

Introduction

AMOLF aims to attract national and international scientific talent by offering a tenure track programme for starting group leaders. Within this trajectory, talented scientists get the opportunity to develop as a group leader, with the ultimate aim of gaining a tenured group leader position.

This document formulates the AMOLF Tenure Track policy in 10 key points. This policy is based broadly on the guidelines drawn up by the 'Platform Universitaire Natuurkunde' in 2014 ('10 Golden rules for a successful and consistent Tenure Track policy and practice in the Netherlands'). The policy framework and the assessment criteria apply to all new Tenure Track group leaders. In the case of TTERS who have already started, an assessment will be made to determine how this policy can be applied without any detrimental consequences for the TTER concerned.

Principles

Scientific independence and visibility

1. The TTER sets up her/his own research line, with the support of a start-up package

AMOLF provides a start-up package, consisting of one or two PhD positions and a start-up budget. The start-up budget is intended to enable the TTER to build up an independent group and his/her own lab. Independence does not mean isolation; the group is part of a theme-based department, but is scientifically independent.

2. The TTER is visible as Principal Investigator, group leader, last author and promotor (or co-promotor)

The TTER is a fully fledged group leader and a member of the AMOLF scientific staff. The TTER takes part in meetings and carries out committee work. The TTER supervises the PhDs and postdocs in the group. If the TTER does not (yet) have *ius promovendi*, the TTER acts as a co-promotor.

Clear career prospects

3. A 5½ year contract followed by "up or out", depending solely on the TTER's own performance

A TTER usually has a temporary appointment for 5½ years. A Tenure Track position is by definition a pathway to tenure: it is a temporary position that, upon good performance, leads to a tenured position as an AMOLF group leader. Tenure does *not* depend on the availability of funds, the performance of other candidates, etc. The decision on whether to start the tenure procedure is taken four years after the start of the TT appointment.

4. Up means permanent appointment as a group leader

In the case of a positive tenure decision ('up'), the tenure track ends with promotion to a permanent position as group leader. In the case of a positive tenure decision, the aim is also to secure an appointment as a professor by special appointment at a Dutch university.

5. Out means termination of employment after 5½ years

Some TT trajectories will not lead to tenure. Such cases must be identified as early as possible (monitoring). A negative tenure decision ('out') is taken no later than one year before the end of the contract, so that sufficient time remains for the transition to another position.

Facilitate/stimulate development

6. The TTer receives the support needed to succeed

The host institution provides a concrete package of support measures, such as a course in leadership skills and the 'A Beginner's Guide to Dutch Academia' booklet. Technical, facility and administrative support is part of the TT start-up package.

7. Every TTer has two mentors, who are not involved in his/her formal assessment

Every TTer chooses two mentors (senior scientific staff members); the first mentor comes from his/her own department and the second from outside the department. It is also possible to choose the second mentor outside AMOLF.

Monitoring, feedback and evaluation

8. Clear criteria for tenure, which should not be used as a checklist

The TTer is assessed against the criteria described in the 'AMOLF Group Leader Tenure Track' assessment form.

9. Annual progress evaluation and "on track?" assessment

Every year the TTer is evaluated and assessed in a performance interview with the hierarchical manager (AMOLF director). Prior to this assessment, the TTer gives a presentation to the MT, plus the relevant Research Expertise Center head(s) (MT+). The first and second mentors should preferably also attend this presentation. After this presentation the TTer is given detailed feedback, so that adjustments in the tenure track can be made. The procedures to be followed for the progress and final evaluations are described in the appendices to this document.

Equal opportunities

10. Normalize gender policy and integrate it in TT policy

In order to promote gender balance, AMOLF aims for a higher proportion of women in the scientific staff. In recruitment, selection and evaluations, close attention is paid to equal opportunities for men and women (awareness of gender bias). Men and women are offered equal opportunities within the tenure trajectory. If maternity and/or parental leave is taken during the TT, the period after which the decision is taken on whether to start the tenure procedure (normally after 4 years) is extended by the amount of leave time taken, up to a maximum of 6 months (i.e. at the latest after 4½ years).

Appendices

Appendix 1: Procedure for progress evaluation

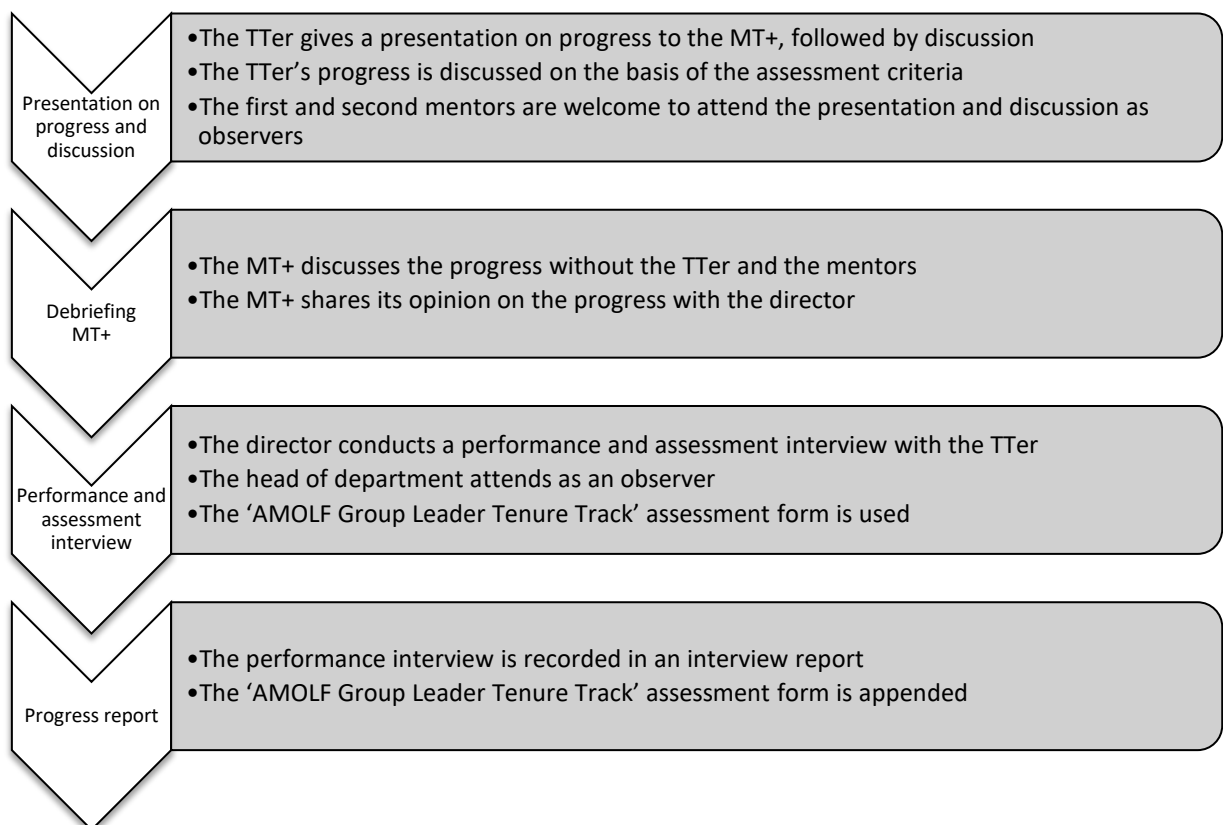
Appendix 2: Procedure for final evaluation

Appendix 3: AMOLF Group Leader Tenure Track Assessment form

An evaluation of progress takes place each year (after the first, second and third year).

The procedure for this is as follows:

1. The Tenure Track group leader (TTer) gives a presentation to the MT (director, department heads and institute manager), plus the relevant Research Expertise Center head(s) (MT+). During this presentation and the subsequent discussion, the progress of the Tenure Track is discussed with the TTer, also on the basis of the assessment criteria. Detailed feedback is given. The first and second mentors preferably attend the presentation.
2. After the presentation, there is a debriefing without the TTer and mentors (except mentors who are MT+ members). The MT+ shares its opinion on progress with the director.
3. A performance appraisal, assessment and development interview then takes place between the AMOLF director as the hierarchical manager and the TTer. The head of department attends as an observer. The 'AMOLF Group Leader Tenure Track' assessment form is used for guidance.
4. The results of this interview are recorded in an interview report, to which the completed assessment form is appended. The head of department and the HR department receive a copy of the signed report (for approval) and the assessment form (signed as seen).



Procedure for final evaluation

Appendix 2

Before the end of the fourth year*, the director invites the Tenure Track group leader (TTer) to compile a tenure portfolio.

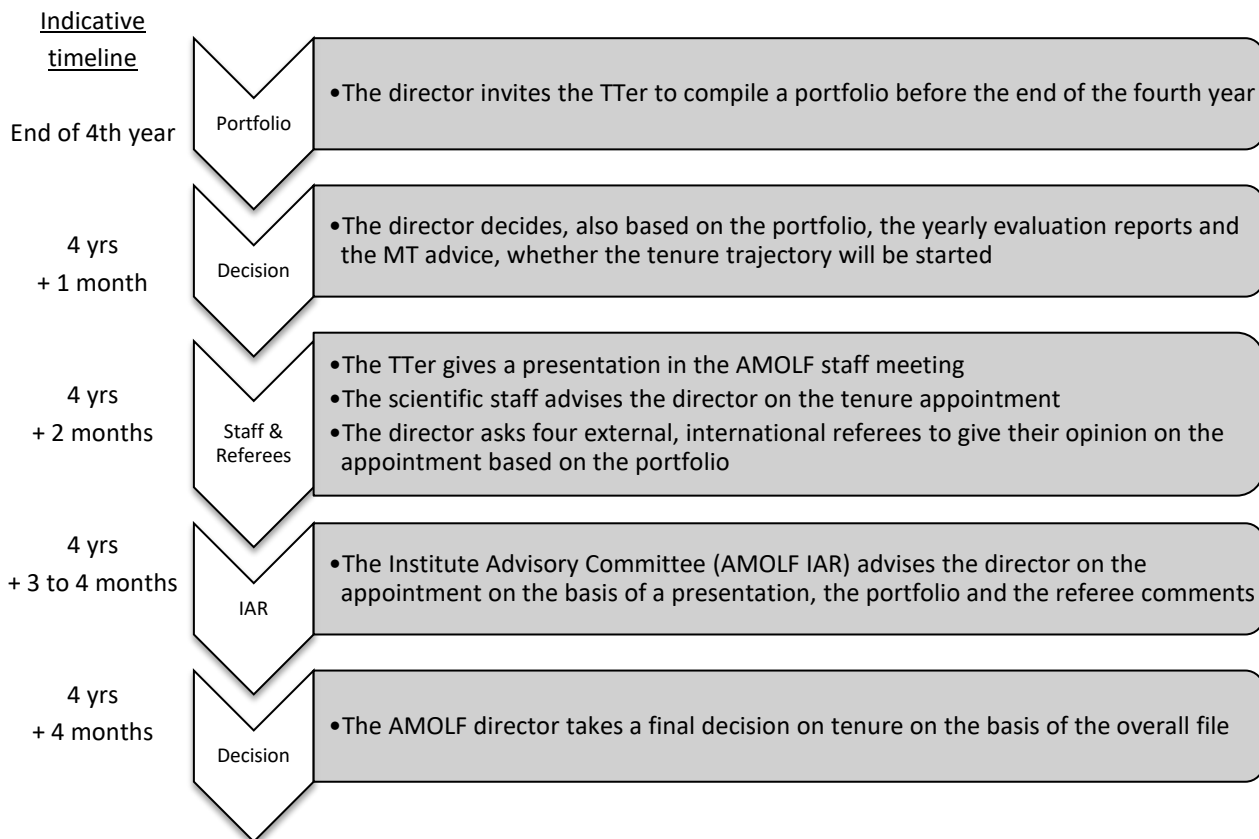
1. The MT advises the director, based on the portfolio and a written summary by the director of the yearly evaluations, whether the tenure procedure should be set in. The director then decides whether or not the final evaluation procedure will be started.

In the case of a positive decision by the director, the following steps are taken:

2. A) The TTer gives a presentation in the AMOLF staff meeting. The scientific staff advises the director on the tenure appointment on the basis of the presentation and (updated) portfolio.
B) At the same time the director asks four external, international referees to give their opinion on the tenure appointment on the basis of the portfolio. The TTer's head of department can provide suggestions for these external referees.
3. On the basis of the portfolio, the external referees' comments and a presentation in the IAR (Institute Advisory Committee) meeting, the IAR advises the director on the appointment. The advice given (staff, referees, IAR) is confidential.
4. After a last discussion in the MT, the AMOLF director takes a final decision on tenure on the basis of the overall file.

In the case of a positive tenure decision, the TTer is promoted to scientific group leader at AMOLF with tenure.

In the case of a negative decision on starting the tenure procedure, or a negative result of the tenure procedure, employment ends after 5½ years. Arrangements are made for the process to the transition to a position elsewhere.



* The start of the evaluation can be delayed in specific cases, e.g. when maternity leave or parental leave has been granted.

Name of Tenure Track group leader:

Start date of tenure track:

Date of interview:

Score: -2 (behind track); -1; 0 (on track); 1; 2 (ahead of track)

	Score
	-2 -1 0 1 2
Research	
1. Initiating and achieving innovative, high-quality research	----- ----- ----- -----
2. Achieving scientific output	----- ----- ----- -----
3. International visibility	----- ----- ----- -----

Operation of the group	
4. Managing the group	----- ----- ----- -----
5. Coaching researchers	----- ----- ----- -----
6. Acquiring and management of (external) funding	----- ----- ----- -----

Interaction (internal and external) & Academic service	
7. Identifying and exploiting opportunities for internal collaborations and support	----- ----- ----- -----
8. Identifying and exploiting opportunities for valorisation and societal impact	----- ----- ----- -----
9. Strategic positioning and visibility in the scientific landscape	----- ----- ----- -----
10. Academic service activities	----- ----- ----- -----

A copy of the completed assessment form is issued as an appendix to the report of the performance interview to the Tenure Track group leader, the head of department and the HR department.

Signature

Hierarchical manager:

Seen by group leader:

.....

.....

Explanation of assessment criteria

Each year the AMOLF director, with advice from the MT+, assesses the extent to which the Tenure Track group leader is 'on track'. These explanatory notes provide a number of concrete examples for each criterion.

Research

1. Initiating and achieving innovative, high-quality research
Establishing a high-quality (laboratory) environment in which top notch research is possible, introducing new research methods, creating a high-quality scientific programme within the field
2. Achieving scientific output
Publications in refereed journals, lectures at conferences
3. International visibility
Lectures by invitation at international conferences, international collaborations, international recognition of expertise within the field

Operation of the group

4. Management of the group
Effective management of the group: good group size and composition, stimulating collaboration within the group, coordinating research projects and equipment, monitoring scientific output of the group members and the duration of the PhD, filling vacancies in the group with national and international top talent
5. Coaching researchers
Supervising PhDs and postdocs, holding performance and assessment interviews, discussing career prospects with group members in good time
6. Acquiring and management of (external) funding
Acquiring external funding (individually or jointly), financial management of projects

Interaction (internal and external) & Academic service

7. Identifying and exploiting opportunities for internal collaborations and support
Actively exploring collaboration opportunities with groups inside and outside the own department, making use of expertise and infrastructure of the support departments (when possible)
8. Identifying and exploiting opportunities for valorisation and societal impact
Identifying and exploiting opportunities for value enhancement and social impact/outreach. Actively investigating collaboration opportunities with private partners, entering into projects with industrial partners, knowledge 'valorisation' (patents etc.), transposing knowledge to other disciplines
9. Strategic positioning and visibility in the scientific landscape
Positioning the research within the national funding possibilities, contacts with universities, links to Topsectors, NWA routes, European H2020 themes. National and international committee work: membership of scientific assessment and advisory committees, reviewing scientific articles
10. Academic service activities
Contribution to the operation of the institute: contribution to AMOLF committees and events, cross-group responsibility for infrastructure/laboratories/safety, giving scientific advice within and outside the own group. Developing outreach activities: public lectures, interviews with national and international media