

AMOLF PhD and Postdoc training program

Introduction

At AMOLF, we strive to provide a supportive environment and high-quality training for our PhD students and postdoctoral researchers. Support and training are key to a fulfilling, inclusive, and productive working atmosphere, successful achievements in science and technology, and for obtaining a fitting and interesting position in society afterwards. This document describes the key components of the AMOLF PhD and Postdoc training program, and contains supporting documents in appendices. The full program is available on the AMOLF website.

The components are:

- 1) **Orientation and recruitment.** Activities organized for prospective AMOLF scientists to achieve the best match with a future scientific group. We organize site visits for local students (e.g. MSc and BSc students) and a new AMOLF PhD and postdoc recruitment day, which is held virtually or live, to provide better insight for national and international students into what it is like to perform a PhD at AMOLF. See Appendix A.
- 2) **Education.** A tailored portfolio with courses from a rich spectrum, offered both through AMOLF and our collaborations with Dutch universities – noting that AMOLF PhD students all receive their degree from a Dutch university. This includes compulsory courses and activities on topics like time management, lab safety, data management, and scientific integrity. See Appendix B.
- 3) **Presentation skills.** New is the ‘prospectus talk’ after one year in which students present the plan for their PhD to other students and PI’s. Meetings at the group, departmental, or expertise center level provide more frequent (weekly to monthly) opportunities to present work, and give feedback to peers. See Appendix C.
- 4) **Mentoring.** Next to the day-to-day supervision, we provide a program including annual reciprocal feedback discussions with the PhD advisor, guided by feedback forms, on topics including performance, progress, planning, working environment, courses, and other development wishes. In addition, meeting with the PhD adviser and an external group leader is planned 18 months before the end of the contract, to plan what needs to be done to complete the thesis. See Appendix D.
- 5) **Work satisfaction.** Initiatives focused on mental health and work happiness, including a ‘buddy system’ for newly arriving students, workshops for boosting mental vitality, and a range of social outings and activities at the group, departmental, and institute level, organized by students and other staff members through the personnel association.
- 6) **Career.** Orientation and preparation early on to discuss future career choices, through a ‘towards a new position’ discussion with the PhD adviser, invited talks by ex-AMOLF employees about their diverse jobs, for instance as organized during the ‘AMOLF Career day’.

Appendix A: AMOLF recruitment day

Choosing one's ideal PhD or PD project is not straightforward. Many factors are important, ranging from the topic, the culture of the institute and the group, other students already present, and the managing style and personality of the group leader. The AMOLF PhD and PD recruitment day aims to help in this choice. Organized once per year as a single or multiple-day event, it allows PhD and PD candidates to directly get to know AMOLF and its ongoing and future research projects. The overall aim is to find a match between the open positions at AMOLF and external candidates.

It is organized by a committee composed of at least two AMOLF group leaders, one member of the HR department, and one AMOLF PhD student and/or PD. The recruitment day contains the following elements:

- An ad highlighting the Virtual event and the currently open positions.
- A live or virtual event introducing AMOLF and the application procedure, short talks by the AMOLF director and current students, and breakout rooms with PI's explaining their positions and discussions with participants.
- Application by the participants following the regular AMOLF application procedure.

In future editions, the day may be virtual or live. Two versions are proposed:

1) One-day event

Element	Date
Collect open positions and interested PI's	March
Placement of a general ad for the event	Beginning April
Day 1: <i>Morning:</i> general presentations about AMOLF (e.g. director), Amsterdam (e.g. a student), the PhD program (e.g. a PI or HR), a list of the open positions, short presentations by the PI's. <i>Afternoon:</i> break-out sessions per PI	April/May
Standard application process	After event

2) In case of high demand, we can also extend it to a 2-day layout including a pre-selection:

Element	Date
Collect open positions and interested PI's	February
Placement of a general ad for the event	February/March
First selection by the 3-6 PIs indicated by candidate	End March
Second selection based on Zoom, one PI can give a 'go', should aim for 1-3 candidates per position, or X in total	April
Day 1: <i>Morning:</i> general presentations about AMOLF (e.g. director), Amsterdam (e.g. a student), the PhD program (e.g. a PI or HR), a list of the open positions, short presentations by the PI's. <i>Afternoon:</i> poster sessions by candidates <i>End afternoon / evening:</i> Candidates and PI's compile preference lists; Dinner and drinks in Amsterdam with the existing AMOLF students and PDs; PI's discuss matching according to preference list	April/May
Day 2: One-on-one discussions with PI's according to preference lists	April/May
Offer	2 weeks after

Appendix B: AMOLF point system for PhD training

A PhD is the highest academic degree, for which we require PhD candidates to submit and defend their thesis. In addition, PhD candidates at AMOLF benefit from a range of courses offered by NWO-I. These courses include all basic skills required to perform the PhD research. In addition, AMOLF offers a separate certificate from the AMOLF PhD training program, which will be granted to PhD candidates who reach at least 30 points for participating in courses, supervision, teaching, or other institutional and external activities, as described below. This program enables and encourages PhD candidates to achieve a broad and high-value education.

The additional activities to obtain the AMOLF PhD training certificate can be international or national conferences, schools, and courses offered by universities. The latter depends on the university the PhD student is signed up to, which in turn depends on the affiliation of the PhD promotor. Besides the compulsory courses, the student must discuss participation of course with the supervisor, based on the need and prior knowledge.

Each PhD candidate needs to collect at least 30 points. Points can be earned from different categories with the (maximum) number of points indicated in the table below, the exact number will be fixed together with the supervisor. Other courses or activities not listed may be added, and points defined in consultation with the supervisor. The annual review form will keep track of the point score of each student.

Category	Points
NWO-I courses <ul style="list-style-type: none">• Taking charge of your PhD project (compulsory)• The art of presenting science• The art of scientific writing• How to get funded• Career planning	2 each
University course or online course	Dependent on length of course, determined together with PI (max. 5)
Teaching assistant	Dependent on length of course, determined together with PI (max. 5)
Supervision MSc students	0.5 / month (max. 15)
Conference attendance incl. presentation (oral/poster)	1 – 3 depending on length
Attendance of a workshop or school	3 – 4 depending on length
Klein colloquium presentation	1
AMOLF internal committee membership	3 / year membership (max. 5)

Appendix C: Prospectus talk after first year of PhD

Aim

The general idea of the AMOLF prospectus talk is that after one year into the PhD period, all PhD students define and present the plan for the rest of the PhD, and hence receive feedback from all expertise center members including group leaders.

Organization

Expertise centers have freedom to implement the prospectus talks as they see fit. The expertise centers are considered to be the appropriate forum as they represent the best content match.

Other aspects to consider

- The aim is for students to think more actively about their PhD and, importantly, to learn from others.
- Student are asked to talk most of the time about upcoming and future plans, after broad introduction on topic and relevance, and first results.
- Students are invited to start thinking about multiple projects, some of which can be side projects or collaborative projects, some of which may be clear now while others can be vague and speculative at this point, show they can get the most out of their know-how.
- The presentation contains the best current plan, and that it can and likely will be adjusted in time.
- Students should discuss the talk beforehand with the group leader.
- Talks are made 'important': e.g. by making sure most PI's are present, allowing for a sufficiently long talk time (30 mins) and Q&A time for students (30 mins) and then for PI's (20 mins), ending with comments on improving the presentation (5 mins), mentioning the talk when the student starts the PhD.

Appendix D: Mentoring and evaluation forms

1. Annual Planning and Evaluation Form (PhD)
2. PhD Output portfolio
3. '18 months to go' interview
4. 'Towards a new position' interview
5. Visual timeline of PhD
6. Annual Planning and Evaluation Form (Postdoc)

1. Annual Planning and Evaluation Form (PhD)

Planning and Evaluation (for PhD students)

Introduction

This set of forms relates to the planning and evaluation interviews (held at least once a year) to help the supervisor and trainee research assistant work and plan effectively. With this aim in mind, NWO-I also provides a **training taking charge of your PhD project** during the trainee research assistant's first year.

Planning and evaluation interviews in practice

A planning and evaluation interview is held between supervisor and trainee research assistant at least once a year.

There are two forms available for reporting on this annual planning and evaluation interview between supervisor and trainee research assistant (both should be used/filled in):

1. Evaluation form for the previous year:

- used by the supervisor to evaluate the performance given and research results obtained in the **previous year** and following on from this;
- to assess the trainee research assistant, monitor collected points for PhD training certificate and agree on measures to be taken with regard to supervision and/or education and training.

2. Planning form for the coming year

- provides the basis for discussing and drawing up a research and training plan for the **coming year**.

Throughout the entire period of employment, supervisor and trainee research assistant will hold a planning and evaluation interview at least three times (the first time at the end of the first year, the second time at the end of the second year and the last time at the end of the third/beginning of the fourth year). For junior scientist who enter their fourth year a paragraph is added about their future career perspective. You are asked to appraise the career paths open to a junior scientist, especially to make a clear statement about his or her chances of success in either an academic career or outside of academia. NWO-I wants to make sure that the junior scientists have a clear perspective on their capabilities and opportunities for a successful career.

You will find all the required interview forms (for each year) compiled here in this loose-leaf set. This makes it easier to consult plans and evaluations from previous years, in cases where this is needed by way of preparation for the next planning and evaluation interview.

What is the reason for planning and evaluation interviews between supervisor and trainee research assistant?

The planning and evaluation of doctoral research by the trainee research assistant and supervisor should be geared towards completing the research and obtaining a PhD within the set employment period of four years. During the period that a trainee research assistant works for NWO-I, priority is given to aspects of their education and training,

which are highly relevant to their future performance in their later professional career. A goal-oriented and planned approach to work is one of these aspects.

According to labour-market data on people who obtained their PhD at NWO-I, completing your doctoral studies within four years considerably increases your chances of finding a job subsequently. In addition, our PhD students both present and past tell us that good supervision and the ability to work according to a plan during their PhD research are important factors (and ones which can and need to be worked on) to give PhD students a good start on the labour market. This view is echoed by organisations that employ doctoral graduates in physics.

Many trainee research assistants also indicate that they want to get into the good habit of taking a goal-oriented approach to their work and to learn how to adopt a planned work style. These are skills that will also be required of them in any job they take after their time at NWO-I. **Planning and evaluation interviews and the training taking charge of your PhD project provide both supervisor and trainee research assistant with helpful tools for achieving these aims.**

These planning and evaluation interviews for trainee research assistants do not function in isolation. They form part of a more comprehensive series of measures decided upon by the Board of Directors in September 1995. Within this framework, both the educational and training programmes are geared towards equipping trainee research assistants with the highest level of knowledge and skills during their period at NWO-I. They also reinforce the role of the team leaders in supervising the trainee research assistants, not only during their research but also when applying for jobs after their time at NWO-I.

Also PhD's themselves invest in some of these trainings by applying for leave for certain non-obligatory trainings. Furthermore, NWO-I keeps a cooperative attitude towards possibilities or wishes with regard to career oriented measures that may occur in individual cases.

You may gain more information from the personnel officers at the NWO-I Institutes and P&O NWO-I.



Please return the original signed report to the HR dept. of AMOLF/ARCNL

For further information, employees of institutes please contact your personnel officer.

Other employees can contact:
Ms. A. Bor, a.bor@nwo.nl, +31 30 600 12 37 or

Go to [NWO-I People](#) to submit this form digitally!

Planning and Evaluation (for PhD students)

Name of PhD	_____	Institute/research team:	_____
Date of employment:	_____	Thesis supervisor:	_____
Date of birth:	_____	Direct supervisor:	_____
Date of interview:	_____	Present at interview:	_____

EVALUATION

1. What were the most important **results of last year**?

2. In which areas did the research activities depart from the **planned schedule and/or did delays occur**? Which activities proceeded more efficiently than planned?

3. What was the **cause** of the departure from schedule and/or delay and **what was the response to this**?

4. Were appropriate **data management tools** developed and implemented for the project? Reflect on DM-plans, logbooks and replication packages.

PERFORMANCE REVIEW

Describe as concretely as possible the areas in which the individual in question is in need of further development and/or the areas in which he/she has performed satisfactorily.

- 1. Knowledge and skills:** depth, range, overview, orientation on the problem area, problem analysis, insight, ability to distinguish main issues from side issues, orientation towards other disciplines

- 2. Planning and organisation:** setting effective goals, determining priorities and necessary action, indicating the time and resources needed to attain goals, monitoring progress, taking responsibility, investing energy in maintaining progress of activities, effective use of time available

- 3. Written and verbal presentation:** structure and style of written material, formulating a message that is clear and to the point, tailoring material to suit audience, power of persuasion, maintaining central lines of argument, self-awareness

- 4. Interpersonal skills:** leadership skills, giving direction and guidance to others, creating cooperative ventures in order to achieve a goal, convincing others of a point of view, motivating others to do something for you, taking initiative, seeking active consultation

EDUCATION AND TRAINING

AMOLF offers a separate certificate from the AMOLF PhD training program, which will be granted to PhD candidates who reach at least 30 points for participating in courses, supervision, teaching, or other institutional and external activities, as described below. This program enables and encourages PhD candidates to achieve a broad and high-value education. More information can be found on the intranet <add hyperlink>. Add the progress of the PhD training for the last year to the table below.

Category	Points	Name of courses taken (points)
NWO-I courses <input type="checkbox"/> Taking charge of your PhD project <input type="checkbox"/> The art of presenting science <input type="checkbox"/> The art of scientific writing <input type="checkbox"/> How to get funded <input type="checkbox"/> Career planning	2 each	
University courses	Dependent on length of course, determined together with PI (max. 5)	
Followed online courses	Dependent on length of course, determined together with PI (max. 5)	
Teaching assistant	Dependent on length of course, determined together with PI (max. 5)	
Supervision MSc students	0.5 / month (max. 15)	
Conference attendance incl. presentation (oral/poster)	1 – 3 depending on length	
Attendance of a workshop or school	3 – 4 depending on length	
Klein colloquium presentation	1	
AMOLF internal committee membership	3 / year membership (max. 5)	
Total number of points		

SUPERVISION

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Signature of thesis supervisor:

Direct supervisor:

Seen by junior scientist:

Please return the original signed report to the HR dept. of AMOLF/ARCNL

Planning and Evaluation (for PhD students)

-continued-

Name of trainee research
assistant:

Institute/researchteam:

Date of employment:

Thesis supervisor:

Date of birth:

Direct supervisor:

Date of interview:

Present at interview:

AIM OF THE RESEARCH IN THE COMING YEAR

PLANNING THE RESEARCH IN THE COMING YEAR

1. What are the most important **milestones and results** in your research for the coming year?

2. What **activities** have to be carried out to this end, in what order and what is the **final date for their completion**?

Completion date

Activity

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1.

.....

2.

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3.

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4.

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5.

.....

6.

3. What **obstructive/delaying** factors are expected in the realisation of this schedule? (problems with equipment, delays in the delivery of the equipment, technical support, problems of a scientific nature, others?)

4. How will you **anticipate or respond** to such developments?

5. Are the used tools for data management appropriate for the project? Describe required revisions for the use of, e.g., DM-plans, logbooks and replication packages.

REPORT AND PROGRESS

1. **Progress interviews** planned on:

2. Nature and frequency of **reporting** by the trainee research assistant:

PLANS PhD training (including conferences, courses, etc):

The following parties have reached agreement on this plan and its actions:

Thesis supervisor:

Direct supervisor:

Junior scientist:

2. PhD output portfolio

PhD output portfolio

Name PhD-student: _____ Group: _____
Start date contract: _____ Group leader: _____
End date contract: _____ Promotor: _____

Last update: - - 20.....

1. Academic publications

Publications in peer-reviewed journals

EXAMPLE: A. Student, B. Co-author, and C. Supervisor, *Nanophotonic study of biomolecular networks*, Appl. Phys. Lett. **99**, 201908 1-3 (2019).

Publications in conference proceedings

Publications in books

Other publications

2. Presentations, posters

Presentation in (regular) group meeting in 11th month of the PhD track

Date:

Title:

AMOLF Short Colloquium

EXAMPLE: A. Student, B. Co-author, and C. Supervisor, *Nanophotonic study of biomolecular networks*, AMOLF, January 12, 2018

Oral conference presentations

EXAMPLE: A. Student, B. Co-author, and C. Supervisor, *Nanophotonic study of biomolecular networks*, Materials Research Society Conference, Boston, December 2019.

Invited conference presentations

Poster conference presentations

3. Awards and prizes

EXAMPLE: Poster prize, Materials Research Society Conference, Boston, December 2018.

4. Attended courses/training

EXAMPLE: “The Art of Presenting Science” (2018)

5. Relation with industry, knowledge transfer

Collaborations with industry

EXAMPLE: Regular group meetings with Unilever employees on molecular structure of food (2018, 2019)

Patents

Other forms or knowledge transfer, prototypes, software, etc.

EXAMPLE: Open-source software code on biochemical networks (2019)

6. Outreach

Publications in non-scientific (news)papers, magazines or websites

EXAMPLE: Publication of my work on www.natuurkunde.nl (2018)

Appearance on television, radio or in public events

EXAMPLE: Contribution to AMOLF Open Day (2018)

EXAMPLE: Interview for VPRO Radio (2019)

7. Other types of output

EXAMPLE: Contribution to biophysics lecture course, University of Amsterdam, 2018

3. '18 months to go' interview



Dear PhD-student,

At AMOLF, we strongly encourage PhD students to finish their thesis within 48 months. To accomplish this, we ask you to make a concrete and feasible plan for your PhD thesis in the 30st month of your PhD. This plan contains a detailed outline of your thesis and describes the concrete steps you will take in the remaining 18 months of your contract to finish your thesis. The plan also appoints the critical factors in reaching this goal.

You will discuss the thesis outline and your strategy for the last 18 months of your contract in a meeting between you, your group leader and the Head of Expertise Center *. This we call the "18 months to go" interview. The thesis outline and the planned actions are to be included in a report, for which you receive the attached template. The report will be reviewed by the MT and will be filed by the HR Department.

Please take to this meeting:

- The report of your last Planning and Evaluation interview;
- Your updated output portfolio.

If the above raises questions, please do not hesitate to contact the HR Advisor.

I wish you a fruitful meeting and success with completing your PhD research.

Prof. dr. Huib Bakker

Director AMOLF

* *If your group leader is the Head of Expertise Center, a substitute will join this meeting.*

Interview

18 months to go

Name PhD-student: _____ Institute: AMOLF _____
 Start date contract: _____ Group leader: _____
 End date contract: _____ Promotor: _____
 Date of interview: _____ Head of Expertise
 Center present: _____

Table of contents thesis

<u>Chapter # 1</u>	<u>Title of chapter:</u>	<u>Date done</u>
Actions
Critical factors	

<u>Chapter # 2</u>	<u>Title of chapter:</u>	<u>Date done</u>
Actions

Critical factors	

<u>Chapter # 3</u>	<u>Title of chapter:</u>	<u>Date done</u>
Actions
Critical factors	

<u>Chapter # 4</u>	<u>Title of chapter:</u>	<u>Date done</u>
Actions

Critical factors	<p>.....</p> <p>.....</p> <p>.....</p>
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<u>Chapter # 5</u>	<u>Title of chapter:</u>	<u>Date done</u>
Actions	<p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>	<p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
Critical factors	<p>.....</p> <p>.....</p> <p>.....</p>	

<u>Chapter #</u>	<u>Title of chapter:</u>	<u>Date done</u>
Actions	<p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>	<p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
Critical factors	<p>.....</p> <p>.....</p> <p>.....</p>	

[Repeat box if you have more chapters]

Additional critical factors

Are there other critical factors (and possible setbacks) then previously described in this planning, and how to deal with them if they occur?

Agreed on 20...

by:

Signature

Name

PhD-student

Group leader

Head of Expertise Center

4. 'Towards new position' interview



Dear PhD-student,

At this moment, 6 months remain before your PhD contract ends. In your last Planning & Evaluation meeting with your group leader, you already discussed your ambitions and perspectives for your future career. As your PhD is coming to an end soon, it is essential to review these career plans and make a concrete planning for the steps you will take to obtain a new position. This moment of review and planning, which you do in a meeting with your group leader, is called the “towards a new position” interview.

Of this meeting you have to make a report, for which you receive the attached template. This report will be reviewed by the department head and filed by the HR Department. Keep a copy for yourself.

Please take to this meeting:

- The report of your last Planning and Evaluation interview;
- Your updated output portfolio.

If the above raises questions for you, please do not hesitate to contact the HR Advisor.

I wish you a fruitful meeting, success with finishing your PhD at AMOLF and good luck in the near future with finding a suitable job elsewhere.

Prof. Huib Bakker

Director AMOLF

Interview

Towards a new position

Name PhD-student: _____ Institute: **AMOLF** _____
Start date contract: _____ Group leader: _____
End date contract: _____ Promotor: _____
Date of interview: _____

Progress

Review the sections in your last Planning and Evaluation report on your future career plans. Describe the progress made so far in this area.

Planning

On the next page, make a planning for the last 6 months of your PhD contract to obtain a new position. Try to be as concrete as possible.

Note that during your last 6 months, you will also have to finish articles, prepare your thesis for submission to the committee and arrange all the practical details for your PhD defence. Typically the time between the submission of your manuscript to the committee and your PhD defence date is 3 months.

Examples of possible actions are:

- Talk to people at conferences about future plans; specify conference, people, etc.
- Talk to people about career plans; specify names.
- Scout future positions; which channels to use.
- Job applications; specify the job and institutes/companies/etc. that you will apply to.

- Job interviews (with who, where, when).
- Take courses; e.g. 'career planning'.
- Write proposal for funding future scientific career; e.g. EU Marie Curie, NWO Rubicon.

Planning

<u>Week #</u>	<u>Activity</u>
.....	
.....	
.....	
.....	
.....	
.....	Submit thesis
.....	Thesis defence Use AMOLF check-out list

Agreed on 20...

by:

Signature

.....

Name

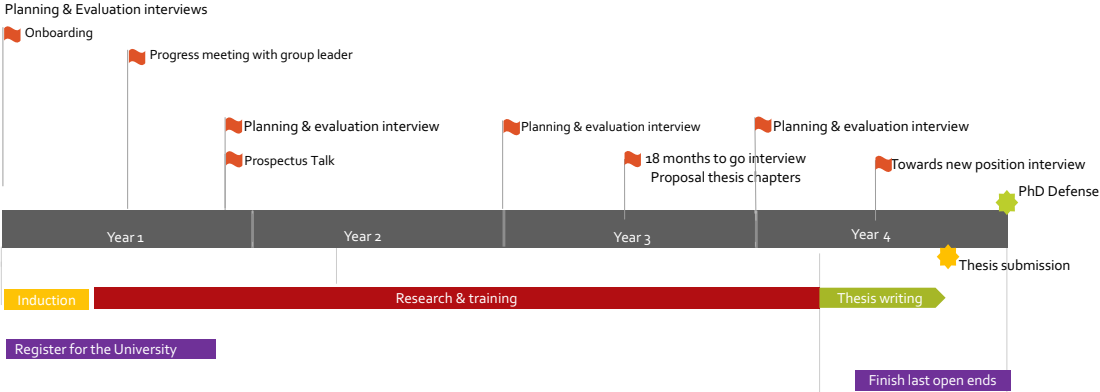
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PhD-student

Group leader

5. Visual timeline of PhD

Visual Timeline PhD (to be improved by professional)



6. Annual Planning and Evaluation form (Postdoc)

Planning and Evaluation (for Postdocs)

Introduction

This set of forms relates to the planning and evaluation interviews (held at least once a year) to help the supervisor and postdoctoral research assistant work and plan effectively.

Planning and evaluation interviews in practice

A planning and evaluation interview is held between supervisor and postdoctoral research assistant at least once a year.

There are two forms available for reporting on this annual planning and evaluation interview between supervisor and postdoctoral research assistant (both should be used/filled in):

1. Evaluation form for the previous year:

- used by the supervisor to evaluate the performance given and research results obtained in the **previous year** and following on from this;
- to assess the postdoctoral research assistant and agree on measures to be taken with regard to supervision and/or education and training.

2. Planning form for the coming year

- provides the basis for discussing and drawing up a research plan for the **coming year**.

Throughout the entire period of employment, supervisor and postdoctoral research assistant will hold planning and evaluation interviews. You are asked to appraise the career paths open to a junior scientists, especially to make a clear statement about his or her chances of success in either an academic career or outside of academia. NWO-I wants to make sure that the junior scientists have a clear perspective on their capabilities and opportunities for a successful career.

You will find all the required interview forms (for each year) compiled here in this loose-leaf set. This makes it easier to consult plans and evaluations from previous years, in cases where this is needed by way of preparation for the next planning and evaluation interview.

What is the reason for planning and evaluation interviews between supervisor and postdoctoral research assistant?

The planning and evaluation of research by the postdoctoral research assistant and supervisor should be geared towards completing the research and moving towards the next career steps in or out of academia.

You may gain more information from the personnel officers at the NWO-I Institutes and P&O NWO-I.



Please return the original signed report to the HR dept. of AMOLF/ARCNL

For further information, employees of institutes please contact your personnel officer.

Other employees can contact:

Ms. A. Bor, a.bor@nwo.nl, +31 30 600 12 37 or

Go to [NWO-I People](#) to submit this form digitally!

Planning and Evaluation

(for Postdocs)

Name of postdoc:

Institute/research team:

Date of employment:

Name group leader:

Date of birth:

Period covered by this interview:

Date of interview:

Present at interview:

EVALUATION

1. What were the most important **results of last year**?

2. In which areas did the research activities depart from the **planned schedule and/or did delays occur**? Which activities proceeded more efficiently than planned?

3. What was the **cause** of the departure from schedule and/or delay and **what was the response to this**?

4. Were appropriate **data management tools** developed and implemented for the project? Reflect on DM-plans, logbooks and replication packages.

OUTLOOK

Tasks, result agreements and points for development determined by the group leader

for the coming period, taking into account the previous retrospection and possible specific circumstances. As well as the discussion of the work relation.

Formulate SMART, see the preparation checklist.

- 1. Specify the work to be carried out/the results for the coming period and the contribution expected from the postdoc.**

- 2. Are there circumstances to be anticipated that may influence the performance? (Also, think of work relation, age phase, health, domestic situation, work for third parties and leave entitlement.)**

- 3. Is the postdoc in need of support to achieve the result? (Consider occupational safety and health, coaching, training and means.)**

CAREER GOALS

- 1. What are the postdoc's wishes and ambitions for the future (for the coming years as well as the longer term)?**

- 2. What are the thoughts of the group leader regarding the next career steps? How will the supervisor support the next career steps?**

Blank space for an overall reflection by the group leader:

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Blank space for a reaction by the postdoc:

--

The next interview will take place on:

Signing

The undersigned agree with the reporting and stated agreements.

The postdoc takes note of the retrospection (assessment part), but does not have to agree with it. The postdoc can indicate this in the black space above.

Group leader Date:	Postdoc Date:
Signature	Signature

**Please return the signed report to the HR dept. of
AMOLF/ARCNL**