital version and can, in exceptional cases, mediate when a dissertation is published elsewhere. (e.g. by M.I.T. Press)
- A PC for private use, supplied by the CIV (to a maximum of € 1,361.34)

In addition to this, AIOs can spend a total amount of € 4,538.- on one or both of the following facilities:

- Courses in the field of management, languages, communication and didactics
- Reimbursement for visiting seminars

At the time of writing, a new AIO policy plan is being prepared, the contents of which are still not entirely clear. The faculty's personnel advisor will have details of the latest developments in this matter. It is advisable to specify all chosen facilities in the OBP (Training and Supervision Plan). Please note that AIOs contracted before 01-10-2000 may still make use of the facilities of the 1998 policy plan.

4.1.2 Research costs

The set of facilities that is mentioned above is intended for the AIO's education and training at the University of Twente. It does, as such, not form part of the costs that are involved with carrying out the actual research. For these *research costs* AIOs are dependent on the situation in their own faculty, department or research group. While some departments are financially more healthy than others, it only seldom happens that adequate sums of money have been reserved in advance, with the result that AIOs are often forced to compete with other employees for the available funds and 'special funds'. These are often inadequate, or have already been spent in the course of the year.

AIOs who depend on a limited AIO budget and have no opportunity to draw on group reserves, are advised to have funds reserved in advance, with the possibility to transfer unused funds to the following year. If faculty guidelines do not allow this, or if the available funds are clearly inadequate, then it is still advisable to explicate the extent of the funds concerned. As it is hard to foresee exactly how much money will be needed over a four-year period of research, AIOs are advised to submit a yearly budget to the department, preferably before the departmental budget for the new year is determined. Arrangements vary per faculty and even per research group, so AIOs are strongly advised to find out about them in an early stage of their employment.

4.1.3 Costs involved with the defence ceremony

The defence ceremony itself is paid for by the UT, but all other costs, such as hiring a suit or holding a reception, should be covered by AIOs themselves. The reception can be organised by UT Catering, and can be held in any desired location.

Please note that the set of facilities also includes a contribution to the costs relating to the defence ceremony. The costs for hiring a suit and holding a reception are tax deductible; an optional diner and party are not.

4.2 Visits abroad - grants and funds

As is laid down in the 1998 AIO policy plan, the University of Twente encourages AIOs and OIOs to visit a foreign country for a period of time in order to carry out research or receive further training.

To finance such international visits, a number of grants are available, the most important of which are described in this section. Information on other, smaller and more specific grants can be gained from the DiSC-International Office (<http://intoffice.utwente.nl>). In general, it should be noted that the

application procedures require a fair amount of time and that applications nearly always involve a deadline.

Madam Curie Fellowships. Marie Curie Fellowships offer European placements for experienced researchers as well as for pre and post-doctoral researchers, usually up to the age of 35. Fellowships are available in any scientific discipline that contributes to the objectives of the Fifth Framework Programme (FP5).

(<http://www.cordis.lu/improving/fellowships/home.htm>)

Nuffic. Nuffic (<http://www.nuffic.nl/>) is a non-profit, professional organisation aimed at making education accessible all over the world, and especially in countries where the educational infrastructure is lagging behind. Education is crucial for fostering global socio-economic development, improving the quality of life, and increasing intercultural understanding. Nuffic strives to act as intermediary between Dutch and international educational circles.

The British Council. The British Council

(<http://www.britishcouncil.org/netherlands/science/ukdutch.htm>) in the Netherlands and the Netherlands Organisation for Scientific

Research (NWO) are jointly managing and financing the UK-Netherlands Partnership Programme in Science. The aim of this programme is to enable young and talented researchers from higher education institutions in both countries to meet, exchange ideas and engage in new scientific and academic research collaborations.

University of South Australia in Adelaide. The President's Scholarship Scheme was introduced by the University of South Australia (UniSA) in 2002 to promote international research collaboration in areas of research strength. Approximately 30 scholarships will be offered each year to international and Australian fee paying research degree students.

(<http://www.unisa.edu.au/orc/resdeg/president.htm>)

Fulbright AIO and OIO grants. The Fulbright Program

(http://www.netherlands-embassy.org/c_nacee.html) in the Netherlands aims to stimulate the exchange of students, scholars and teachers between the USA and the Netherlands by providing grants for study, research or lecturing in both countries. Grants are awarded on the basis of academic or professional achievements, but attention is also paid to the grantee's ability to be a good representative of his/her country. The NACEE establishes the numbers and categories of grants, reviews applications for (nominated) American and Dutch scholars, teachers and students and provides orientations and facilitative services.

NWO. NWO (Netherlands Organisation for Scientific Research, (<http://www.nwo.nl>)) promotes scientific research at Dutch universities and research institutes and seeks to raise the quality of that research. Innovation forms a key element.

Here are some tips for applying to any of the above funds:

- Going abroad requires a lot of effort on the AIO's part. Be prepared to show initiative, patience, and perseverance. Above all, start preparations **in time**.
- For a general orientation on the possibilities of studying abroad, make an appointment with the mobility functionary (tel. 4697) of the International Office (<http://intoffice.utwente.nl>).
- It is advisable to read the Nuffic booklet "How to obtain your PhD in the Netherlands". This booklet is available for free at the International Office.
- Also consult VSNU's *Geldbron* (source of money), which is the most important guide on research and studies. *Geldbron* is a unique search and signal service on the Internet, providing academic researchers, lecturers and students with a quick means to find relevant information on Dutch, European and other international subsidies, grants and prizes. The *Geldbron* signal service offers the opportunity to carry out automatic searches for new Internet sites that meet a given search profile. Results of these searches are dispatched weekly via email. Look at <http://ows.ic.uva.nl/geldbron/>.

5. Procedures and Regulations

5.1 Defence ceremony

All information about the defence ceremony can be found in the booklet *'Promotiereglement van de Universiteit Twente'* (Regulations of the University of Twente for obtaining a Ph.D. degree), which contains the full regulations for obtaining a Ph.D. In addition to giving general definitions, it devotes separate chapters to topics like the research student, the dissertation, the supervisory committee and the defence ceremony itself. The booklet also contains a series of appendices, which cover the sections of the law including exemplification. Practical matters are also included in the booklet. For example, the appendix 'guidelines for the research student' states when to set a date for the defence ceremony and when to hand in copies of the dissertation to the *'College voor Promoties'* (Doctorate Board). It also offers information on the requirements for the title page of the dissertation, as well as some sample forms and, obviously, the protocol for the ceremony itself. The regulations are subject to change, so always make sure consult the most recent set. These can be obtained from BB (abbreviation of *'Beleidsbureau'*, Management Office), on the 6th floor of the BB building.

An important consideration in obtaining a Ph.D. is the final 6 to 9 months leading up to the defence ceremony. This period involves a lot of thinking ahead. For instance, the dissertation should be handed to the supervisory committee about 12 weeks before the actual defence ceremony, in order to allow them to read the work attentively. Another important element is the date of the ceremony. In principle, ceremonies take place on Thursdays and Fridays only. This means that in order to be scheduled at a favourable time (like late Friday afternoon!), dates are preferably set about a year (!) in advance. As a rule, though, dates have to be registered at least 6 months in advance at the registry of the Doctorate Board (BB-638, extension 2025).

5.2 Ph.D. Dissertation

Free copies of the dissertation should be offered to a number of people and authorities. These include the members of the supervisory committee as well as the *pedel* (registrar, the "master of ceremonies" of the defence ceremony), who should receive ten copies. Five more copies should be reserved for the library,

which also asks for an electronic version of the dissertation. Usually the research group will also want several copies, but there are no general rules stating how many they should have.

5.2.1 ISBN number

It is strongly recommended to obtain an ISBN number for the Ph.D. dissertation. This unique number serves to trace publications, and costs around € 20. Applications for an ISBN number should be made via the University Press (Please consult the regulations for Ph.D. degrees for more information on the use of ISBN for dissertations).

5.2.2 Printing

Since this procedure is highly dynamic, with rules constantly changing, AIOs are recommended to find out about current rules approximately one year to 6 months before the actual printing phase. Described below are the rules as they apply in August 2002.

5.2.2.1 First phase (digital phase):

- Upon starting their appointment, Ph.D.-students will have to sign a 'right of usage' (NOT the COPYRIGHT – which belongs to the Ph.D.-student) and hand this over to the Twente University Press (TUP), residing under the Dinkel Institute. Ph.D. students who have been appointed before this regulation came into effect will have to sign a similar agreement in 'the near future'. This right of usage only applies to the digital version of the dissertation.
- After completing the actual writing of the dissertation, a digital version of the manuscript should be handed over to TUP, who will publish the manuscript digitally. TUP aims to publish dissertations in the XML-language (starting presumably after 2002), but until technical difficulties are resolved, they will accept PDF-format or PS-format.

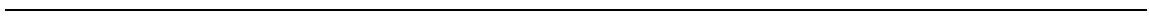
This first phase does not involve any costs on the part of the AIO.

5.2.2.2 Second phase (hardcopy phase). AIOs can either:

- Print the dissertation on any printer. TUP will guide the process and deliver a digital copy to the printer of choice.
- Publish the dissertation at a renowned publisher (i.e. MIT Press), providing that they are interested. TUP will offer assistance during negotiations and the publishing process.
- Publish the dissertation at TUP. AIOs will receive approximately 150

basic copies. Additional costs are involved for extras, such as a coloured cover, a bigger edition, etc.

This second phase involves costs of around € 1,360 excluding additional costs. This amount will not affect the new policy plan of new and first or second year AIOs. Third and fourth year AIOs should deduct the amount from their budget and can choose from the options in the second phase. Any additional costs can likewise be deducted from the budget ($1,361.34 + 907.56 = 2,268.90$ max).



6. Finding a Job

It might still be a long way off, but there will come a time that you will have to start looking for a job. For the majority of the AIOs a new (permanent) appointment at the University of Twente is not an option. This Chapter will discuss several agencies that may help you find a suitable job.

6.1 *Loopbaancentrum* (Careers Centre)

Established in 1996 as the 'Labour Market Support Centre' (Arbeidsmarktsteunpunt), and now called the Loopbaancentrum (Careers Centre), this institution offers advice to temporary and former employees with regard to their future careers, either within or outside the UT. It is initiated by the services 'Personeel Arbeid & Organisatie' (PA & O) and 'studentenzaken' (DSZ) of the University of Twente. The Careers Centre aims to assist temporary employees, AIOs, OIOs, MOZ/MOWs who have recently obtained their Ph.D. degree as well as other academics who have completed an educational or research project.

The Careers Centre offers tailor-made services: together with the temporary or former employee of the UT a (course) program will be set up that matches the personal wishes and capacities of the (prospective) applicant. In preparation of the search for a new job it is usually necessary to have some form of individual and/or collective career guidance. Career guidance does not necessarily have to cover the entire range of services of the Careers Centre. Sometimes it may suffice for someone to have a single interview followed by an independent visit to the information/documentation centre. In other cases it is desirable/possible to receive more extensive guidance. A daily consulting hour is open to everyone with questions from 12.30 to 14.30 (check at the desk). The Careers Centre is situated in 'de Vrijhof', room 155, which is next to the Central Library.

6.1.1 Career orientation during your appointment as an AIO

The Careers Centre provides a wide range of courses in the field of career orientation. The courses for PhD Students are:

- Career management;
- Career development plan;
- Scientific writing;
- Presentation skills;

-
- Scientific publishing;

The career development plan consists of a total of five modules, all in English. The modules can be followed independently of one another:

- *Choosing the right career opportunity*: basic foundations by making choices; exploring one's own possibilities and competence; working with objectives; developing decisiveness; convictions.
- *Enlarging self-knowledge and self-analysis*: recognising personality traits; core qualities; drawing up a profile.
- *Application skills*: curriculum vitae and job applications; structuring a job interview; tips on common pitfalls; responding to difficult questions; non-verbal skills.
- *Personal effectiveness*: realising results; maintaining a balance between work and private life; time management; handling stress and tension effectively; tips for a better distribution of energy; understanding the dynamics of power and influence.
- *Social effectiveness*: realising results; networking; understanding the dynamics of power and influence; communication skills.
- *Discussion skills*: handling the main phases of this process; relevant communication techniques; skills for presenting effective arguments; skills relating to different advisory styles; dealing with resistance.

Together, the five modules cover 8 days, which can be spread across the entire duration of the contract until about 6 months before the end of the contract. During the last 6 months guidance will be geared towards the actual finding of employment, for which purpose a matching system and a vacancies database have been set up.

It is also possible to follow only certain parts of the total range of courses. . Costs of the courses amount to € 182 a day (including material, coffee, tea and lunches), which can be covered by the AIO budget for training and courses.

Registration is possible via phone, fax, E-mail or the Internet (<http://www.utwente.nl/loopbaancentrum>, or just follow the link through 'faculteiten en diensten' on the homepage of the Universiteit Twente).

After registration follows a so-called *admission interview*, which will assess each AIO's needs and determine in what form and how long the guidance will be given. Please note that registration involves committing on both sides.

For further information please contact:

Loopbaancentrum
Universiteit Twente
PO Box 217
7500 AE Enschede

Phone: 053-4895688

Fax: 053-4892149

E-mail: loopbaancentrum@utwente.nl

The Loopbaancentrum is strategically located at Vrijhof 155, adjacent to the central library.

6.2 *Bedrijven Kontakt Dagen*

Not only the Careers Centre, but also the TAB and the LAIOO (National Council for Ph.D. students) organise events on job market orientation, such as symposiums on career development, or events where companies and research students can meet each other. Please note, though, that these events are usually of a rather general nature because of the very different backgrounds of the AIOs that participate.

AIOs who are mainly interested in companies that are primarily active in their own field of knowledge are advised to contact the student union of the faculty where they are employed. These student unions regularly organise so-called “*Bedrijven Kontakt Dagen*” (Company Contacting Days), where undergraduate students can orientate themselves on the job market. Companies present themselves to students through presentations, and even personal interviews are held.

6.3 Becoming a teacher – the ELAN-institute (University teacher-training department)

After graduating, students from technical faculties can follow a course that is divided in a pregraduate and a postgraduate (second phase) part, which allows them to teach mathematics, physics or chemistry in secondary schools. As from September 2002, the courses General Economy, Corporate Economy and Social Studies will also be offered. To be admitted to this teacher-training program (*Lerarenopleiding*, ELAN), students are required to have followed several (orientating) educational courses (worth 21 study credits) during their undergraduate program.

Next to this pregraduate part, the postgraduate part mainly consists of practical training sessions at secondary schools. This part is also available to AIOs of all technical faculties. It consists, again, of 21 study credits. Students with an ir-diploma may get an exemption of 7 credits.

Obtaining a postgraduate teaching diploma could be interesting for AIOs, even if they do not want to be a teacher, but aspire a career within the university.

Further information on the teacher-training program is available from ELAN; TO-building, room H221, extension 3560.

For other information consult their website, which can be found on the home page of the faculty of Educational Science (Toegepaste Onderwijskunde) <http://www2.edte.utwente.nl>, and click on 'afdelingen', and then on 'Instituut voor Expertiseontwikkeling in het VO (ELAN)'.
The link 'onderwijs' provides details about the teacher-training program.

7. AIO Organisations

There are a number of networks for AIOs, both on a national level (LAIOO) and on a university level (TAB). Some faculties have set up separate networks for AIOs. Enquire after these upon starting the employment.

Below follows a description of the activities of the TAB and the LAIOO.

7.1 7.1 *Twents AIO Beraad* - TAB (Twente Council for Ph.D. students)

The *Twents AIO Beraad* (TAB, Twente Council for Ph.D. students) was founded in early 1994 by a number of AIOs from various faculties. It basically involved revitalising the so-called *Twents AIO Overleg*, which had been inactive for some time. One of the first exploits of the TAB was a correspondence with the *College van Bestuur* (CvB, Executive Board of the University of Twente) on the drawbacks of introducing a system of grants.

The TAB consists of a board and representatives from all the faculties. The TAB aims to inform AIOs on all relevant subjects and to represent their interests. Moreover, the TAB hopes to serve as a contact centre for AIOs, by organising social gatherings and by publishing this booklet. The TAB's website always contains all latest information. Please consult

<http://www.utwente.nl/tab/>.

In order to find out more about the situation of the AIOs at the UT, the TAB regularly conducts surveys. The latest survey dates from the first half of 1997. ; its results were published on the TAB website.

On a national level, the TAB has a representative who attends meetings of the *Landelijk AIO-Overleg* (see below).

The TAB also has contacts with various organisations within the UT, in particular with the PA&O Department, in order to exchange information that will help to properly represent the interests of AIOs. The TAB is subsidised by the *College van Bestuur*, but operates independently.

7.2 Landelijk AIO Overleg - LAIOO (National Council for Ph.D. students)

The *Landelijk AIO Overleg* (LAIOO, National Council for Ph.D. students) is an association of representatives of the local departments (of all the universities, NWO and FOM). The AIOs of the UT are represented through the *Twents AIO Beraad*.

The LAIOO represents the interests of AIOs by improving their general legal status and attempting to achieve a better interpretation of the AIO system through initiatives of its own. In the past, the LAIOO has had two studies carried out into the functioning of the AIO system, the results of which were handed to the Minister of Education, Culture and Science. The LAIOO regularly contacts members of parliament and averagely has three consultations a year with the Ministry of Education, Culture and Science.

The LAIOO has a website: <http://pubwww.tudelft.nl/laioo>.

A Opleidings- en BegeleidingsPlan (OBP)

Training and Supervision Plan

Below follows a summary of several items which should be covered by the Training and Supervision Plan (OBP). Examples and set-up are taken from the booklet "*Kiezen voor de wetenschap, gids voor promovendi*" (Opting for science, a guide for Ph.D. students) by M.J.H. van der Weiden and others, 1994.

A.1 Aim of the employment

The Training and Supervision Plan begins with a general section, stating name, faculty, research group as well as the starting and final date of the employment. Subsequently, the aim of the employment is described.

example

Being an AIO (Ph.D. student) has as aim the further academic training of the associate appointed, resulting in a Ph.D. degree. In order to achieve this aim, the university is obliged to employ the AIO and to guarantee the training and supervision of the AIO within the framework of programme that has been determined in advance. The AIO is obliged to carry out the designated tasks and resulting obligations. After the first year there is an assessment to judge whether, in view of the way the work has been carried out, the object in view can be reached within the stipulated time. A negative outcome will result in the termination of the employment by the university.

A.2 General description of tasks

example

The AIO has three main tasks: research, training and teaching. Research and training together will, on an annual basis, make up at least 75% of the AIO's time.

research

(Brief indication of research programme): The developing of methods of measuring and standards for a database relating to the exerting of maximal and optimal physical strength on durables.

training

(Brief indication of the relevant training): Extent of approximately 400 hours, spent as much as possible within the first six months of the fields: electronic instruments; multivariate analysis; research methodology; the bio-mechanics of muscle power; information science of database c.w. expert systems.

teaching

(Brief indication of teaching tasks): not during the first year; to be determined in further detail in the following years: ergonomics practical training and ergonomics dissertation.

A.3 Reporting obligations

The tasks mentioned under A.2 result in the obligation to report annually on the activities carried out and on (adjustment of) the research programme. This report is submitted by the AIO to his *promotor*/supervisor. The teaching results can also be assessed. Below follows an indication of how and when the reporting is to take place.

A.4 Supervision

This section describes who the *promotor* and/or supervisor will be and the number of hours a month that the *promotor*/supervisor will spend discussing the progress of the research with the AIO.

A.5 Assessment

This item deals with the assessment procedure. After the AIO's first year of employment, there must be an assessment of the AIO, in the presence of the mentor. This assessment is based on the progress and results that the AIO has achieved during his employment so far.

A.6 Adjustment to the Training and Supervision Plan

Further interpretation and possible adjustment of the Training and Supervision Plan takes place after the first year, if necessary from year to year. Adjustments are recorded in the appendices to this form. Adjustments to the Training and Supervision Plan require explicit consultation with the relevant AIO.

A.7 Testimonial

On termination of the employment, also before the end of the contract, the AIO is provided with a testimonial drawn up by the department management, containing details on his training, teaching, research and possible publications.

A.8 Diploma

If the 4-year training programme has been successfully completed, this will be recognised, according to the Regulations of the University of Twente for obtaining a doctorate, with a Ph.D. degree certificate.

A.9 Mentor

The mentor of the faculty ensures the upholding of the legal status of the AIO.

A.10 Signing

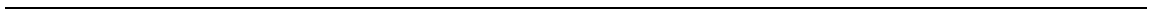
As final activity, the form has to be signed by the AIO, the *promotor*, and possibly the supervisor and the head or dean of the department.

Appendices:

- curriculum vitae
- proposal for AIO doctoral project, approved by the research group
- literature references

A copy of the plan as signed by the parties is sent to:

- AIO
- *Promotor*
- Supervisor
- Head of the department
- Faculty Dean
- Management Director
- College van Bestuur (Executive Board of the university)



B List of abbreviations

| | |
|--------|--|
| AIO | Assistent in Opleiding: Ph.D. student |
| AMS | Arbeidsmarktsteunpunt: Labour Market Support Centre |
| BB | Beleidsbureau: Management Office |
| BIS | Bureau Internationale Samenwerking: International Relations Desk |
| BWOO | Besluit Werkloosheid Onderwijs- en Onderzoekspersoneel: Decree on unemployment of teaching and research employees |
| CAO | Collectieve Arbeids Overeenkomst: Collective Employment Agreement Dutch universities |
| CIV | Centrum voor Informatie Voorziening: IT Information Centre |
| CT | Chemische Technologie: Chemical Technology |
| CvB | College van Bestuur: Executive Board of the university |
| CWI | Centrum voor Werk en Inkomen: Centre for Employment and Income |
| EL | Electrotechniek: Electrical (and electronic) Engineering |
| FOM | Stichting voor Fundamenteel Onderzoek der Materie: Foundation for Fundamental Research on Matter |
| GST | Graduate School Twente |
| INF | Informatica: Computer Science |
| KNAW | Koninklijke Nederlandse Academie voor Wetenschappen: Royal Netherlands Academy of Arts and Sciences |
| LAIOO | Landelijk AIO Overleg: National Council for Ph.D. students |
| MOW | Medewerker OnderWijs: Lecturer |
| MOZ | Medewerker OnderZoek: Research assistant |
| MUB | Modernisering Universitaire Bestuursorganisatie: Modernisation University Governmental Act |
| NACEE | Netherlands America Commission for Educational Exchange |
| NUFFIC | Netherlands University Foundation For International Co-operation |
| NWO | Nederlandse organisatie voor Wetenschappelijk Onderzoek: Netherlands Organisation for Scientific Research |
| OBP | Opleidings en Begeleidings Plan: Training and Supervision Plan |
| OC | Onderwijskundig Centrum: Educational Sciences Centre |
| OIO | Onderzoeker in Opleiding: Trainee Researcher |

| | |
|-------|--|
| P&O | Personeel en Organisatie: Personnel and Organisation Department |
| SKE | Stichting Kinderopvangcentra Enschede: Foundation of Day-care centres Enschede |
| SIR | Stimuleringsfonds Internationalisering: Stimulation Fund for Internationalisation |
| SMC | Stichting Mathematisch Centrum: Centre for Mathematics and Computer Science |
| STW | Stichting voor de Technische Wetenschappen: Foundation for Technical Sciences |
| TAB | Twents AIO Beraad: Twente Council for Ph.D. students |
| TMR | Training and Mobility of Researchers |
| TN | Technische Natuurkunde: Technical Physics |
| TNO | Toegepast Natuurkundig Onderzoek: Netherlands Organisation for Applied Scientific Research |
| TO | Toegepaste Onderwijskunde: Applied Educational Science |
| TW | Toegepaste Wiskunde: Applied Mathematics |
| TWAIO | Tweejarige Assistent in Opleiding: two-year trainee research assistant |
| UCLO | Universitair Centrum voor de Leraren Opleiding: University Centre of Teacher Training |
| USZO | Stichting Uitvoeringsinstelling Sociale Zekerheid voor Overheid en Onderwijs: Institution for social security personnel in public service |
| UT | Universiteit Twente: University of Twente |
| VSNU | Vereniging van Samenwerkende Nederlandse Universiteiten: Association of Universities in the Netherlands |
| VWO | Vorbereidend Wetenschappelijk Onderwijs: Pre-university education |
| WB | WerktuigBouwkunde: Mechanical Engineering |
| WWW | World Wide Web |