

Memo on the FNWI tenure track (September 2016)

The main goal of this system is to recruit and retain young, talented and internationally-orientated researchers. These young researchers have been recently educated, are internationally orientated and therefore foster a good research climate in the department.

Introduction

The tenure track system was introduced at the start of the 2011-2014 covenant period as part of the FNWI HRM policy. The intention behind the initiative was to give promising, excellent scientific talent the chance to flourish – and to retain that talent at the faculty for the long term – by offering them bright career opportunities. Starting in 2011, the aim was to offer a tenure track contract to 50% of new permanent academic staff employment contracts.¹ The other employment contracts are either regular university lecturer (UD) or associate professor (UHD) positions, which provide greater certainty at the start of the employment contract and for which career development is generally slower.

In 2016 there was an interim evaluation of the tenure track system, for which a survey was distributed among all FNWI tenure trackers (this had a response rate of almost 70%). A number of points of the tenure track policy have been revised based on the results of this evaluation.

Tenure track

The tenure track is an agreement which is concluded with the employee in addition to the temporary employment contract (for a period of six years²). The agreement ensures that the employee can benefit from an accelerated career path to a more senior permanent position at the university, provided that the pre-determined criteria are met. Once a tenure track has been completed successfully, further career arrangements can be made.

Target group

Between 2017 and 2027, 32 professor positions and 15 associate professor positions will become vacant due to retirement. This does not necessarily mean that all these positions will be filled, and it is not the purpose of this document to explain how they will be filled. However, it does mean that a number of young, excellent researchers will certainly have a chance of being promoted to associate professor or professor at the FNWI within the next five to ten years. A tenure track contract seems to be an excellent way of attracting these young, internationally-oriented researchers now and retaining them at the faculty for a long time. In view of the growing scarcity in the labour market due to, among other things, the aging population, the faculty would do well to introduce an attractive talent policy in addition to offering autonomy and challenging work. Providing clear career paths certainly contributes to this.

The tenure track can also be a valuable tool for attracting and retaining top female talent. The recruitment processes for five MacGillavry Fellowships (tenure track) specifically for top female talent in the springs of 2010 and 2013 were successful (there were 218 and 254 applicants respectively), giving the impression that the FNWI has presented itself as an attractive employer. A tenure track can, of course, also be used as a way to create overlap between new, incoming and older, outgoing employees or as a 'springboard' to a permanent position as a Vidi or Vici laureate, for example.

¹ In the period between 2004 and 2009, an average of 11½ FTEs were allocated to UD's each year. Between 2010 to 2015, an average of 11 FTEs were allocated to UD's (and 2.7 FTEs to UHDs) each year.

² Temporary appointment on the basis of Article 2.2a of the Collective Labour Agreement for Dutch Universities (CAO NU).

Motivation

The arguments for introducing tenure track employment contracts are as follows:

- To recruit, commit and retain young, promising researchers.
- To attract more female academic staff and boost the advancement of female academic staff.
- To provide more clarity to the employee about a performance-oriented career perspective at the faculty (a professorship is not a position in itself but rather a term to distinguish between the top academic ranks).
- The ‘up or out’ principle (incorporated in the tenure track) helps to prevent inferior researchers ‘hanging on’ at the organisation.

Tenure track employment contracts at the FNWI must provide clear added value compared to standard employment contracts for assessing suitability for a permanent employment contract. Tenure tracks are therefore subject to tougher eligibility requirements and additional assessment criteria in addition to the existing, current criteria. The candidate is offered an accelerated, pre-agreed career path. Added value can also be expressed by offering extras, such as an attractive start-up package and academic support.

Benefits compared to ‘assessing suitability’

The benefits of a tenure track employment contract compared to the current two-year temporary employment contract for assessing suitability (and the prospect of a permanent employment contract):

- The overall assessment period is longer, which means that, in general, the assessment is more founded and is thus more valuable (for example, submitting multiple grant applications to prove that the employee has excellent fund acquisition power – this usually stretches over more than 3 years).
- The proposed career prospects, namely one or two promotions and a permanent position, is a very attractive aspect of the tenure track.
- In addition to the regular promotion and appointment requirements and the UFO criteria, other, tougher and personalised criteria can be specified.
- It is also possible to further personalise the process³, which can include specific wishes and requirements.

Strategic HRM planning

A tenure track leads to a permanent employment contract in a more senior position, provided that the candidate meets the criteria set for this purpose. The career path is determined by the candidate’s performance and achievements. This means that the position must be firmly embedded (formatively and financially) at the faculty. Strategic HRM planning for academic staff is vital, especially regarding the future replacement of academic staff who will be entering into retirement. Funding, research centres and research plans (and the distribution thereof) play an important role in this process.

Structure

Article 6.6 of the Collective Labour Agreement stipulates that a tenure track is a formally defined route towards a permanent employment contract in a senior position. Agreements regarding the duration of the (assessment) process, assessment criteria and the consequences of a positive or negative assessment are laid down in a tenure track contract, in addition to the formal employment contract based on Art. 2.2a. It is recommended to determine the duration of the

³ See the ‘Structure’ section.

employment contract based on the duration of the (assessment) process plus one year. Should a candidate receive a negative final assessment, the additional year can be used to find alternative employment. The standard duration of the (assessment) process is five years and may be extended if the candidate is entitled to special leave. In such cases, the end date of the temporary employment contract will be adjusted accordingly. If a candidate receives a positive final assessment at the end of the (assessment) process, they will be awarded a permanent position straight away, thus terminating the temporary employment contract.

In principle, the initial position, any intermediate positions and the final position are flexible, as is the duration of the process. This means that there is room for personalisation, both in terms of position development and duration. A common route is a five-year track where the candidate starts as UD2, is promoted to UD1 after three years, and after two more years is offered a permanent position as UHD2. Other routes are also possible. For example, the candidate might start as UD2 (or researcher 3) and after five years be offered a permanent contract and appointed as UD1 at the same time.

As previously mentioned, following a successful tenure track where the candidate is offered a permanent contract, further career arrangements are made in collaboration with the candidate to prepare them for the next step in their career at the faculty. A sentence to this effect may be included in the agreement and the job description (to attract more potential new recruits). There is, of course, no obligation to do so.

A template for a tenure track contract is included in Appendix 2.

'Up or out'

A tenure track is a special agreement, supplementary to a temporary employment contract, which not only gives the candidate the prospect of a permanent employment contract after completion, but also a more senior position. It goes without saying that, throughout the process, a number of assessment intervals are agreed in advance which are designed to assess whether the employee meets the high expectations and deserves the special remuneration. This is referred to as the 'up or out' principle. If the candidate's performance is evaluated negatively, the tenure track is ended with immediate effect and the employment contract is terminated (prematurely), taking into account a notice period. In other words, there are no pardons. This means that candidates will not be offered a second chance during the tenure track (with the exception of special circumstances).

Support & mentoring

Each candidate is appointed a supervisor, who is responsible for providing the necessary support, the emphasis being on academic support. The tenure track is an intensive process, and while it offers excellent prospects, it also demands high standards. A lot is asked of the candidates, and good, structured academic support – which includes the provision of constructive feedback – is absolutely essential. The Institute Director appoints a scientific supervisor for each tenure track, whose name and position are laid down in the tenure track contract. The supervisor has an annual meeting with the candidate each year. They then draft a report of this meeting and submit it to the Institute Director. It is also highly advisable to inform the candidate at least once a year, for example after a presentation of their current research results, whether they are 'on track'. Demonstrating academic independence is an important criterion for being offered a permanent position at the end of the track. Being able to work independently from the supervisor (and others) must therefore be guaranteed by making clear agreements on the matter and, if necessary, recording them in the report of the annual meeting.

The candidates are also assigned a mentor to assist them with issues which are not directly of a scientific nature. The mentor is not involved with the day-to-day side of the track, but rather monitors – where necessary – the candidate’s progress in the background. Candidates and supervisors can also approach them for advice (without the mentor taking on the role of the supervisor). The name of the mentor is included in the tenure track contract. Particular attention is devoted to foreign employees, as it is important that they integrate well socially, and this can take a little more time and energy than it would for a Dutch employee. It is essential that all new employees receive a pre-defined (and detailed) introduction programme, which is set out in writing.

Recruitment and selection

Successful researchers are able to acquire projects and research resources, thereby building a group to implement the programme. Successful researchers are also productive, which they demonstrate by having many papers published in leading journals or speaking at conferences attended by international colleagues.⁴

In principle, all tenure track employment contracts take place through an open and international selection process. The recruitment process takes place in collaboration with the HR department. In addition to vacancies being posted on the usual websites, advertisements may also be placed in scientific journals or on websites. It is highly recommended to disseminate the advertisement in professors’ networks. The tenure track committee, which is responsible for candidate selection among other things, is discussed in more detail in following sections of this memo.

As part of the selection procedure, the candidates are required to give a (short) public presentation, which is attended by all members of the tenure track committee. The candidates will also meet the permanent staff members, PhD students and postdocs of the institute concerned as part of the selection day programme.

Requirements for appointment

Below are a number of minimum requirements which the candidate must fulfil. This assumes that they are starting as UD. If the candidate is starting the track as UHD, it goes without saying that more stringent requirements apply.

- Holds a PhD in one of the natural sciences.
- Proven quality/excellence in the relevant field, including evidence of sufficient (international) peer-reviewed publications or having been a speaker at international conferences.
- Operates in/has an international network in the relevant field.
- Potential fund acquisition power.
- Talent for inspirational, academic education (BSc and MSc), preferably with relevant practical experience.
- Fulfils the UD UFO profile.
- Fulfils the faculty requirements for academic staff.
- Fulfils the UD competence profile.

For a candidate to actually be offered a tenure track contract, they must have received a positive recommendation from the tenure track committee, as included in the appointment⁵ advisory report. Based on this advisory report, the Director of Personnel & Administration decides whether

⁴ In the field of computer science, important research results are primarily presented at international conferences.

⁵ See the ‘Tenure track committee’ section.

or not to offer a candidate a temporary contract with tenure track contract (the tenure track employment contract).

Closed procedure

In the event that a Vidi or Vici laureate from outside the UvA has expressed their wish to continue their research at the FNWI, and this request is honoured and the institute wants to offer them the prospect of a permanent position, the candidate should be offered a temporary position with a tenure track contract. Since it is possible to personalise the tenure track, as previously mentioned, the starting position, final position and duration of the tenure track may be aligned to suit the candidate's qualities and the wishes of the organisation.

Setting down agreements in the contract

The tenure track contract includes a number of important and far-reaching agreements between the candidate and the employer, such as:

- ✓ Starting position, route and final position at the end of the track.
- ✓ Assessment criteria, which the candidate must fulfil in order to achieve the intermediate and final objectives.
- ✓ Start-up package and facilities.
- ✓ Support.

To ensure due care and a good employee-employer relationship, it is important that the candidate is closely involved in the drafting of the agreement, especially regarding the subjects mentioned above. Despite the somewhat subordinate role of the employee in relation to the employer, it is not the intention that the agreements stipulated in the contract are determined unilaterally. If, during the course of the tenure track, the candidate indicates that the assessment criteria are too strict, the supervisor and candidate will work together to see if (additional) support can be provided to help the candidate fulfil the criteria, and draw up the necessary arrangements.

Assessments during the track

A maximum of three assessment intervals are agreed upon and laid down in the tenure track contract. All assessments are carried out based on the criteria set out in the relevant UFO profile, the faculty appointment and promotion requirements, and the competency profile⁶. For the interim and final assessments, the criteria mentioned above are laid down in the contract as a set of clearly definable results to be achieved. Each assessment is subject to the assessment procedure as stipulated in the UvA regulations 'Working at the University of Amsterdam' (*Functioneren aan de UvA*), dated 10 January 2006.

First assessment (after one year)

The first assessment takes place towards the end of the first year and is mainly intended to correct any selection mistake. This assessment can be skipped if there is no reason whatsoever to doubt the performance of the candidate. The assessment is drawn up by the Institute Director and finalised by the Director of Personnel & Administration .

Interim assessment (after three years)

This takes place towards the end of the third year of the tenure track. In the event of a positive assessment, the candidate may continue on the tenure track and is offered a promotion (as agreed in the tenure track contract). If the assessment is negative, the candidate's contract is terminated prematurely, taking into account the period of notice and offering re-employment assistance. The

⁶ The agreement specifically refers to the relevant UFO profile, the faculty appointment and promotion requirements and the corresponding competency profile.

assessment is carried out by the Institute Director, based upon the advisory rapport provided by the tenure track committee of the institute concerned. The assessment is finalised by the Director of Personnel & Administration. For more information on the assessment criteria, see Appendix 1.

Final assessment (after five years)

The final assessment, which is simultaneously used to determine whether to offer the candidate a permanent contract, is carried out by the Institute Director, based upon the advisory rapport provided by the tenure track committee. The assessment is finalised by the Director of Personnel & Administration. If the final assessment is negative, the tenure track contract is terminated and the final year of the employment contract is used to find alternative employment. For more information on the final assessment criteria, see Appendix 1.

Termination of employment

Should the employment contract be terminated, the candidate is offered re-employment assistance in accordance with Article 2.2 paragraph 5 of the Collective Labour Agreement for Dutch Universities. The aim of this is to increase the candidate's chances of finding a job outside the university. As stated in the previous section, the candidate has at most twelve months within the contract period to find alternative employment. The supervising professor will expect the candidate to make every effort to find another job during this time.

Tenure track committee

For each tenure track employment contract, either a new committee is set up or an existing committee is appointed to carry out the tasks. The composition of this tenure track committee reflects the importance of the position. There must be at least four to seven members, of which at least one woman, at least two professors and at least one external member.⁷ The committee advises the relevant Institute Director (who does not have a seat on the committee).

The main tasks of the committee:

1. Selecting and nominating a suitable candidate.
2. In consultation with the Institute Director and the candidate, drawing up concrete tenure track agreements which are laid down in the tenure track contract.
3. Carrying out assessments (as stipulated in the tenure track contract).
4. Drafting assessment advisory rapports for the Institute Director.

If it concerns a closed appointment, e.g., for a Vidi or Vici laureate, the first task in the list will be less formal than in an open procedure. Of course, there must be agreement regarding the nomination, and the Institute Director makes the final decision as to whether to nominate the candidate.

Start-up package and facilities

Offering an attractive start-up package and providing the necessary facilities can really make the difference between a good, effective start and a less good start plagued by annoyance and disappointment. It is therefore advisable to spend time and effort discussing the scope and content of the start-up package and the capabilities of the facilities with the candidate during the contract negotiations, and to clarify any issues which may arise in this regard. Given the importance of the start-up package and the provision of facilities in relation to the assessment criteria, it is advisable to systematically include both topics in the tenure track contract.

Teaching

⁷ Preferably, this is a specialist academic staff member from another research institute.

It goes without saying that UDs and UHDs on a tenure track are also required to teach in accordance with the result areas and criteria of the relevant UFO profile. If necessary, the amount of teaching may be reduced for a certain period of time if this is in the interests of the candidate. In most cases, achieving the UTQ (BKO) certification will form part of the assessment criteria.

Training

In some cases, it will be necessary, or it is recommended, that the candidate receives (additional) training on specific subjects during the tenure track. This includes the UTQ certificate if the candidate does not yet have this qualification. The candidate may also be required to follow training on how to manage and supervise professionals (PhD students, postdoctoral students) or even take a Dutch course (if the candidate does not speak Dutch, or does not speak it very well), for example. At a later stage in the track, they might also consider the STQ (SKO) qualification. It is a good idea to include any training in the tenure track contract.

Special leave

During the course of the tenure track, the candidate may be entitled to special leave (e.g., maternity leave and/or parental leave, long-term sick leave). It is reasonable that the agreed duration of the tenure track be extended in these situations. If such cases, the end date of the temporary employment contract will be adjusted accordingly⁸. It is advisable to include a separate clause regarding special leave and associated procedures in the tenure track contract.

The role of the HR department

The tenure track system appears to be a valuable tool for the faculty. As such, policy must be implemented carefully and comprehensively. The HR department also plays a role in this process, and is responsible for the following:

- Ensuring the consistency of the contracts (content and scope) that are being concluded.
- Checking whether the assessment processes are implemented correctly and in a timely manner, and making the necessary adjustments if this is not the case.
- Checking whether constructive feedback is given during the annual meetings (is the candidate 'on track?'), and making the necessary adjustments if this is not the case.
- Checking whether the working environment provided by the institution is sufficient (done in collaboration with the institute manager).

⁸ Even in such cases, there is still a difference of one year between the end of the tenure track and the end of the temporary employment, so that there is one remaining year which can be used to find alternative employment in the event of a negative final evaluation.

Appendix 1 Assessment criteria

Apart from the formal criteria (as mentioned in the UFO profile, the FNWI appointment and promotion requirements, and the competence profile), candidates on a tenure track must meet additional, and more stringent, criteria. For each tenure track, these requirements are determined and agreed upon in consultation with the candidate.

Below is an overview of criteria that apply to tenure track contracts, where the candidate:

- (Example 1) starts as UD2, can be promoted to UD1 after three years, and after two more years is offered a permanent position and promoted to UHD2 at the same time;
- (Example 2) starts as researcher 4, is promoted to UD2 after three years, and after two more years is offered a permanent position and promoted to UD1 at the same time.

EXAMPLE 1

(Starts as UD2, can be promoted to UD1 after three years, and after two more years is offered a permanent position and promoted to UHD2 at the same time.)

Interim assessment (after three years):

- Evidence of a productive start to their own research line
- A set minimum number⁹ of publications other than reviews in peer-reviewed journals per year.
- Submitted at least two applications for a project grant, with at least one successful application.
- Has demonstrated their ability to manage, motivate and inspire employees (PhD students, researchers) and students.
- Has successfully completed the UTQ qualification.
- Fulfils the criteria stipulated in the UD1 UFO profile.
- Fulfils the UD1 nomination requirements.
- Fulfils the criteria stipulated in the UD1 competence profile.

Final assessment (after five years):

- Own research line has the potential to receive an excellent assessment score from the VSNU (Association of Universities in the Netherlands).
- A set minimum number¹⁰ of publications other than reviews in (renowned) peer-reviewed journals per year.
- At least two remunerated, externally financed projects in the candidate's name, amounting to a total of > € 500 k.
- Successfully supervised at least one PhD student who has been awarded their doctoral degree, or at least to a point at which the PhD student will receive their doctoral degree in the foreseeable future.
- Is a successful lecturer, as evidenced by positive teaching evaluations.
- Good command of Dutch and English.
- Fulfils the classification criteria for the UHD2 profile.
- Fulfils the UHD2 promotion and appointment requirements.
- Fulfils the criteria stipulated in the UHD2 competence profile.

⁹ The number will depend on what is common in the relevant scientific discipline. The requirement for publications may also be implemented further or differently, for example by incorporating citation impact, naming journals, etc.

¹⁰ Ditto (see footnote 10).

Depending on the quality of the candidate and the wishes of the organisation, criteria may differ from the above.

EXAMPLE 2

(Starts as researcher 4, is promoted to UD2 after three years, and after five years is offered a permanent position and promoted to UD1 at the same time.)

Interim assessment (after three years):

- The research must be advancing smoothly and have resulted in a set minimum ¹¹ number of publications other than reviews in peer-reviewed journals per year.
- Submitted at least two applications for a project grant, with at least one successful application.
- Has successfully completed the UTQ qualification.
- Fulfils the criteria stipulated in the UD2 UFO profile.
- Fulfils the UD2 nomination requirements.
- Fulfils the criteria stipulated in the UD2 competence profile.

Final assessment (after five years):

- Evidence of a productive start to their own research line.
- A set minimum ¹² number of publications other than reviews in peer-reviewed journals per year.
- A number of remunerated, externally financed projects in the candidate's name, amounting to a total of at least > € 200,000.
- Has demonstrated their ability to manage, motivate and inspire employees (PhD students, researchers) and students.
- Good command of Dutch and English.
- Fulfils the criteria stipulated in the UD1 UFO profile.
- Fulfils the UD1 nomination requirements.
- Fulfils the criteria stipulated in the UD1 competence profile.

Depending on the quality of the candidate and the wishes of the organisation, criteria may differ from the above.

¹¹ The number will depend on what is common in the relevant scientific discipline. The requirement for publications may also be implemented further or differently, for example by incorporating citation impact, naming journals, etc.

¹² Ditto (see footnote 12).

Appendix 2, tenure track contract template

Tenure Track Agreement [name], hereinafter referred to as: candidate.

Introduction

Achievement-based career agreements, such as tenure track, are an important part of the Faculty of Science's career development policy. The objective of these agreements is for the Faculty to retain talented academics for longer by offering them an attractive/challenging and personalised track they can build a career on. This Tenure Track Agreement forms an integral part of the letter of employment contract. In addition to Article 2.2a of the Collective Labour Agreement for Dutch Universities (CAO-NU, 1 July 2017 – 31 December 2019), Article 6.6 (Tenure Track) also applies.

1. The track

The tenure track begins on [date] for a [five] year period and ends on [date]. The candidate is temporarily employed for the duration of the Tenure Track with an additional year. Initially, the candidate is appointed to the position of [UFO-profile, often: UD2 (assistant professor 2)].

The intention of the tenure track – in the case of a positive final assessment – is a permanent employment contract as [UFO-profile, often UHD2 (associate professor 2)]. On successful completion of the tenure track, new agreements regarding career development can be made in collaboration with the candidate, and subsequently set down in writing.

2. Assessment

During the tenure track, [a maximum of three] assessments of the candidate will be conducted by the institute director, based upon the advisory rapport provided by the tenure track committee. These assessments will take account of the provisions of the UvA Assessment Regulations on performance at the UvA (*Beoordelingsvoorschrift UvA 2001 (Functioneren aan de UvA)*), as amended by an Executive Board decision on 10 January 2006). The classification criteria for the relevant UFO profile and in the document outlining the additional Faculty of Science requirements for appointments and promotions (*Nadere invulling Benoemings- en Bevorderingseisen Wetenschappelijk Personeel*, January 2007) will also apply. In addition, further criteria that will apply to the assessment will be determined on an individual basis as detailed below.

- a. The first assessment at the end of the first year will only take place if the candidate's overall performance gives cause for this in a negative sense. No additional criteria are specified for this assessment. A negative assessment will result in the premature termination of the temporary employment contract, with due observance of the notice period.
- b. The second interim assessment will take place by [the end of the third year] of the tenure track at the latest. A positive assessment will result in the candidate's promotion from [UD2] to [UD1].

The additional assessment criteria are that:

1. The candidate meets the criteria laid down in the UFO profile for this job level [e.g. UD1], together with the additional Faculty of Science requirements for appointments and promotions;

2. The candidate has demonstrated successful research as evidenced by [number] publications (not including discussions) in leading academic journals and contributions made at international scientific events to which the candidate was invited;
A central role is played in forging links with the various research activities of the other PIs in the [fields of research, groups, etc.] and/or, cooperation is initiated with [scientific fields] and/or evidence is shown of proactive attempts to seek out new collaborative partnerships at national and international level;
3. The candidate has successfully supervised at least [number] of doctoral candidates (on track towards timely completion of their doctoral research; as shown by interviews with the doctoral candidates by the tenure track committee attesting to the fact that they are being well supervised, assisted and challenged by their supervisor);
4. The candidate has received positive evaluations by students and colleagues, and has successfully completed the University Teaching Qualification programme (UTQ);
5. The candidate is able to give evidence of proactive acquisition of external funds and/or has submitted at least [number] applications for project grants, of which at least [number] honoured;
6. The candidate shows good organisational citizenship behaviour at relevant levels within the institution ([research cluster/programme, institute,] Faculty of Science); there is effective management of research resources and accountable tasks;
7. The candidate shows the capability to lead, motivate and inspire researchers, doctoral candidates and students.
8. *Optional: The candidate has learned Dutch at level [Ax/Bx].*

A negative assessment will result in the premature termination of the temporary employment contract, with due observance of the notice period.

c. The final assessment will take place by the end of the [fifth] year at the latest. A positive assessment will result in the candidate being employed on a permanent basis as [e.g. UHD2].

The following additional criteria apply for the final assessment, that:

1. The candidate meets the requirements of the UFO profile and the additional Faculty of Science requirements with regard to appointments and promotions for [job level, e.g. UHD2];
2. The candidate has developed an individual, productive branch of research that can potentially result in an outstanding assessment by the VSNU;
3. The candidate has built up a strong reputation with at least [number] publications in leading scientific journals;
4. The candidate's international standing has led to invitations to speak at international scientific conferences and workshops and the candidate is involved in the organisation of international scientific conferences and workshops;
5. The candidate has successfully supervised at least [number] doctoral candidate[s] to the point at which the thesis has been completed or almost completed and the degree of doctor is almost within reach;
6. The candidate makes continuous efforts to maintain existing scientific collaborative partnerships and to initiate new ones: within the research group [name], with the associated research groups of [institute/groups/other important networks] and at national and international level;

7. The candidate is a successful lecturer, attested in part by means of positive course evaluations and has demonstrated the ability to develop a new course;
8. At least [number] paid, externally-funded project[s] [has/have] been assigned to the candidate as PI or co-PI, resulting in the funding of at least one doctoral position or the sum of [amount] thousand euros;
9. The candidate shows an ongoing contribution to the organisation at [research cluster/programme, institute,] Faculty of Science.
10. The candidate had proven mastery of Dutch at the level [Bx/Cx].

In the event of a negative assessment, the candidate will not be employed permanently after the temporary employment contract and the employment contract will be terminated. What remains of the period of employment contract, in this case the final [often sixth] year, will be used to reassign the candidate outside the UvA.

3. Teaching

- Year 1: one course of [number, often 6] ECTS in the MSc programme, [if applicable: providing that this can be agreed with the programme director of [degree programme name] and/or the coordinator of [track name].]
- UTQ, preferably in year 1, otherwise in year 2.
- Later years: building up to [number, often 9-12 ECTS] of courses in BSc and MSc programmes from the third year, plus incidental contributions to PhD courses.

4. Supervision of the candidate

[Name and/or position] is the candidate's supervisor. The candidate and the supervisor will hold an annual consultation every year.

[Prof. name] will act as personal mentor¹³ and other mentoring will be provided by [name of institute manager].

Optional: In addition, at the end of each year of the tenure track, the candidate will be expected to give a presentation to the tenure track committee with a view to providing timely signals, both to the candidate and the institute director, with regard to the question of whether the candidate is on course for success in the tenure track.

5. Material budget and other provisions

The [institute name] will provide a material budget of [amount] thousand euros per year in connection with the tenure track position. In addition, the [institute name] will also make available the following: [other provisions, such as ... sq. m. of suitable laboratory space].

6. Special leave

In principle, the tenure track has a [five]-year term. If, during the course of this tenure track agreement, the candidate takes [maternity and/or] parental leave, this tenure track agreement will be extended by the duration of the leave taken and assessments will, if necessary, be suspended

¹³ The mentor will assist with issues which are not directly of a scientific nature. The mentor is not involved with the day-to-day side of the track, but rather monitors – where necessary – the candidate's progress in the background. Candidate and supervisor can approach the mentor for advice (without the mentor taking on the role of the supervisor).

for the same period. Extension of the agreement and suspension of assessments will also occur if in the event of the candidate's long-term incapacity for work (a consecutive period of at least six full weeks), on the understanding that the extension of the tenure track agreement and suspension of the assessments will last no more than nine months.

Signatures and dates:

Professor <<name>>

Director <<institute>>

Dr <<name>>

Candidate

Drs. M.A.Q. Enneking

Director of Personnel and Administration, Faculty of Science

Appendices:

- all applicable UFO profiles
- *Nadere invulling Benoemings- en Bevorderingseisen Wetenschappelijk Personeel* (Faculty of Science, January 2007) (document outlining the additional Faculty of Science requirements for appointments and promotions)