

Tenure Track

The fast track for multi-talented academics

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Foreword:

Background to- and creation of Tenure Track memorandum policy 2018:

The University of Twente has had an official and university-wide Tenure Track policy since 2012.

In 2015, the Tenure Track committee evaluated the findings up to that point. The Evaluation Committee has suggested a number of improvements. The evaluation report (reference CvB UIT – 1416) contains a detailed analysis (Chapter 5) and final recommendations (Chapter 6).

In conclusion, the Evaluation Committee stated that:

- The University of Twente should highlight the Tenure Track much more prominently. The Tenure Track is the fast track for multi-talented academics in the areas of research, education, and organization. They are the future academic leaders of the University of Twente.
- The UT Tenure Track must continue to stand out by offering Professorship as the ultimate goal of the track.
- The vast majority of those who embark on the Tenure Track should reach the finishing line. This requires:
 - critical intake selection,
 - organized support in the form of a start-up package (money, time and facilities),
 - and a thorough assessment on promotion.
- When setting out its domain plans, the University of Twente should indicate where scope arises for Tenure Track positions. It should also be clear how this will affect the development of domains, the composition of departments, and the multiannual budget.

In mid-August 2015, the Executive Board adopted the evaluation report and accepted the recommendations made by the Evaluation Committee. The faculties and the service departments are implementing the recommendations. The recommendations in the aforementioned evaluation have been incorporated into the current version of the Tenure Track policy.

This memorandum sets out the jointly agreed University of Twente parameters in relation to the Tenure Track, with the aim to harmonize policy and practice.

Reader's guide

What information is useful to whom?

Target group	Policy memorandum	Appendices
Tenure Trackers (current and potential) and their supervisor	<ul style="list-style-type: none"> ✓ Chapter 1: Tenure Tracks at the UT ✓ Chapter 2: Phase system ✓ Chapter 3: Recruitment, selection, and entry ✓ Chapter 4: Professional development and support ✓ Chapter 5: Assessment and promotion ✓ Chapter 6: Continuous improvement 	<ul style="list-style-type: none"> ✓ Criteria (incl. competencies) ✓ Management profile
Tenure Track committee, Tenure Track coordinator, Human Resources, Board	<ul style="list-style-type: none"> ✓ See above 	<ul style="list-style-type: none"> ✓ See above + ✓ Roles (responsibilities, powers) ✓ Process description ✓ Schemes (appointment of professors, start-up package; exceptional situations)

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1. General

1.1 The UT vision

The University of Twente is accelerating. As a university, we are embracing a bold new set of ambitions and raising the bar even higher. The University of Twente is the leading entrepreneurial university. We constantly anticipate future developments and respond rapidly and effectively to the changing world around us.

1.2 Positioning the Tenure Track

To realize our UT ambitions, we have to pursue an active talent policy: offering opportunities to talented academics by attracting, developing, and successfully retaining talent. In order to make the UT more attractive as an employer, and to optimally challenge and facilitate talented academics, the UT has decided to implement the Tenure Track system for the career development of academic staff as from 2009. Through the Tenure Track, the UT seeks to offer an independent academic career path, based on an agreed timetable for assessment and promotion.

Following the evaluation of the UT Tenure Track in 2015, the UT is positioning the Tenure Track as an **exclusive talent track** for **multi-talented academics** who can be expected to progress in an accelerated pace towards the position of professor 2. The aim is to ensure that highly talented individuals commit to the UT.

The UT Tenure Track is an attractive and challenging option for potential academics of outstanding ability to progress to the level of professor on the basis of their own achievements.

The Tenure Track criteria also set the quality bar for academic promotions aside from the Tenure Track. This emphasizes that the Tenure Track is not the only academic career path at the UT, but an exclusive fast track. Not every vacancy for academic staff is a Tenure Track position. What makes Tenure Trackers different from their peers is both their achievements and their potential: they are regarded as being able to make an outstanding contribution to innovation in research and education. The aim of the Tenure Track is to have new and existing key positions occupied by talented, internally trained academics.

The Tenure Track is the **fast track for multi-talented academics** in the areas of **research, education, valorisation, and organization**. They are the future academic leaders of the University of Twente.

What characterizes the UT Tenure Track policy?

The heart of the current Tenure Track policy at the UT:

- *Fast track for multi-talented academics.*

The UT Tenure Track is an exclusive talent track and a breeding ground for a selected group of highly talented young academics who rank among the very best when it comes to research, education, valorization, and organization, both in terms of achievement and potential. They are expected (by the appointment advisory committee/ BAC) to progress in a relatively short period of time to the position of professor.

- *Academic independence and visibility*

Tenure Trackers set up their own research line, or are selected to take over an existing key position. The academic independence of Tenure Trackers is essential in both cases. However, this independence should not result in isolation. The strategic objective of the Tenure Track is the employment of excellently performing academics with an independent, autonomous academic profile and with impact on the improvement and innovation of education at the faculty or inter-faculty level.

- *Clear career prospects - the prospect of a professorship in the event of outstanding performance*

The UT Tenure Track is an attractive and challenging option for potential academics of outstanding ability to progress to the level of professor 2 on the basis of their own achievements. Good performance guarantees promotion, which means that gaining a permanent employment contract (tenure) and eventual promotion to professor depends on how each Tenure Tracker performs. The aim of the Tenure Track is to appoint academics who are outstanding achievers with the potential to go on to become professors.

Not all Tenure Trackers will succeed. We strive to detect such cases as early as possible (see Section 5.2., Up or out).

- *Individual performance agreements, linked to the UT-wide framework for Tenure Track criteria and competencies*

A Tenure Track is characterised by relevant criteria and clearly formulated individual performance agreements per career move, attuned to the academic's own area of activity and fitting with the context of the mission of the faculty. These criteria and individual performance agreements are linked transparently to the UT-wide framework for Tenure Track criteria and competencies (see Section 3.4, Making performance agreements). The different career stages or phases of a Tenure Track are described in more detail in Chapter 2, The phase system.

- *Effective support for Tenure Trackers*

The UT Tenure Track is an intensive development process that offers talented young people the opportunity for rapid and continuous development. For the career development of Tenure Trackers, it is important that they receive support. Concrete support is available in the form of a start-up package, training courses (tailored to the individual, if necessary) and a mentor, for example. Support for Tenure Tracker supervisors is also available. For more information, see Chapter 4, Professional development, training, and support.

- *High Tech, Human Touch.*

The UT's Tenure Trackers contribute to our High Tech, Human Touch profile. They are able to look beyond the boundaries of their own discipline and make connections within and outside of our organisation. Everyone employed by the UT is expected to enter into collaborative partnerships and to be properly equipped to form coalitions for the benefit of their work on the High Tech, Human Touch interface. Initiating and maintaining these connections is part of the talent of Tenure Trackers.

1.3 Continuously improving the Tenure Track policy

For the Tenure Track policy to be carried out carefully and effectively the process should be examined regularly from a distance, with the parties involved, and checks should be made to see whether any unwelcome developments have occurred, or are occurring. Please go to Chapter 6, Continuous improvement, for more information.

2. Phase system, the UT Tenure Track as a career path

2.1. Indication of time taken to progress through a standard Tenure Track

A Tenure Track has a duration of (indicatively) 10 years in case of intake at level UD-2 to ultimately a promotion to professor-2. Exceptionally talented individuals can progress even more rapidly than the period shown in the overview if they fulfil the criteria more quickly. However, regardless of the level at which an individual joins the Tenure Track, completing it in less than five years is not considered desirable. The underlying motivation for this is to ensure the ability to assess outstanding performance over a longer period of time.

The Tenure Track period of ten years may only be extended on account of personal circumstances, such as illness, pregnancy/maternity leave, or parental leave. For more information, please see Section 3.5, Life events.

It is possible for a Tenure Tracker to commence in this trajectory at different moments (depending on experience and performance in previous positions).

A Tenure Tracker's career looks like this:

	TENURE	TRACK	MODEL	TT phase
PERMANENT				HGL-2 Prof-2 Phase 5
			Adjunct professor	Phase 4
			UHD-2 Associate prof-2	Phase 3
TEMPORARY		UD-1 Assistant prof-1		Phase 2
	UD-2 Assistant prof-2			Phase 1

The details of the phases of a standard Tenure Track are shown in the overview below. Descriptions are given of the scale, average time in the position, the performance appraisals, and the objective.

A STANDARD TENURE TRACK					
Estimated duration 10 years, for those joining at assistant professor 2 level. No life events.					
Phase	Position	Scale	Duration (estimated)	Assessment	Objective
1	UD-2	11	5 years	End of year 2-3	Promotion to UD-1 or termination of employment and outplacement.
2	UD-1	12		End of year 5	Promotion to UHD-2 and permanent employment (immediately after assessment after year 5). <u>Or</u> negative assessment, Immediate start of outplacement (for which a maximum of one year is given). If no life events have taken place (according to description in Section 3.5.), the employment is ended at the end of year 6.
3	UHD- 2	13	2 years	2 years after start UHD-2,	Promotion to Adjunct HGL.
4	Adj-HGL ¹	14	Between 2 and 4 years. On average 10 years after start TT in phase 1	No later than 4 years after starting Adj-HGL	Promotion to HGL-2.
5	HGL-2	16	n/a: falls outside scope of Tenure Track system		

2.2 The yardstick for each phase

Criteria and competencies have been formulated for each phase of the Tenure Track. This criteria and competencies show what aspects Tenure Trackers are assessed on. The starting point is the UT Tenure Track criteria framework.

¹ The implementation of the Tenure Track means the policy on professors has been altered, and that the UT now has the rank of adjunct professor (associate professor 1, with a right to promotion)

3. Recruitment, selection, and entry

3.1. Recruitment

Strategic planning

Whenever a Tenure Track position is created, the aspects examined are the level of growth (or reduction) in the specific research/ education domain, the external and internal funding options, the composition of the current departments, and the expected workforce (incoming-outgoing staff). The Faculty Board estimates, on the basis of the domain plans, the total number of desired Tenure Trackers, for example with regard to where innovation and growth are expected and where funding opportunities lie. In the multiannual budget, the faculties earmark the financing of the Tenure Track positions if they do not form part of the structural funding/permanent staff. As well as innovation and financing, the size and composition of the department/domain may also be considerations for deciding whether or not to offer a Tenure Track position.

Local interpretation and integration

Regarding the decision whether or not to offer a Tenure Track position, it is important to leave room to manoeuvre at local - that is, at faculty – level. One faculty, say, may have a need to acquire young talent and wish to be prepared for any key positions that may fall vacant (succession planning), while another faculty may have growing research domains and wish to create space for new research programmes.

How Tenure Trackers are to be integrated is also a 'local' (faculty) matter. It is important that Tenure Trackers are both given sufficient academic independence and yet are properly integrated in their respective faculties.

Open and international recruitment

Although a corrective one-time action has been taken in the past which made it possible for those already employed at the UT to join a Tenure Track position, recruitment for regular Tenure Track positions are open and international. Candidates from both inside and outside the UT may apply for Tenure Track positions.

3.2. Selection

Selection phase:

The bar is high for joining a Tenure Track, as it is when selecting Tenure Trackers. The entry criteria (UD 2) are the starting point for a standard Tenure Track. For more information, see Appendix 3: Tenure Track criteria UT.

In addition to output-related criteria, selections are also explicitly based on personal qualities (soft skills or competencies). The starting point for selection according to soft-skills is whether the behavior of the Tenure Tracker in question is indicative for his or her capacity to become a Professor 2. The process involves assessing whether the candidate has potential regarding trans-disciplinary characteristics, such as leadership, vision, and visibility. In order to identify soft skills and the development during the track, an assessment may be part of the selection procedure. An assessment can also be used as input for a Personal Development Plan. For more information about the competencies/ soft-skills, see Appendix 4, Leadership profile.

Assessment during selection:

The Tenure Track Committee at faculty level assesses the nomination of candidates and advises the dean on whether or not the candidate should be admitted to the Tenure Track system.

3.3. Entry

Type of contract upon entry:

Temporary employment: Standard Tenure Track positions at the UT initially involve temporary employment contracts of a maximum of seven years. No later than five years after the start of

an employment, an assessment is made as to whether the Tenure Tracker is to be offered a permanent position.

In a standard Tenure Track, that is, in the case of those joining as an UD-2, this assessment will coincide with the assessment at the end of phase 2. The question to be answered is whether the employee can be promoted to UHD-2. A positive assessment is immediately followed by a permanent employment contract and promotion. If this assessment is negative, the Tenure Tracker then has until the end of the sixth year after the start of the Tenure Track to find another position (with the help of outplacement).

The seventh year of a temporary Tenure Track employment is intended solely as a safety net for the exceptional circumstances as a result of which a Tenure Tracker on a temporary contract cannot be assessed within the standard five-year period – such circumstances include illness, pregnancy, maternity leave, or parental leave.

In other words, if no exceptional circumstances occur, then we will adhere to the agreed timetable. An assessment will take place as to whether the individual can become a permanent employee, no later than five years after the start. For more information, please see Section 3.4, Life events.

There are situations in which the offer of a temporary employment is not an option in accordance with the Collective Labour Agreement for Dutch Universities. These situations have to be dealt with on a customized basis and cannot be described here in full. However, how these situations are dealt with must be explained properly to fellow Tenure Trackers to ensure that the employer is seen to be acting consistently.

Intake

The faculty Tenure Track coordinator (a role generally taken by an HR adviser) has an important role in relation to the intake of Tenure Trackers. In collaboration with the supervisors of Tenure Trackers, the coordinator ensures, at the start of the track, that the Tenure Trackers are properly informed about how they are to be assessed for promotion and that they are given individual advice about the facilities that are available to support their development (see chapter on training and support).

In preparation for a promotion, the Tenure Trackers can get specific information from the TT coordinator about what a Tenure Tracker is expected to prepare in the run-up to the assessment by the Tenure Track committee.

An online communications channel aimed specifically at Tenure Trackers is shortly to be launched in support of the above. By way of example, see the ITC portal for Tenure Trackers: <https://www.utwente.nl/itc/intranet/support/hr/tenure-track/>

3.4. Making performance agreements

A framework for Tenure Track criteria has been formulated for the whole of the UT (see Appendix 3), which forms the starting point for the domain-specific criteria formulated at faculty level. The criteria that apply at faculty level are the applicable basic performance agreements for each phase of the track. Additional performance agreements and further refinements can also be made on the advice of the Tenure Track committee, and in consultation with the Tenure Tracker or their supervisor. Performance agreements are made in the context of the faculty's mission. For more information about assessments, see Section 5.1. The performance agreements are presented to the dean for his approval. The dean takes the final decision regarding acceptance, assessment, and promotion. The Tenure Track committee advises the dean on these matters.

Education, research, organization, and commercial knowledge transfer (valorization)

A fundamental aspect of the criteria regards requirements vis-à-vis research, education, and organizational duties. Commercial knowledge transfer and attracting funding are primarily

interwoven in the criteria relating to research, but can in some cases also be contained in criteria relating to education. In maintaining the balance between research and education, it is important not to lose sight of the need to coordinate how the two are deployed, the individual 'agenda' of each Tenure Trackers and those of the group or programme, and of the short and long term.

Output and behavior (soft skills)

Every Tenure Tracker has a set of performance agreements. These performance agreements consist of basic concrete and quantifiable agreements (the faculty criteria) regarding output and of the soft skills of the Tenure Tracker.

- Quantifiable agreements relate to, for example, publications, secured projects, education, organization, etc., translated to discipline and individual performance agreements.
- Performance agreements relating to the soft skills of the Tenure Tracker are qualitative agreements on leadership, vision, and visibility, for example. The starting point is always whether the soft skills of the Tenure Tracker in question are indicative of his or her capacity to become a Professor 2. It is important that clear agreements be made about soft skills and the development of personal qualities. The findings from the development assessment will show which competencies need to be developed. It will then be important to establish how, when, where, and with what support further development is to be achieved.

It should be clear to Tenure Trackers from the start how they are able to demonstrate the results they have achieved to the faculty Tenure Track committee.

Agreements are always set down in writing. Any changes to agreements should also be set down in writing, and must include the underlying reasons for the changes.

3.5. Life events, like pregnancy and maternity leave, parental leave, care leave, long-term illness, or working part-time.

The evaluation of the Tenure Track in 2015 showed there was a need for arrangements for Tenure Trackers in exceptional circumstances. These are life events that can cause Tenure Trackers to fall behind schedule. Examples of these exceptional circumstances are working part-time, pregnancy and maternity leave, parental leave, care leave, and long-term absence due to illness.

The arrangements for exceptional circumstances are described in greater detail in Appendix 6. These arrangements apply from the time of their adoption to every Tenure Tracker, new and existing.

The Tenure Track process is an intensive one, which is generally offered as a full-time job and which requires full-time attention on the part of the employee. However, there are situations conceivable where employees opt for a four-day working week at the UT. This does mean, of course, that it will take longer for the Tenure Tracker in question to attain their performance objectives. Illness can also occur at any time, causing the career process to be delayed. The Collective Labour Agreement for Dutch Universities currently only allows for a three-month extension to this specific type of employment contract (Article 2.2a cao NU). This means that less time may actually be available for meeting the set criteria because of part-time employment and interruptions caused by pregnancy or illness. In principle, there is an agreement within the UT that the criteria for promotion will remain unchanged in such cases. Rather than altering the criteria, the Tenure Track committee can make its assessment at a later time. However, it is possible that the temporary employment could end by force of law. In such cases, individual arrangements would have to be formed, which take into account the situation in question and the importance of the employer acting consistently.

It is also possible that, as a result of previous employment history at the UT, a permanent employment contract is 'created' before the point at which the person in question is promoted to associate professor. These situations have to be dealt with on a case-by-case basis and cannot be described here in full. However, how these situations are dealt with must be explained properly to fellow Tenure Trackers to ensure that the employer is seen to be acting consistently. For more information, see Appendix 6, Arrangements for exceptional circumstances)

4. Professional development, training, and support

The University of Twente encourages and supports the professional development of its Tenure Trackers. With the help of a specific range of training courses, coaching options, and advice, we enable Tenure Trackers to shape their career development. Our training and support are also available to Tenure Tracker supervisors. After all, Tenure Tracker supervisors have primary responsibility in supporting the development of their Tenure Trackers. The Tenure Track coordinator can offer support and provide information about the possibilities concerning training, coaching and counseling.

For each level every Tenure Track participant must meet the criteria (output) that have been laid down in the current faculty Tenure Track policy. Particular attention should be paid to the relevant competencies (soft skills) for each level.

Compulsory development elements

Some development aspects are the same for every Tenure Tracker at the UT. Having the right didactic and research skills and meeting the relevant criteria at the various levels are all standard, for example. Obtaining a university teacher qualification, the UTQ (BKO), is a compulsory part of the professional development of teaching staff. The level of English is also a requirement: every Tenure Tracker must reach the C1 level of the criteria by the end of phase 1, as set out in the Common European Framework of Reference for Languages. Level B2 is the desired minimum requirement for the Dutch language, but this is not a requirement.

Individual development

As well as the standard development elements, a Tenure Track also offers much scope for individual growth. The UT assists Tenure Trackers in their professional development by providing a wide range of development options in the form of training courses, coaching, and individual advice.

4.1. The training and support we offer:

The UT is currently developing a 'Personal Development & Support Program Tenure Track'. The aim is to provide a structured career and personal development programme to assist Tenure Trackers. It includes suggestions for appropriate training and development options for each career phase. There is also an opportunity to take part in peer-review meetings and assistance will be given, if required, in finding a mentor.

Depending on their career phase and development needs, Tenure Trackers can use the individual services offered by the UT. Examples of training, coaching and other support that Tenure Trackers can use are:

General:

- Introduction to the UT, to the Twente Education Model, and to the facilities.
- Themes such as (intercultural) diversity.

Personal effectiveness and professional development:

- Competency-based training and coaching (aimed at networking, for example, or entrepreneurship, collaboration, commercial knowledge transfer, etc.)

- Career coaching and planning

Research

- Including: Veni, Vidi, Vici training courses; training course on ERC grants/applying for grants.

Education

- Professional development for teaching staff, such as: University Teaching Qualification (UTQ/ BKO), Senior Teaching Qualification (STQ/ SKO), Leadership in Education (LOL)

Organization/ management:

- Academic leadership
- Organization and management,
- PhD supervision
- etc.

Apart from what the UT offers, there is also the opportunity of getting more individually tailored support. Tenure Trackers are advised to hold discussions with their supervisor or Tenure Track coordinator in order to make agreements in this area.

4.2. The development assessment

To make a good start to their Tenure Track, every Tenure Tracker is advised to have a development assessment carried out. The assessment is based on the applicable leadership profile of the Tenure Tracker and corresponding competencies (see Appendix 4).

Development assessments can also be used in subsequent phases of the Tenure Track whenever the profile changes. Supplemented where possible with other input such as feedback from peers or colleagues and from the Tenure Track committee, the findings from the development assessments can form the basis for a personal development and support plan. The development assessments are carried out by an independent external assessment company. It is up to the faculties to decide whether or not development assessments should be carried out. Further information about personal development and support plans can be found in Section 4.4, below. The Tenure Track coordinator can offer support and provide information about the development assessment.

The reports on the outcomes of development assessments are private. However, Tenure Trackers should make clear at the time of their assessments by the Tenure Track committee what competencies (soft skills) need to be developed and what action has been taken (or is to be taken) to further such development.

4.3. Start-up package

The UT offers a start-up package for every prospective Tenure Tracker, an important purpose of which is to expedite their academic results and to assist with their successful conclusion of the Tenure Track.

The start-up packages consist of funds for securing the assistance of a PhD candidate at the start of the Tenure Track, a personal budget for conferences and travel, participation on training courses, and individual supervision. Additional agreements may be reached with individual Tenure Trackers concerning the use of lab facilities and the involvement of students and the like. These additional elements will not be included in the generic UT package as they are arranged locally.

Supporting Tenure Trackers will entail the commitment of financial resources and investing time in them, among other things. It is important that agreements are reached with Tenure Trackers in annual performance appraisals (and in the interim) on the required development activities and what these activities will actually involve.

Arrangements will be made with current Tenure Trackers concerning the support needed. The form of support provided should reflect the spirit of this proposal. Faculties/ departments face local differences and differences in terms of financial leeway. The current Tenure Trackers may not derive any rights from this proposal. The principle remains that Tenure Trackers' professional and personal development should not be hampered by lack of resources.

For more information about the start-up package, see Appendix 5.

The Tenure Track coordinator can offer support and provide information about the start-up package.

4.4. Personal development and support plan

Tenure Trackers are responsible for translating the performance agreements (and feedback on their progress) into a personal development plan. For this, they can use a personal development and support plan (known as POP) to identify their development and support needs and draw up a development plan. It is up to the Tenure Trackers themselves to decide whether and how to work with a POP.

The Faculty of Geo-Information Science and Earth Observation (ITC) already works with a POP form. An example of the form can be seen on the Tenure Track website of ITC. The Tenure Trackers can use it in their discussions with their supervisor. They can also use it to view and monitor their progress.

4.5. Support for the supervisor of the Tenure Tracker

Supervisors of Tenure Trackers have also stated a need for support and assistance. A new range of options will be devised for this purpose; individual advice may also be given to supervisors.

4.6. Mentor

The UT believes it important that Tenure Trackers are properly mentored. After all, they have the potential to progress further as academics. Apart from the start-up packages, there appears to be a strong demand for support other than the necessary academic supervision. To this end, Tenure Trackers have the option of taking on mentors from outside their own faculty. The Tenure Track coordinator can offer support and provide information about the start-up package.

4.7. FJUT (annual performance appraisal) discussion as support when monitoring progress

Progress in relation to the performance agreements and the Tenure Trackers' development are subject of discussion in their day-to-day work and feature specifically in the annual performance appraisals between the Tenure Trackers and their immediate supervisors. The results from the annual performance appraisal are used as input for the next assessment by the Tenure Track committee. The agreements in the annual performance appraisal cycle are derived from the individual performance agreements. When new performance agreements are made at the time of an imminent promotion, it is important that the new performance agreements are examined during the annual performance appraisal.

To ensure that Tenure Trackers, the supervisors, and the Tenure Track committee are on the same course, it is important that supervisors are involved with the drawing up of the individual performance agreements and the Tenure Trackers' personal development plans. Guiding, monitoring, and supporting Tenure Trackers are part of the regular line management responsibilities. The immediate supervisors of the Tenure Trackers are therefore key partners in their development.

5. Assessment

5.1. The assessment

Tenure Trackers are assessed according to predetermined performance agreements (see Section 3.4). It should be clear in advance to the Tenure Trackers how they make their achievements visible to the committee. As well as substantiating their achievements, the Tenure Trackers deliver a presentation to the committee.

Nomination of candidates

Nominations should consist of at least a CV, list of publications, a self-assessment, and the Tenure Tracker's motivation, together with a reasoned letter from their supervisor. Input (concerning the Tenure Track) from the two most recent FJUT interviews should also be added. The names of referees should be given at each promotion stage – they will be contacted by the faculty. Specific information about the documentation to be provided may be requested from the faculty Tenure Track coordinator.

Peer feedback as input for assessment on soft skills/ leadership (360 degree feedback)

In addition to research related feedback on the work of the Tenure Tracker, peers from the specific domain can also be a major source of information for assessing Tenure Trackers' soft skills and leadership. Feedback may be acquired in advance of assessments of Tenure Trackers. This could be in the form of 360 degree feedback (the faculty Tenure Track

coordinators can provide information on this) or by asking for references. The latter practice is already widespread.

Who assesses?

Phases:

- from assistant professor 2 (UD-2) --> to assistant professor 1 (UD-1)
- from and assistant professor 1 (UD-1) --> to associate professor 2 (UHD-2))

In these above mentioned first phases of the Tenure Track, nominations for promotion to the next phase are assessed by the faculty Tenure Track committee. The committee advises the dean. The dean decides on the promotion.

In the next phase, from associate professor 2 (UHD-2) --> to adjunct professor, nominations for promotion to the next Tenure Track phase are assessed by the faculty Tenure Track committee. The committee advises the dean. The dean puts nominations for promotion to adjunct professor to the Doctorate Board. In accordance with the regular professor promotion procedure, the Doctorate Board (CvP) has an advisory role vis-à-vis the Executive Board in the case of employments of assistant professors. For more information about adjunct professor employments, see the University of Twente Adjunct Professors Regulations 2011/ Reference 394.121.a/HR).

In the final phase of the Tenure Track, from adjunct professor --> to Professor 2, an appointments advice committee (BAC) is set up at the request of the dean. The committee evaluates the nomination for promotion to Professor 2 and issues a recommendation to the dean. On the basis of this recommendation, the dean decides whether the candidate is to be appointed. The dean sends the proposal to appoint the candidate to the Executive Board. The Executive Board may ask the Doctorate Board (CvP) for advice. The Executive Board decides whether the proposal to appoint should be accepted. For more information about Professor 2 employments, see the section on closed recruitment in the Professors 2016 brochure (reference: CvB UIT – 2213)

After the assessment

After the assessment, the Tenure Tracker receives written feedback explaining the advice of the Tenure Track committee. The advice details specifically the areas where the Tenure Tracker is performing well and which areas could or should be improved.

After each promotion stage, the faculty criteria that apply to the newly reached phase serve as the starting point for the Tenure Tracker's development (and eventual assessment). These faculty-level performance agreements will be added to or refined if necessary. The dean will take the final decision on any such additions or refinements.

5.2. Up or out

In the event of a positive assessment by the faculty Tenure Track committee, the Tenure Tracker in question will be promoted to the next phase of the track.

A negative assessment will always result in the termination of the Tenure Track for the individual concerned.

From assistant professor 1 to associate professor 2, the general assumption is termination of the individual's employment, with the employee looking for a position elsewhere (outside UT). This principle applies to Tenure Trackers on temporary and permanent employment contracts, and to those joining from inside and outside the UT.

At and beyond the position of adjunct professor, a negative result means the end of the individual's participation on the Tenure Track, but not necessarily the end of his or her position as an employee.

Assessments in these situations are very thorough. Negative assessments should not come as a surprise to the Tenure Trackers, and must be based on predetermined performance agreements (see Section 5.1).

Outplacement

After a negative assessment, the UT makes available, for a maximum of twelve months, the facilities needed to help the individual in question to look for a new position.

5.3. From a temporary to a permanent employment contract

Regarding the promotion of a Tenure Tracker whom is eligible for promotion to a permanent employment contract (associate professor-2/ UHD-2), the date of the assessment should be agreed upon well in advance. Thus, the Tenure Tracker is to be informed well in advance concerning both the assessment date, and which preparations they should undertake. The guideline for both actions is 6 months prior to the assessment date.

5.4. Conditions for proposing promotion to Professor 2

- The candidate is already an adjunct professor .
- Performance agreements have been made with the candidate for promotion to Professor 2 and, in the opinion of the dean, these have been met.
- The candidate has been an adjunct professor for at least two years.
- Nomination is no more than four years after employment as adjunct professor (right to promotion is valid for five years)

If these conditions are met, the regular professor promotion procedure will apply (see document: Professor appointments procedure. Reference 398.840/PA&O, April 2010).

6. Continuous improvement

Quality control, specific cases, and monitoring the results

The purpose of the Tenure Track is to have top-quality academic staff for the UT organization. Offering a transparent and guaranteed career path (subject to conditions) makes us more attractive as an employer to talented academics from the Netherlands and beyond. With the introduction of the Tenure Track, we intend and expect to achieve a greater degree of mobility among the UT's academic staff.

For the Tenure Track system to succeed, the following factors are essential:

- Coordination with UT objectives (High Tech Human Touch (HTHT), strategic policy).
- Clear and consistent recruitment and selection procedure regarding entry into Tenure Track system.
- Clear and consistent assessment criteria regarding progress through the Tenure Track system.
- Involvement and behaviour of the responsibilities of supervisors.
- Concrete and honest feedback.
- Good facilities for Tenure Trackers.
- Continuous monitoring of national and international developments regarding best practices in the Tenure Track field.
- Monitoring how the Tenure Track system contributes towards effective strategic personnel planning.

To ensure the quality of the Tenure Track system, it is important that the aforementioned aspects are properly safeguarded.

1. A central Tenure Track evaluation committee will monitor and evaluate the implementation of the UT policy and its effect on results and the workforce. The Central Tenure Track Evaluation Committee will meet every four years with the aim of improving the policy and its implementation where necessary and/ or to bring it up to date. An evaluation of the Tenure Track policy took place across the whole university in 2015. Valuable input for further improvements to the UT Tenure Track was provided by important stakeholders, including directors, Tenure Trackers, managers, faculty councils, the Young Academy, and HR employees.

Tenure Trackers themselves will be asked at regular intervals to share their experiences and suggestions. The Tenure Track policy will also be amended in the interim, if necessary. The policy and documents related to it should be regarded as one dynamic whole that is subject to the laws of the Netherlands and the regulations of the university, as well as to the evolving insights of the University of Twente and faculty boards. If any amendments are made necessary due to changes to legislation, regulations, or insights, the policy and documents related to it can be adjusted to reflect any 'new' situation.

Should any changes to the policy or its implementation affect performance or other types of agreement already in place, arrangements regarding the transition from the old to the new situation will be made for current Tenure Trackers.

2. If the parties so wish, current Tenure Track issues (practical dilemmas) may be discussed at meetings chaired by the Rector Magnificus and the deans (often to coincide with meetings of the Doctorate Board/ CvP). Any objection proceedings may also be discussed by this body. The Doctorate Board advises the Executive Board. The Executive Board takes the decision.

3. Communications concerning the Tenure Track, which are targeted at specific groups, are up to date, and easily accessible, are on the HR site.
4. We will make an inventory of the development needs of Tenure Trackers and expand the options available from the Career Development Centre if necessary.

Appendix 1: Roles, responsibilities, and powers

Role of the Tenure Tracker

Tenure Trackers are expected to take charge of their own development journey. Nevertheless, they will receive support in the process from various involved parties.

Role of immediate supervisor

The immediate supervisors assist and support their Tenure Trackers in their development. The immediate supervisors of the Tenure Trackers are heard by the Tenure Track committee. The results from the annual performance appraisals prior to assessments are used as input by the Tenure Track committee. Each supervisor is also expected to give a clearly reasoned written statement for the assessment file. The statements will provide, with clear underlying argumentation, whether or not the supervisors supports the promotion. The supervisor's letter of recommendation always plays an important role in the assessment. The supervisor is involved with the drawing up of the individual performance agreements, so that everyone follows the same course from the very beginning. The realization of and support for this are followed by the Tenure Trackers and supervisors on both a daily basis and in the annual performance appraisal cycle. If a Tenure Tracker is not supervised on a day-to-day basis by the hierarchical supervisor, then the functional supervisor will be heard, in addition to the hierarchical one.

Role of Faculty Selection Committee, Tenure Track Committee, Dean, and Doctorate Board (CvP)

The faculty selection committee is the Tenure Track committee, which includes the supervisor.

The faculty Tenure Track committee is a broad-based committee of respected academics. For each faculty, there is one Tenure Track committee, which meets at least twice a year. The faculty Tenure Track committee advises the dean on promotions. The dean decides on promotions to the next phase. The dean himself takes the decision up to the level of associate professor 2. If the dean is unable to reach a decision, it may be passed up the line to the Rector Magnificus. The Rector Magnificus and the dean will then come to a joint decision regarding the promotion in question. The Doctorate Board (CvP) may also be consulted. The individual file will be presented to and discussed by the Doctorate Board. The Rector Magnificus is the chair of the Doctorate Board.

From the level of adjunct professor upwards, the dean does not take the decision himself, but instead proposes a candidate for promotion to the Doctorate Board.

For the procedure and composition of the faculty Tenure Track committee, please refer to Appendix 2, Description of the Tenure Track process.

Role of the Doctorate Board in the adjunct professor promotion procedure

In the regular professor promotion procedure, the Doctorate Board advises the Executive Board regarding the proposed promotion. This advisory role also applies to the promotion procedure of adjunct professors.

Role of the appointments advisory committee (BAC)

An appointments advisory committee is set up for Professor 2 appointments. This is an important role because it involves the selection of people who will bear the title of 'professor'. The role of the appointments advisory committee for a Tenure Track candidate is as analogous as possible to the regular professor appointments procedure. See document: Professor promotion procedure. Reference 398.840/PA&O, April 2010).

Role of participation bodies (medezeggenschap)

Making available a Tenure Track position is a strategic decision that the dean makes in close coordination with the Faculty Board. The faculty council has no role (neither consensual nor advisory) in the employment of a Tenure Tracker. However, it is involved if it concerns the faculty domain plan. After all, a successful Tenure Track can eventually result in the promotion to professor. The faculty council has the right of approval of the faculty domain plan. If a Tenure Track position becomes available that falls outside the domains in the domain plan, then the faculty council has the right to advise on the opening up of the Tenure Track position (prior to recruitment).

Role of scientific director

The scientific director's priority is to secure indirect and contract funding. He or she plays an important part in scouting for potential Tenure Trackers. The scientific director may join the Tenure Track committee on the basis of his position as a professor, if the Tenure Tracker's discipline gives good reason for him to do so. This means that he will no longer, unlike in the past, be an obligatory permanent member of the Tenure Track committee.

Role of central Tenure Track evaluation committee

A central Tenure Track evaluation committee was formed at the same time as the introduction of Tenure Tracks, which hold responsibility for safeguarding the quality and continuously improving the Tenure Track system. The committee evaluates the UT Tenure Track once every four years and in the interim, if necessary (see Chapter 6). Their focus lies on policy development, setting parameters, and monitoring the Tenure Track system.

The central Tenure Track evaluation committee consists of the Rector Magnificus, two deans, and two scientific directors. The committee is supported by the HR directorate – specifically, a Talent and Management Development policy adviser. During the evaluation of the Tenure Track, the committee is joined by stakeholders, such as a representative from the UT Young Academy and an HR manager.

The task of advising on individual cases lies with the body of deans (Doctorate Board/ CvP), under the chairmanship of the Rector Magnificus.

Role of faculty tenure track coordinator

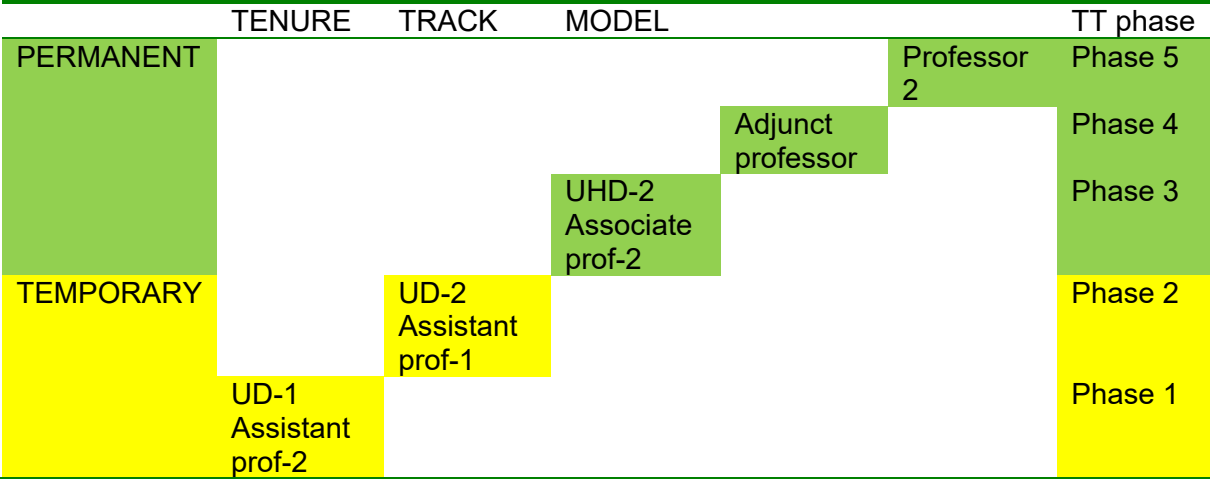
The faculty Tenure Track coordinator has an important role in relation to the intake of Tenure Trackers. The faculties decide themselves how the role is to be fulfilled (for example, by designating one Tenure Track coordinator for the faculty, or by placing these duties in the hands of HR advisers). In collaboration with the supervisors of Tenure Trackers, the coordinator ensures, at the start of the track, that the Tenure Trackers are properly informed about how they are to be assessed for promotion and that they are given individual advice about the facilities that are available to help their development. At the start of the process, Tenure Trackers are explicitly informed about the facilities available to them and about opportunities for support (see chapter on training and support).

In preparation for their promotion, Tenure Trackers can get specific information from the coordinator about what their preparations for the faculty Tenure Track committee are expected to entail. An online communications channel aimed specifically at Tenure Trackers is to be created shortly in support of the above task. The Tenure Track coordinator also has a supporting role for the Tenure Track committee and contributes towards Tenure Track policy-related development in the faculty.

Appendix 2: Description of the Tenure Track process

This appendix has been written for HR, the Tenure Track coordinator, members of Tenure Track committees, and the Board.

A Tenure Tracker’s career looks like this:



The details of the phases of a standard Tenure Track are shown in the overview below. Descriptions are given of the scale, average time in the position, the performance appraisals, and the objective.

A STANDARD TENURE TRACK					
Estimated duration 10 years, for those joining at assistant professor 2 level. No life events.					
Phase	Position	Scale	Duration (estimated) (*)	Assessment	Objective
1	Assistant professor 2	11	5 years	End of year 2-3	Promotion to assistant professor 1 Or end of employment contract and outplacement
2	Assistant professor 1	12		End of year 5	Promotion to associate professor 2 and permanent contract of employment (immediately after assessment after year 5) <u>Or</u> negative assessment, start outplacement immediately (for which a maximum of one year is given). If no life events have taken place (according to description in Section 3.5.), the employment contract is ended at the end of year 6.

3	Associate professor 2	13	2 years	2 years after starting as associate professor 2,	Promotion to adjunct professor
4	Associate professor 1	14	Between 2 and 4 years. On average 10 years after starting TT in phase 1	No later than 4 years after starting as adjunct professor	Promotion to Professor 2
5	Professor 2	16	n/a: falls outside scope of Tenure Track system		

STRATEGIC PERSONNEL PLANNING AND INTEGRATION	
1	<p><i>Strategic personnel planning</i></p> <p>Strategic personnel planning is an effective form of managing the University of Twente workforce and helps ensure the success of the Tenure Track system. The Tenure Track system enhances the appeal of the UT as an employer and is expected to lead to greater mobility among the University's academic staff. Because of the combined factors of innovations in teaching, the strategic choices regarding knowledge/ research domains, and the ageing population, we expect effects on the workforce regarding its size (fewer academic staff), the ratios (fewer assistant / associate professors and more teaching staff), and mobility (staff progressing and leaving). The central Tenure Track evaluation committee ensures that strategic personnel planning is compatible for the future shape of the Tenure Track system.</p>
2	<p><i>Planning for the number of Tenure Trackers in domain plans</i></p> <p>The faculty structures its domain plans in such a way that sufficient information is available to make an estimate of the desired number of Tenure Trackers.</p>
3	<p><i>Tenure Track position budgets</i></p> <p>In the multiannual budget, the Faculties earmark the budgets for Tenure Track positions if they do not form part of the structural funding/permanent staff. This involves an explicit examination of whether sufficient funding is available or can be created in order to offer the relevant start-up package.</p> <p><i>"Before they start recruiting staff for these new Tenure Track positions, the faculties will have to check that they have (or can create) the financial leeway needed to offer this Start-up package. Accordingly, our guiding principle is that, if the Start-up package is not feasible, no new Tenure Tracker will be recruited. The Start-up package requires faculties to use the Tenure Track selectively and strategically."</i> (See appendix 5, Start-up package)</p>
4	<p><i>Consideration: to make a Tenure Track vacancy available or not</i></p> <p>The faculty assesses the size and the composition of the department/domain and the expected entry and departure numbers, and numbers of those progressing through the system, before making a vacancy available, with the starting point being that not every academic staff vacancy necessarily has to be a Tenure Track position.</p>
5	<p><i>Integration of the Tenure Tracker</i></p> <p>How Tenure Trackers are to be integrated is also a 'local' (faculty) matter, so the faculties have enough room to manoeuvre when it comes to making Tenure Track positions available.</p>

RECRUITMENT AND SELECTION	
6	<p><i>Strategic decision on making Tenure Track positions available</i></p> <p>The Faculty Board takes the strategic decision as to whether a Tenure Track position is to be made available. The criteria are the financial feasibility of long-term deployment in a particular discipline and the safeguarding of the interrelationship between chair, faculty, and institute.</p>
7	<p><i>Profile of Tenure Track position</i></p>

	The profile of the Tenure Track position is drawn up and put to the dean for his approval.
8	<p><i>Setting up appointments advisory committee (BAC)</i></p> <p>The vacancy holder (supervisor/department chair) sets up an appointments advisory committee with the dean.</p>
9	<p><i>Composition of a selection committee for the recruitment and selection of a Tenure Tracker</i></p> <p>The committee is made up of no more than seven members, including:</p> <ul style="list-style-type: none"> - Dean - Research or teaching portfolio holder - Department chair (supervisor / vacancy holder) - Programme Director - Peer from outside the faculty or university <p>HR is adviser and secretary to the committee.</p> <p>At least one member of the appointments advisory committee must also be a member of the faculty Tenure Track committee. With a view to the desired levels of diversity among the assessors, at least one of the members of the appointments advisory committee (other than the HR adviser) must be a woman.</p>
10	<p><i>Start of recruitment</i></p> <p>The vacancy holder draws up an advertisement text for recruitment via the media or career fairs, or from his or her networks. The UT Tenure Track criteria serve as input. Tenure Track positions are advertised publicly and internationally. Internal and external candidates may be considered. The applicable UT guidelines with regard to internal and external recruitment are the guideline.</p>
11	<p><i>Selection</i></p> <p>The appointments advisory committee makes a selection from the candidates and holds the interviews. A choice is made on the basis of the interviews, CVs, references, and possibly trial lectures and/or academic presentations. An assessment may form part of the selection procedure.</p>
12	<p><i>Recommendation by appointments advisory committee (BAC) → Decision by dean</i></p> <p>The appointments advisory committee issues a recommendation to the dean, who then decides on the appointment.</p> <p>If the dean decides that none of the candidates can be expected to successfully occupy the Tenure Track position, then no appointment will be made; alternative recruitment methods will then be used (step 10).</p>

ENTRY INTO TENURE TRACK	
13	<p><i>Starting level for entry into Tenure Track</i></p> <p>The standard Tenure Track starts at assistant professor 2 level. Depending on the candidate's level and the position for which candidates are being recruited, entry at higher levels is also possible.</p>
14	<p><i>Tenure Track employment contract</i></p> <p>Written agreements are made with the candidate (certificate of employment, including the Tenure Track process agreements such as the scheduled performance appraisals and agreements on conditions such as the basic teaching qualification and the ability to attract research funding).</p> <p>Criteria and competencies (soft skills) have been formulated for each phase of the Tenure Track that show what aspects Tenure Trackers are assessed on. The starting point is the Tenure Track criteria framework that covers the whole of the university, which are applied by each faculty according to specific Tenure Track criteria (see Section 3.4, Making performance agreements).</p>
15	<p><i>Tenure Tracker entry (organized by HR/ Tenure track coordinator)</i></p> <p>It is essential that Tenure Trackers are properly informed at the start of the track about assessments, promotions, and the available facilities, for the benefit of their development. To provide this information for Tenure Trackers, an intake function is used at the start of the Tenure Track (within three months of the start of the track), organized by HR/ Tenure Track coordinator.</p> <p>The aim of this is to make sure that Tenure Trackers and their supervisors:</p> <ul style="list-style-type: none"> - Are properly informed at the start of the track about procedures and the 'rules of the game'. - Have a set of individual performance agreements within three months of their joining the track or of their promotion. - Have made concrete agreements about what facilities are needed. - Are aware of and are able to get information about relevant development activities. - Know what to do in preparation for the assessment by the faculty Tenure Track committee. - Have an accessible communications channel at their disposal where specific information for Tenure Trackers can be found.
16	<p><i>Individual performance agreements</i></p> <p>Together with the Tenure Trackers, supervisors make individual performance agreements for the next promotion step in two to three years. The agreements concern output (results from work) and competencies (soft skills). The Tenure Track criteria and the Tenure Tracker leadership profile form the basis of the agreements. The performance agreements are sent to the dean, the research portfolio holder, and a programme director, who are all members of the faculty Tenure Track committee (this is the committee that assesses nominations for promotions), for their approval. Agreements are made as to how the Tenure Trackers are to demonstrate how they are fulfilling their performance agreements and how they are to supply the relevant information to the faculty Tenure Track committee.</p>

TRAINING AND SUPPORT	
17	<p><i>Start-up package</i></p> <p>Tenure Tracker are assisted by means of a start-up package. The start-up packages consist of funds for securing the assistance of a PhD candidate at the start of the Tenure Track, a personal budget for conferences and travel, participation on training courses, and individual supervision. Additional agreements may be reached with individual Tenure Trackers.</p> <p><i>“Arrangements will be made with current Tenure Trackers concerning the required support. The form of support provided should reflect the spirit of this proposal. Faculties/ departments face local differences and differences in terms of financial leeway. The current Tenure Trackers may not derive any rights from this proposal. The principle remains that Tenure Trackers’ professional and personal development should not be hampered by lack of resources.”</i>(see paragraph 4.3. Start-up package)</p>
18	<p><i>Training / courses / coaching / mentor / assessments</i></p> <ul style="list-style-type: none"> - At the time of writing this memorandum, a structure is being devised that involves putting together training courses for each phase in the Tenure Tracks that Tenure Trackers can take part in. - Any Tenure Tracker who so wishes will be given the opportunity to receive coaching from a mentor (internal or external). - It will also be possible to undergo a development assessment. A standard assessment that can be done is based on the applicable leadership profile of the Tenure Tracker and related competencies (see Appendix 4). - Support and assistance is also available for Tenure Track supervisors.
19	<p><i>Monitoring Tenure Trackers’ annual progress during FJUT interview / role of the supervisor</i></p> <p>Supervisors hold an annual interview (FJUT) with their Tenure Trackers. The progress made in relation to the performance agreements are discussed in these interviews. The interviews also involve making agreements about the facilities that are needed to assist the Tenure Trackers in their development (training, courses, coaching, etc.). Guiding, monitoring, and supporting Tenure Trackers are part of the regular line management responsibilities. The immediate supervisors of the Tenure Trackers are therefore key partners in their development.</p>
20	<p><i>Interim adjustments to performance agreements</i></p> <p>If necessary, interim adjustments will be made to the performance agreements. Relevant agreements about the facilities needed can also be made at the same time, if those already in place are not adequate.</p>

ASSESSMENT	
21	<p><i>Performance appraisals</i></p> <p>Each Tenure Tracker's performance is assessed at a pre-agreed moment by the faculty Tenure Track committee.</p>
22	<p><i>Earlier assessment</i></p> <p>If the performance agreements are fulfilled earlier than planned, the supervisor and Tenure Tracker in question may submit a joint request to the dean for an earlier assessment.</p>
23	<p><i>Deferred assessment</i></p> <p>Any Tenure Tracker wishing to apply for a deferred assessment due to exceptional circumstances or life events should submit a request to that effect to their supervisor. The supervisor makes a decision based on common sense. The faculty HR should first be consulted in relation to employment law aspects. The supervisor is free to ask HR for advice and regarding what would constitute common sense in such matters. The request and decision should be submitted to the Tenure Track coordinator no later than 12 weeks before the originally scheduled performance appraisal. The coordinator will arrange for the assessment timetable to be adjusted and for the correct entries to be made in the file. The request will form part of the Tenure Track file of the Tenure Tracker in question and will be stored in their file. For more information, see Appendix 6, Arrangements for exceptional circumstances Tenure track.</p>
24	<p><i>Tenure Track meeting (twice a year)</i></p> <p>The faculty Tenure Track committee meets twice a year, to consider current assessments. Assessments are based on previously supplied information and a presentation by the Tenure Tracker to the faculty Tenure Track committee.</p>
25	<p><i>Composition of faculty Tenure Track committee</i></p> <p>The faculty Tenure Track committee is a broad-based committee of respected academics. For each faculty, there is one Tenure Track committee, which meets at least twice a year.</p> <p>The faculty Tenure Track committee may consist of:</p> <ul style="list-style-type: none"> - Dean - Dean or portfolio holder from other faculty (rotation) - Portfolio holder Research - Portfolio holder Education - Department chairs, - Programme Directors - Peer from outside the faculty or university (from social or exact sciences, not specifically for the Tenure Tracker in question) <p>An HR manager acts as adviser and secretary to the committee.</p> <p>In line with the desired levels of diversity among the assessors, at least one of the members of the Tenure Track committee (other than the HR adviser) must be female.</p> <p>A fixed format operates in each faculty by which candidates supply documentation.</p>

26	<p><i>Nomination of candidates</i></p> <p>Nominations should consist of at least a CV, list of publications, a self-assessment, and the Tenure Tracker's motivation, together with a reasoned letter from their supervisor. Input (concerning the Tenure Track) from the two most recent FJUT interviews should also be added. The names of referees should be given at each promotion stage – they will be contacted by the faculty. Specific information about the documentation to be provided may be requested from the faculty Tenure Track coordinator.</p>
27	<p><i>Leadership profile / 360 degree feedback</i></p> <p>Assessments may also involve the use of the leadership profile for Tenure Trackers and 360 degree feedback. Peers from the specific domain may be asked for input for the 360 degree feedback.</p>
28	<p><i>Decision on promotion</i></p> <p>The faculty Tenure Track committee advises the dean regarding promotions to the next phase. The dean decides on promotions. If the dean is unable to reach a decision, it may be passed up the line to the Rector Magnificus. The other deans may also be consulted. The individual file will be presented to-, and discussed in a meeting chaired by the Rector Magnificus and the deans (the Doctorate Board/ CvP). This body will then advise the Rector Magnificus and the dean in charge of the file.</p>
29	<p><i>Positive assessment</i></p> <p>In the event of a positive assessment, the Tenure Tracker in question may continue on the track and will be promoted to the next phase. The faculty Tenure Track committee advises the Tenure Tracker on any particular focus that is needed in relation to his or her performance or development for the next phase.</p>
30	<p><i>Negative assessment</i></p> <p>A negative assessment will always result in the termination of the Tenure Track for the individual concerned. From assistant professor 2 to associate professor 2, the starting point is also the termination of the individual's employment, with the employee looking for a position elsewhere (outside UT). At and beyond the position of adjunct professor, a negative result means the end of the individual's participation on the Tenure Track, but not necessarily the end of his or her position as an employee.</p>

TEMPORARY CONTRACT TO PERMANENT CONTRACT (ASSOCIATE PROFESSOR 2)	
31	<p><i>Promotion of Tenure Tracker as an associate professor</i></p> <p>The promotion of a Tenure Tracker as an associate professor in a permanent position is within the authorization of the faculties. Regarding the promotion of a Tenure Tracker whom is eligible for promotion to a permanent employment contract (associate professor-2/ UHD-2), the date of the assessment should be agreed upon well in advance. Thus, the Tenure Tracker is to be informed well in advance concerning both the assessment date, and which preparations they should undertake. The guideline for both actions is 6 months prior to the assessment date.</p>
32	<p><i>Negative assessment → end of Tenure Track</i></p> <p>A negative assessment will always result in the termination of the Tenure Track for the individual concerned. Agreements will then be made with the Tenure Tracker in question about terminating their work and looking for a different position (outplacement).</p>
33	<p><i>Outplacement</i></p> <p>Support in the form of outplacement will be provided for between six and twelve months.</p>

PROMOTION TO ADJUNCT PROFESSOR	
34	<p><i>Promotion to adjunct professor</i></p> <p>If a Tenure Tracker fulfils the performance agreements, as set down in Tenure Track phase 2, then the dean will decide, after gaining advice from the faculty Tenure Track committee, on whether he or she will be promoted to adjunct professor. An adjunct professor is a professor as meant in Article 9.19 of the Higher Education and Research Act (WHW) and is able to supervise PhD students. Adjunct professors will only supervise doctoral candidates who are directly assigned to them.</p> <p>Adjunct professors are employed permanently by the UT and appointments are for a maximum of five years. See also the University of Twente adjunct Professors Regulations 2011 (reference 394.121/HR)</p>

PROMOTION TO PROFESSOR 2	
35	<p><i>Nomination for promotion to Professor / Procedure for professors</i></p> <p>If a Tenure Tracker fulfils the performance agreements, as set down in Tenure Track phase 1, then the dean will decide on whether he or she will be promoted to Professor 2. The procedure is as similar as possible to the regular professor appointments procedure (reference 398.840/PA&O, April 2010). It always concerns a request for a closed procedure (exemption from the obligation to advertise). Another detail is that, with the development of the academic profile of the Tenure Tracker, there has been a preselection for the – in some cases new – domain.</p>
36	<p><i>Participation bodies</i></p>

	The faculty council has the right of approval regarding the faculty domain plan. This way, they can influence the strategic choices that are made in relation to the knowledge domains. In the case of a promotion of a Tenure Tracker from adjunct professor to Professor 2, the structure report does not apply. Consequently, the recommendation by the faculty council on the structure report does not apply in the case of appointments to Professor 2. The faculty council will of course be informed about how the professor positions are filled following the decision making process in the appointments procedure.
37	<p><i>References</i></p> <p>The promotion of a Tenure Tracker to Professor 2 will not involve the seeking of advice from other faculties. In the case of appointments of an adjunct professor to Professor 2, the candidate will put forward three referees from outside the UT, and the employer may consult additional external referees if it sees fit.</p>

Appendix 3: Tenure track criteria UT

Tenure Track Criteria UNIVERSITY OF TWENTE

Tenure Track Phase 1

For the selection of a Tenure Tracker starting out as UD-2 the following criteria and soft skills (competencies) are applied.

Competencies (soft skills):

The competencies listed below are a guide for assessing a Tenure Tracker's potential to grow to the position of professor-2. In Phase 1, the criteria and competencies of the UD position will be the frame of reference for the assessment of the Tenure Tracker. For further information on the competencies/ soft skills, see Appendix 4: The leadership Profile of the Tenure Tracker.

Role	UD		UHD
Expert	Analytical ability Goal-driven performance	▶ ▶ ▶ ▶	Conceptual ability Focus on results Persuasiveness
Networker	Network skills Field orientation	▶ ▶ ▶ ▶	Entrepreneurship Organizational sensitivity Negotiation skills
(Personal) leadership	Cooperation Coaching Flexibility	▶ ▶ ▶ ▶	Unifying leadership Decisiveness
Visionary	Resourcefulness	▶ ▶	Vision on development
	Impact Self-reflection		Impact Self-reflection

Criteria:

1. **Research** is assessed on the following points:

- The candidate has obtained a PhD – *requirement*.
- The candidate preferably has international experience as a postgraduate.
- The candidate has demonstrably performed independent research as evidenced by peer-reviewed publications.
- The candidate has at least three publications in his/her name as first author, in reputable journals.
- The candidate has innovative ideas (knowledge, ambition, self-propelling) fitting within the vision of the chair/discipline and is considered capable of developing a distinctive research domain that is important for the faculty.

2. **Education** is assessed on the following points:

- In the past few years, the candidate has supervised bachelor's and/or master's students as first supervisor.
- The candidate has gained initial experience in education as evidenced by ad-hoc lectures, presentations at summer schools, and such.
- The candidate has an innovative vision on education, distinct views and innovative ideas about education.

3. **Organisational tasks** are roughly assessed on the following points:

- The candidate shows initiative in the interest of the team and can contribute to a joint result, also if the candidate does not have a direct personal interest in this.
- The candidate is demonstrably able to collaborate also in an international context.
- The candidate has good command of the English language at least at C-1 level and is (if applicable) willing to learn the Dutch language.

If the Tenure Tracker is employed, the assessment criteria are translated into individual performance agreements.

In case of promotion of a Tenure Tracker to UD-1, or external intake at this level, the criteria and soft skills (competencies) below are applied. The criteria set in the previous phase must have been satisfied.

Competencies (soft skills):

The competencies listed below are a guide for assessing a Tenure Tracker’s potential to grow to the position of professor-2. In Phase 2, the criteria and competencies of the UD position will be the frame of reference for the assessment of the Tenure Tracker. For further information on the competencies/ soft skills, see Appendix 4: The leadership Profile of the Tenure Tracker.

Role	UD		UHD
Expert	Analytical ability Goal-driven performance	▶ ▶ ▶ ▶	Conceptual ability Focus on results Persuasiveness
Networker	Network skills Field orientation	▶ ▶ ▶ ▶	Entrepreneurship Organizational sensitivity Negotiation skills
(Personal) leadership	Cooperation Coaching Flexibility	▶ ▶ ▶ ▶	Unifying leadership Decisiveness
Visionary	Resourcefulness	▶ ▶	Vision on development
	Impact Self-reflection		Impact Self-reflection

Criteria:

1. Research is assessed on the following points:

- The candidate has demonstrably performed independent research, and demonstrably carried out delineation and structuring of his or her own research, as evidenced by peer-reviewed publications.
- The candidate has an average number, to be established per individual discipline, of publications per year in reputable journals (e.g. 80% of the publications in the top 20% of journals).
- The candidate has innovative ideas (knowledge, ambition, self-propelling), fitting to the vision of the chair/discipline and is capable of developing a distinctive research domain that is important for the faculty.
- The candidate has proven power to attract in the 2nd and 3rd flow of funds. As shown by the VENI or similar grants awarded – *required*. In assessing alternative grants the focus is not only on comparability as regards extent, but also the scientific value of the research applied for.
- The candidate has demonstrable experience with supervising PhD candidates and technicians (or research assistants) as regards substance.
- The candidate has demonstrably made substantive contributions to working groups, committees or project teams.

2. Education is assessed on the following points:

- The candidate has satisfied the requirements for a Basic Training Qualification – *requirement*.
- The candidate has demonstrable experience in carrying out, developing and maintaining regular modules of educational programmes.
- In the past two years, the candidate has supervised at least two students in their graduation phase as first supervisor.

3. Organisational tasks are roughly assessed on the following points:

- The candidate is demonstrably capable of connecting issues on content, process and people. Is capable of initiating, stimulating and supporting commitment and cooperation.
- The candidate demonstrates to be well informed about scientific developments and developments related to his/her discipline. He or she uses this knowledge effectively in his or her own duties and for the organisation.
- The candidate signals opportunities for development and areas of application, and acts accordingly.
- The candidate has command of the English language at least at C-1 level and (if applicable) is working to achieve a sufficient command of the Dutch language.
- The candidate makes a demonstrably substantive contribution to working groups, committees or project teams.

For promotion of a Tenure Tracker to UHD-2, or external intake at this level, the criteria below are applied. The criteria set in the previous phases have been satisfied.

Competencies (soft skills):

The competencies listed below are a guide for assessing a Tenure Tracker’s potential to grow to the position of professor-2. In Phase 3, the criteria and competencies of the UHD position will be the frame of reference for the assessment of the Tenure Tracker. For further information on the competencies/ soft skills, see Appendix 4: The leadership Profile of the Tenure Tracker.

Role	UD		UHD
Expert	Analytical ability Goal-driven performance	▶ ▶ ▶ ▶	Conceptual ability Focus on results Persuasiveness
Networker	Network skills Field orientation	▶ ▶ ▶ ▶	Entrepreneurship Organizational sensitivity Negotiation skills
(Personal) leadership	Cooperation Coaching Flexibility	▶ ▶ ▶ ▶	Unifying leadership Decisiveness
Visionary	Resourcefulness	▶ ▶	Vision on development
	Impact Self-reflection		Impact Self-reflection

Criteria:

1. Research is assessed on the following points:

- The candidate coordinates and realises a research programme, a multi-year specialist research project or at least two related research projects that constitute an essential part of a research programme. Fulfils an independent role in the research line.
- The candidate can boast international recognition and experience, as evidenced by his/her contributions to meetings and networks, publications and projects.
- The candidate has an average number, to be established per individual discipline, of publications per year in reputable journals (e.g. 80% of the publications in the top 20% of journals).
- The candidate has proven power to attract in the 2nd and 3rd flow of funds. As shown by at least one research subsidy secured in external competition. Quality and competition are more important than volume.

2. Education is assessed on the following points:

- The candidate has proven experience in initiating, developing and maintaining and implementing a substantial part of the educational programme (design, content, didactics) of the chair.
- The candidate has initiated, developed and improved at least one module within the chair, initiated postgraduate or externally-oriented education, and has used state-of-the-art and varied teaching material.
- In the past few years the candidate has supervised students in their graduating phase (BA and MA) as first supervisor and contributed to the supervising of one or more PhD candidates in the department.
- The candidate is an enthusiastic and effective lecturer as demonstrated by student evaluations and assessments of educational institutes.
- The candidate has made a demonstrable contribution to working groups, committees or project teams in education focusing on content.

3. Organisational tasks are roughly assessed on the following points:

- The candidate manages a part of the capacity group, carries out mandated professorial tasks or has administrative and management tasks that exceed the boundary of the (sub)group – *requirement*.
- The candidate is demonstrably able to translate the UT strategy into the own discipline, chair and faculty.
- The candidate demonstrates to be well informed about social, political, scientific and job-related developments, also internationally. The candidate uses this knowledge effectively for his/her own functioning and the organisation.
- The candidate is organisationally sensitive
- The candidate has an impact
- The candidate has a vision: Is able to distance himself/herself and to concentrate on main issues and long-term policy.
- The candidate has command of the English language at least at C-1 level, preferably at C-2 level and is (if applicable) working at bringing his/her Dutch to B1 level.

In case of promotion of a Tenure Tracker to Deputy Professor (UHD-1 with right to grant a doctorate) the criteria below are applied. The criteria set in the previous phases have been satisfied.

Competencies (soft skills):

The competencies listed below are a guide for assessing a Tenure Tracker’s potential to grow to the position of professor-2. In Phase 3, the criteria and competencies of the UHD position will be the frame of reference for the assessment of the Tenure Tracker. For further information on the competencies/ soft skills, see Appendix 4: The leadership Profile of the Tenure Tracker.

Role	UD		UHD
Expert	Analytical ability Goal-driven performance	▶ ▶ ▶ ▶	Conceptual ability Focus on results Persuasiveness
Networker	Network skills Field orientation	▶ ▶ ▶ ▶	Entrepreneurship Organizational sensitivity Negotiation skills
(Personal) leadership	Cooperation Coaching Flexibility	▶ ▶ ▶ ▶	Unifying leadership Decisiveness
Visionary	Resourcefulness	▶ ▶	Vision on development
	Impact Self-reflection		Impact Self-reflection

Criteria:

1. Research is assessed on the following points:

- The candidate has developed a clear and productive research line of his or her own.
- The candidate has international recognition and experience as evidenced by contributions to and proven capacity as puller of international collaborative partnerships. Has experience with several nominations at international conferences. The candidate is invited as a reviewer, an evaluator, an expert, a consultant etc. at regular intervals.
- The candidate has proven power to attract in the 2nd and 3rd flow of funds. As shown by at least one research subsidy (VIDI or equivalent) obtained – *requirement*.

2. Education is assessed on the following points:

- The candidate has an initiating and coordinating role in developing and maintaining and implementing a substantial part of the educational programme (set-up, content, didactics) of the chair.

- The candidate has at least two modules within the chair, has initiated, developed and improved postgraduate or externally-oriented education, and uses state-of-the-art and varied teaching material.

3. Organisational tasks are roughly assessed on the following points:

- The candidate manages (part of a) capacity group, carries out mandated professorial tasks or has administrative and management tasks that exceed the boundary of the (sub)group.
- The candidate manages (chairmanship) faculty committees and (inter)national research and educational committees on substance/in a content-related manner.
- The candidate is demonstrably able to bring about strategic alliances.
- The candidate has followed the module Academic Leadership or a comparable module.
- The candidate has proper insight into education and research organisation and the (regulatory) frameworks of faculties.

A maximum of 4 years after promotion to adjunct Professor the nomination of a Tenure Tracker to Professor (HGL-2) starts. The right to promotion of the adjunct Professor applies up to a maximum of five years.

An adjusted procedure is in place for the promotion of a Professor that is the result of a Tenure Track.

See for this the document "procedure for promotion of Adjunct Professor to Professor 2".

The criteria set in the previous phases have been satisfied.

1. Research

- The candidate is an authority in his or her discipline both within and outside the organisation.
- The candidate is internationally recognised in his/her discipline which is evidenced by invitations to speak as a keynote at international conferences, amongst other things.
- The candidate is responsible for the acquisition and implementation of research within the chair tailored to the research programme of the department or institute.
- The candidate translates developments in the own research area to (inter)national research programmes.
- The candidate realises research results in prominent research contexts.

2. Education

- The candidate is responsible for the development, correlation and implementation of the modules within the chair.
- The candidate is responsible for the adequate representation of his or her discipline within one or more educational programmes at the UT and the renewal of these under the influence of developments in the discipline.

3. Organisation

- The candidate represents the organisation externally as the figurehead of his or her discipline and the UT.

The candidate fulfils superior roles (as regards substance, and functionally and hierarchically) both within and outside the organization in a scientific context (instead of managing staff up to 10 fte).

Appendix 4: Leadership Profile Tenure Track and corresponding competencies (soft skills)

Role	UD		UHD
Expert	Analytical ability Goal-driven performance	▶ ▶ ▶ ▶	Conceptual ability Focus on results Persuasiveness
Networker	Network skills Field orientation	▶ ▶ ▶ ▶	Entrepreneurship Organizational sensitivity Negotiation skills
(Personal) leadership	Cooperation Coaching Flexibility	▶ ▶ ▶ ▶	Unifying leadership Decisiveness
Visionary	Resourcefulness	▶ ▶	Vision on development
	Impact Self-reflection		Impact Self-reflection

Definitions:

Analytical ability:

Dividing situations or an amount of information into main and side issues. Being able to see underlying connections and getting to the heart of the matter.

Conceptual ability:

Create connections between situations that do not appear to have any clear ties to one another and discover key factors in complicated situations. Develop cognitive frameworks or models and formulates multi-faceted concepts, hypotheses or ideas based on complex information.

Goal-driven performance:

Focus one's actions and decisions on the actual realization of qualitative and quantitative results and continuously strive towards their improvement.

Focus on results:

Directs and provides substantive support to co-workers in order to achieve goals.

Persuasiveness:

The ability to persuade others to adopt one's ideas and plans.

Networking skills:

Creating and maintaining contacts within and outside of one's own organization.

Entrepreneurship:

Detect chances and opportunities for the development of new knowledge and fields of application, products or services. Act accordingly and dare to take well-considered risks.

Field orientation:

Display one's awareness of the relevant social and political developments, the field of power within one's own organization and other environmental factors and be able to effectively use that knowledge to benefit one's own position or the organization.

Organizational sensitivity:

Recognizing the influence and consequences of one's own decisions or activities on one's own organization and acting accordingly.

Negotiation skills

Protecting the interests of one's own department or organization, in such a manner that beneficial results are achieved in an atmosphere of mutual respect.

Cooperation:

Contributing to shared results achieved with other persons or groups, even when this does not immediately serve one's own interests.

Unifying leadership:

Brings synergy to a group of co-workers and motivates them to work together in effective cooperative structures.

Coaching:

Supervising and stimulating co-workers or students to make optimal use of their personal and professional qualities and to continue the development of their talents to advance their careers.

Decisiveness:

Taking decisions through action or by voicing one's opinion.

Flexibility:

Adapting and reacting to different people and different/changing circumstances.

Resourcefulness:

Being good at inventing new things or solutions.

Vision on development:

Identifying the direction in which the organization/organizational processes move the field and its environment. Placing findings and events in a wider context. Formulating objectives for long-term policies.

Impact:

No specific definition. In a general sense, this refers to (social) influence, effects and support.

Self-reflection:

Display one's ability to critically evaluate one's own behaviour, standpoints and methods and to be open to evaluations from others; show that one learns from these evaluations by changing one's behavior, standpoints and methods.

Appendix 5: Start-up package

Objective of the start-up package

- Making the Tenure Track even more attractive, to enable recruitment of committed, high-quality candidates.
- Accelerating the Tenure Track's academic results, to boost the rate of progress.

What the start-up package contains

The functionally robust start-up packages are greatly beneficial for the Tenure Track. It should be made clear in advance to all potential candidates that the packages will be available to them. Furthermore, there is a desire for university-wide interpretation of agreement on the start-up package, to avoid major disparities in the support received by the Tenure Trackers.

The draft evaluation report was discussed in the Strategic Consultation Body on 20 June 2015. This revealed that the deans and scientific directors feel that a start-up package should, at the very least, involve the recruitment of a PhD student at the start of the Track.

The start-up packages are used in phases 1 and 2 of the Track (the assistant professor phase).

The university-wide start-up package should include:

- a) Funds for the recruitment of one PhD student at the start of the Track.
- b) Personal budget of €5k for conferences/official trips.
- c) Participation in training courses and programmes, as well as individual supervision.

Local interpretation

During the evaluation, it was also concluded that specific agreements can be made with Tenure Trackers concerning the use of lab facilities and the like, and the involvement of students. These elements are not included in the generic University of Twente package, because these cases require local interpretations.

In addition to the commitment of financial resources, support for the Tenure Tracker will require the allocation of time. It is important that agreements are reached with the Tenure Tracker, in annual performance appraisals (and during the interim periods), on the required development activities and the amount of time that needs to be allocated to them. It is conceivable that the faculty will partly compensate the department for the time spent by Tenure Trackers on developing their track. In accordance with ITC's example, an appropriate guideline might be to offer the department 20% compensation, i.e. one day a week. This requires an evaluation by each faculty/department and may vary per period and per situation. Here, too, we have opted for a local interpretation.

Conditions and funding

Objective	Costs	Coverage
Recruitment of one PhD student at the start of the Tenure Track	k€54	Annual cost for the period of the appointment. Based on semi-integrated rate. Coverage from indirect and contract funding, or from the SD's 10% scope for policy planning. Total amount for three to four years, k€162 and k€216 respectively
Personal budget for conferences	k€5	Coverage by the department. Budget is earmarked for individual Tenure Tracker in phases 1 and 2 (assistant professor).
Training and supervision	k€10	As a guideline, spending on training and development should be 1.2% of the faculty's personnel expenses. The proposed guideline for Tenure Tracks is 2%. For phases 1 and 2 (assistant professor), this amounts to a total of k€10. Note: Fifty percent, or one hundred percent, of the cost of training and supervision by the Career Development Centre is usually covered by central funds.

Before they start recruiting staff for these new Tenure Track positions, the faculties will have to check that they have (or can create) the financial leeway needed to offer this start-up package. Accordingly, our guiding principle is that, if the start-up package is not feasible, no new Tenure Tracker will be recruited. The start-up package requires faculties to use the Tenure Track selectively and strategically.

At the start of their employment, Tenure Trackers are allowed by the faculties to take on a PhD student, the costs of which will be borne by the faculty in question. This will enable the Tenure Tracker to make rapid progress in developing his or her own research. The quality requirement for successfully acquiring additional research projects remains in force and is an essential qualification for promotion. The criteria for promotion and the availability of the start-up package are made known during the recruitment process. When a Tenure Tracker is appointed, the performance agreements and agreed facilities are set down in writing.

The start-up package formulates a minimum UT bar, for the purpose of increasing the attraction of the UT Tenure Track and to allow comparisons to be made of the facilities that Tenure Trackers are given by the UT.

Appendix 6: Arrangements for exceptional circumstances Tenure Track

1. Reason

The evaluation of the Tenure Track in 2015 showed that there was a need for arrangements for exceptional circumstances, for both new and existing Tenure Trackers. These circumstances may cause Tenure Trackers to fall behind. Some examples of exceptional situations are:

- working part-time
- pregnancy and maternity leave
- parental leave
- care leave / informal care responsibilities
- long-term absence because of illness

2. Background

The Tenure Track process is an intensive one, which is generally offered as a full-time job and which requires full-time attention on the part of the employee. However, there are situations conceivable where employees opt for a four-day working week at the UT. This does mean, of course, that it will take longer for the Tenure Tracker in question to achieve their performance objectives. Illness can also occur at any time, leading to a delay in progress. The Collective Labour Agreement for Dutch Universities currently only allows for a three-month extension to this specific type of employment (Article 6.6, paragraph 3 cao NU). This means that less time may actually be available for meeting the set of criteria because of working part-time and/or interruptions caused by pregnancy or illness.

Within the parameters of the provision of the Collective Labour Agreement, the UT would like to enable Tenure Trackers and their managers to accommodate any delays that have arisen because of exceptional circumstances, through customized agreements.

3. Objective, starting points, and target group

The objective of these arrangements is to provide more leeway for Tenure Trackers and their managers to deal with delays caused by exceptional circumstances on a case-by-case basis. The starting points for these arrangements are:

- 'Exceptional circumstances' are generally difficult or impossible to deal with through regulations and require an individual, case-by-case solution. These arrangements provide the scope for individual, personalized solutions.
- The arrangements enable deferred assessments to be requested when exceptional circumstances occur.
- The criteria for promotion remain the same. Rather than altering the criteria, the Tenure Track committee can make its assessment at a later time.
- The university wishes to enable its Tenure Trackers to combine their work and home lives in the context of the Tenure Track as a *fast track* career path.
- The ultimate aim of the arrangements is to contribute to helping Tenure Trackers reach a successful conclusion.

The arrangements apply to every UT Tenure Tracker, present and future.

3.1. New Tenure Trackers

Employees who embark on a Tenure Track at the University of Twente can be divided into two groups. There are new Tenure Trackers who:

1. Have NOT been employed by the university for at least six months and one day prior to their employment as Tenure Trackers. This group is referred to here as Group 1
2. HAVE been employed by the university within the past six months and one day prior to their employment as Tenure Trackers. This group is referred to here as Group 2.

Group 1: New Tenure Trackers with a temporary employment contract

The following applies to group 1:

- All Tenure Trackers in group 1 are appointed for a period of seven years in accordance with Article 2.2a of the Collective Labour Agreement (temporary employment).
- If no exceptional circumstances arise, then we will adhere to the timetable agreed in the Tenure Track memorandum and an assessment will be made no later than five years after the start as to whether the person can become a permanent employee. If there is to be no employment as a permanent employee, the individual concerned will have twelve months in which to find a position elsewhere. If the individual concerned does not succeed in finding a position elsewhere, their temporary employment will be terminated prematurely.
- If exceptional circumstances do arise, then the timetable for completing the Tenure Track may be extended on a case-by-case basis (*) and the decision on an employment as a permanent employee may also be taken at a later point in time.

Group 2: New Tenure Trackers with a permanent employment contract

The following applies to group 2:

- Customized (*) agreements will have to be reached for this group at all times. This applies whether exceptional circumstances arise or not. This is because those in Group 2 cannot be offered a temporary employment for the duration of 7 years, as .

(*) Customized options will consist of the actions already taken for employees. For example, the deferment of an assessment for the duration of pregnancy and maternity leave. The decentralized HR departments already apply this and it is recommended that they continue to do so.

3.2. Current Tenure Trackers (transitional arrangement)

Target group: Tenure Trackers who at the time of the adoption of these arrangements had already been employed by the UT in a Tenure Track, on a temporary or permanent basis.

Tenure Trackers already employed by the university who found themselves in exceptional circumstances during their track may also request deferred assessments. In exceptional cases, a temporary position may cease by force of law, before an assessment can take place. It is also possible that the period of a Tenure Track ends because of exceptional circumstances, before an assessment can take place. In both cases, individual arrangements would have to be agreed that recognize the situation in question and the importance of the employer acting consistently.

4. Conditions and procedure

Exceptional circumstances are generally difficult or impossible to deal with through regulations. The UT seeks, through the conditions and procedures described below, to ensure greater consistency and objectivity in relation to consenting to defer assessments.

4.1. Conditions

To ensure that files are prepared properly, to ensure that responsibilities are clearly formulated, and to make the process consistent, requests are subject to the following conditions.

- ✓ A maximum of 12 months' deferment may be requested during the whole track.
- ✓ Requests for deferment should be submitted to the Faculty Board by Tenure Trackers using the **format** shown below.
- ✓ The Faculty Board will consider the reasonableness and fairness of the request (see considerations under section 4.2. Procedure - b). The Faculty Board will decide whether or not to approve the request.
- ✓ The request and decision should be submitted to the Tenure Track coordinator no later than 6 months (*) before the originally scheduled performance appraisal. The coordinator will arrange for the assessment timetable to be adjusted and for the correct entries to be made in the file.
- ✓ The request will form part of the Tenure Track file of the Tenure Tracker in question and will be retained in their file.

(*) If, during the 6 months prior to the date of the assessment, the employee has been subject to exceptional circumstances as a result of force majeure, an appropriate, personalized solution will be sought.

4.2 Procedure

If a Tenure Tracker wishes to apply for a deferred assessment due to exceptional circumstances, then:

- a) The employee completes part A of the *format for request* and discusses this with their immediate manager.
- b) The Tenure Tracker and their manager discuss what they believe to be a fair and reasonable period of time during which the assessment should be deferred. They may apply the guideline whereby both the period during which the employee will not be present due to leave / part-time working / illness, and – in the case of leave or illness – the period needed for reacclimatizing to their work duties, may give rise to a deferment being granted, whereby a maximum of 12 months will apply.
- c) The manager will provide advice that is reasonable and fair. In part B of the *format*, the manager gives advice on the reasonableness and fairness of the request. Before

giving this advice, the manager should first consult the faculty HR in relation to employment law aspects.

- d) Seeking advice: The Tenure Tracker and the manager may consult the faculty HR for an assessment of the degree of fairness and reasonableness (this is to promote consistency on the part of the faculty and the university, as an employer).
- e) The request is submitted using the completed *format* by the Tenure Tracker to the Faculty Board.
- f) The Faculty Board decides whether to grant or reject the request based on the fairness and reasonableness of the request. See part C of the *format request*. The employee receives confirmation of this decision by letter.
- g) In the event of a positive decision, the Tenure Tracker informs the faculty Tenure Track coordinator (and copies the e-mail to his or her manager), so that the assessment schedule can be altered.
- h) The request form parts of the Tenure Track file of the Tenure Tracker in question and the signed *format request* will be retained in the file.

5. Performance appraisals and composition of file

Every Tenure Tracker must honour the agreed performance appraisals and file composition.

6. Monitoring

To monitor the general quality of the Tenure Track system and in relation to specific aspects of it, such as the exceptional circumstances arrangements, the UT ensures that policies and their implementation are effectively safeguarded. More information about how the central Tenure Track evaluation committee and feedback from Tenure Trackers contribute to the continuous refinement of the Tenure Track can be found in Chapter 6, Continuous improvement, of the 2018 Tenure Track memorandum.

In relation to the exceptional circumstances arrangements in particular, HR will monitor their application and effects in practice.

Appendix:

Format request for deferment of assessments during Tenure Track

Request for deferment of assessments during Tenure Track

Part A: Request by employee

Date of request: .. / .. /	Name of employee:	Period of deferment requested: months
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Department:	TT phase (state level to be assessed): phase ...	Original date of assessment: .. / .. /.....
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Reason for request:
<ul style="list-style-type: none"> <input type="radio"/> Pregnancy / maternity leave <input type="radio"/> Parental leave <input type="radio"/> Working part-time <input type="radio"/> Illness (*) <input type="radio"/> Other (please specify) <p>(*) No medical details are required in the event of illness. A reference to company doctor's advice will suffice.</p>

Tenure Tracker's motivation:

Part B: Manager's advice

Date .. / .. /	Name of manager:	Signature of manager:

Manager's advice:

Manager's motivation

Part C: Faculty Board decision

Date:	Faculty Board decision:	Signature on behalf of Faculty Board:
Date: .. / .. /	<ul style="list-style-type: none"> <input type="radio"/> Granted <input type="radio"/> Rejected Explanation:	

The employee will receive confirmation of this decision by letter. The signed form will be retained in the Tenure Track file of the employee concerned.