Framework for Tenure and Career Tracks at Radboud University

Radboud Universiteit

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Foreword

At the request of the Executive Board and Council of Deans, a focus group formulated recommendations for the drafting of a framework for tenure and career tracks at Radboud University. The framework in this document results from these recommendations and has been discussed with the Executive Board, deans, Directors of Education and Research and HR department heads. Formally, the framework will be adopted by the Local Council. Implementation and monitoring of the framework will be discussed at the university level with the Works Council and at the unit level with the Representative Councils.

1. Purpose and functioning of the framework

Radboud University has lofty ambitions regarding the quality of education and research set out in the Strategic Plan, 'A Significant Impact'. We contribute to a healthy, free world with equal opportunities for everyone. These ambitions have been translated into a Strategic HR agenda, **'**A Significant and Sustainable Impact'. A core theme in this agenda is attracting, deploying and developing academic talent. Achieving the ambitions set out in the Strategic Plan and the HR agenda requires a revitalisation of the career and talent policy at the university and faculty levels, partly to strengthen our position in the international job market. At the request of the organisation, two elements of this were launched in 2018: tenure and career tracks.

Purpose of the framework
Several units at Radboud University (notably the Faculty of Science, Nijmegen School of Management, the Faculty of Philosophy, Theology and Religious Studies, and the Donders Institute) already use tenure and career tracks. The use of these instruments is intended to attract and develop academic talent. The framework describes the agreements and preconditions that are especially important and are already used in the units when applying these instruments. The framework thus contributes to a clear picture and clear expectations for academics with the potential and ambition for a successful academic career at Radboud University. The framework is designed to ensure unambiguous use, optimal implementation, and exchange of experiences between faculties.

Functioning of the framework
The framework is intended to help faculties implement tenure and career tracks in the best possible way. The framework applies to all tenure and career tracks. Articles 2.2a and 6.6 of the Collective Labour Agreement (CAO) for Dutch Universities apply mutatis mutandis. They stipulate that only fixed-term (initial and one-off) employment contracts can be concluded for employees on a tenure track, and tenure track means the formally established pathway to employment for an indefinite period of time in a higher academic position. The framework is formulated in such a way that there is enough room for local interpretation. This is desirable because of the significant differences between faculties. If faculties frequently use tenure and/or career tracks, they should develop policy as part of the faculty promotion policy for academic staff and, within this, the specific application of tenure and career tracks. In these policies, faculties can design their own promotion pathways through combinations of tenure and career tracks or other career paths. In the university framework, we limit ourselves to describing the basic elements and it has been agreed that faculties will adhere to these basic elements. These basic elements are included in the red boxes in this document and an explanation has been given for each basic element, which provides points of reference for application by faculties. When there is an existing policy, faculties should check it against the university framework and adjust where necessary. The framework applies to all faculties at Radboud University, the Donders Centre for Cognitive Neuroimaging and the Radboud Teachers Academy. The framework does not formally apply to staff at Radboud university medical center (Faculty of Medical Sciences). However, that faculty does work as much as possible in the spirit of the framework with its basic elements.

2. Framework for tenure tracks

This chapter describes the framework for tenure tracks. The basic agreements are presented in the red boxes. An explanation is given for each agreement, and this provides faculties and institutes with starting points for their own faculty policies.

2a. Purpose, definition and target group for tenure tracks

Purpose of tenure tracks

Faculties and institutes can use tenure tracks to achieve different goals depending on their target group, among other things. They can use it as an instrument to:

- offer an attractive prospect in (international) recruitment of high-quality academic talent (recruitment aspect);
- assess academics for suitability for further advancement in an academic career (selection and appraisal aspect);
- offer high-quality academic talent a real prospect of advancement and development at Radboud University (career aspect);
- seek to promote the career opportunities of unseen talents (diversity aspect, see Chapter 5).

Definition and target group for tenure tracks

Temporary initial employment for academics with a starting position of researcher and/or lecturer (upon entering employment) and at the end, upon fulfilment of performance agreements within a set timeframe, a promotion to an assistant professor (UD) position and permanent employment.

Tenure tracks are offered to talented researchers and/or lecturers with the ambition and potential to progress at Radboud University in the assistant professor (UD)-associate professor (UHD)-full professor route.

Explanation

First, a tenure track is always a pathway with an initial position and a final position and only an initial and one-time fixed-term employment contract can be concluded for this. The track counts as the period coinciding with the period of temporary employment in which the employee works towards the final position. Tenure tracks are offered to those talented academics (researchers and/or lecturers) whom the faculty or institute judges able to pursue a successful subsequent career in academia. The tenure track offers these academics a real chance of a subsequent academic position at Radboud University and provides a period in which the faculty can assess actual potential.

Academic career progression to full professor at Radboud University mostly takes place through the assistant professor (UD)-associate professor (UHD)-full professor route,[1] and a tenure track counts as the initial pathway (and career track for the follow-up pathway) for this academic route. Besides this career route, there are also other valuable career routes possible at Radboud University, and not every successful scholar can and needs to progress towards associate professor and full professor. Therefore, the tenure and career track framework is part of a broader framework for academic careers. To acquire a permanent position on the academic staff at Radboud University, it is important to combine teaching and research in the position. This means the final position to be achieved on a tenure track is that of assistant professor (UD).

[1] Other career routes, such as the route towards Principal Investigator/ Lecturer at the Donders Institute and Radboud university medical center, are also applicable.

To assess whether the candidate is suitable for a subsequent step in academia, the performance agreements should always incorporate both research (e.g. promotion within the foreseeable future) and educational achievements.

2b. Promotion steps

University Job Classification starting and subsequent position
Researcher / Lecturer ↓
Assistant Professor (UD)

Explanation
Successful completion of a tenure track should always involve promotion to a higher academic position, namely the position of assistant professor (UD). Thereafter, arrangements can be made for further growth within the framework of a Career Track or regular career policy.

Given the intention of the Collective Labour Agreement that academic staff from the position of UD will enter permanent employment after a maximum temporary duration of 18 months upon proven suitability, and the maximum duration of a tenure track (see below under 2c.), a tenure track can be agreed to only when it concerns the advancement of a researcher or lecturer to a UD position.

2c. Procedural requirements

Duration of the tenure track

The duration of a tenure track depends on the starting position and the intended final position of assistant professor (UD), but it is at least 3 years and no more than 6 years including an exit period of 6 months or a year.

The tenure track takes into account periods of limited employability due to, for example, parental leave, care leave, illness or pregnancy, or (temporary) part-time work.

If an employee on a tenure track fulfils the performance agreements before the set deadline, it may be decided to complete the track early and grant permanent employment and a promotion at an accelerated pace.

Explanation
There is a minimum duration for tenure tracks because the faculty needs to be able to gain an adequate understanding of the candidate's suitability for teaching and research (including fundraising) and for the supervision thereof. A minimum period of 3 years is desirable. The duration of the total tenure track is no more than 6 years.

It should be noted that the actual track can generally be completed within 5 to 5½ years, as that is a reasonable maximum period for assessing whether someone is ultimately suitable for a senior assistant professor (UD) position. Should it emerge in the final year (or half year) that the track cannot be successfully completed, the final exit year (or half year) will be spent on mobility-enhancing measures aimed at a career outside Radboud University (see guidance on outflow).

If there is a period of limited employability during the tenure track (e.g. due to care leave, long-term

illness or pregnancy), additional arrangements can be made to compensate for that limited employability. Units can compensate for the period of limited employability by having education and research duties replaced during the track.

The track's exit period can also be used. Faculties also might consider including a clause in the initial employment contract as mentioned in the Work and Security Act (WWZ) framework document (see Appendix 3). This provision in the employment contract adjusts the contract's duration and thus the tenure track if objectively verifiable circumstances occur (such as maternity or parental leave). In this way, tenure tracks can last more than 6 years, and 'lost time' can be compensated for. A one-time extension option of 3 months can also be used for tenure tracks based on Article 2.2a in the Collective Labour Agreement. And finally, limited employability can be considered in the final assessment (see 2e. Final Assessment).

It is possible that the supervisor and employee determine that the employee has fulfilled the performance agreements before the set end date. In this case, the faculty can create space for the supervisor and employee to have the final assessment earlier and complete the track faster.

Legal basis and options for temporary contracts

In accordance with Article 2.2a of the Collective Labour Agreement (CAO) for Dutch Universities, only an initial and one-off fixed-term employment contract can be concluded for employees on a tenure track.

Explanation
When a tenure track begins, Radboud University agrees to a duration of employment equal to the duration of the tenure track (which includes the performance period and exit / outflow period). The CAO contains one article about entering into tenure-track-based temporary employment contracts with academics.

Article 2.2a. CAO:

- The employer can, in deviation from the maximum total term of the employment referred to in Article 2.3, conclude a non-recurring temporary employment contract with an employee.
- This article does not apply to employees holding the position of professor for more than 0.2 FTE or the position of assistant professor or associate professor, *unless* an employment contract is entered into with this employee for a formally defined pathway toward permanent employment in a higher academic position as referred to in Article 6.6 of this collective labour agreement.

This refers to the first term of employment of a new researcher and/or lecturer and can be used as a basis for tenure tracks with new employees from outside the university, usually the most common group. That means Radboud University cannot offer its own internal researchers or lecturers a tenure track. Although time spent as a PhD candidate does not count in determining the maximum duration and number of successive employment contracts (chain provision), a PhD candidate cannot subsequently be offered a new temporary employment contract based on Article 2.2a of the CAO, because it would not be a first and one-off employment contract.

However, a talented PhD candidate can still be offered a tenure track immediately after their doctoral research in the form of a track of up to 36 months, namely from the position of researcher or lecturer to an assistant professor (UD) position. For details, refer to Article 2.3, paragraph 5 of the CAO.

Faculties may also consider immediately starting permanent employment career tracks with their own talented young researchers. For details, refer to Chapter 3, Career Tracks.

Up (promotion) or out (termination) or stay (maintain starting level)

Upon fulfilment of the set performance agreements, the employee will progress to an assistant professor (UD) position and be granted permanent employment.

The decision on whether to grant permanent employment and promotion depends solely on the employee's performance and the corresponding performance agreements.

If, at the time of the final assessment, the employee has not fulfilled the specified performance agreements, it may be decided to terminate the employment contract one year (or half year) after the assessment by operation of law, or to let the employee continue their career in the position agreed to at the start of the track if the employee performs adequately or well at that level.

Explanation

A key element of a tenure track is the up or out or stay principle: the employee is guaranteed permanent employment and promotion upon successful completion of the track. This decision cannot and may not depend on 'external' factors such as the financial situation of a faculty/institute. In this sense, the faculty must be able to guarantee the place in the workforce for the entire period of the track. If, at the time of the final assessment, the employee has not fulfilled the specified performance agreements, it may be decided to terminate the employment contract one year (or half year) after the assessment by operation of law, or to let the employee continue their career in the position agreed to at the start of the track if the employee performs adequately or well at that level.

Guidance on outflow

The faculty ensures proper guidance towards a job outside Radboud University in the year (or half year) before termination of employment.

If an employee does not successfully complete a tenure track and it is decided to terminate the employment contract by operation of law, that employee will be supported in finding another position outside Radboud University for one year (or half year). Advice and support can be obtained from the HR Division's Strategy, Policy & Development department in forms such as coaching, peer consultation and career courses.

2d. Performance agreements

Part of the tenure track is determining at the outset the performance agreements the employee must fulfil to successfully complete the track.

The basic principle is that the employee must perform at least at the required final level for all performance agreements. We set achievable performance agreements over which the employee has sufficient influence. The performance agreements are based on the UFO (University Job Classification System) job profiles, often incorporated in more detailed faculty promotion criteria.

In principle, tenure tracks include agreements on at least the following main areas:
a. education (e.g. qualifications to be obtained and educational innovation)
b. research (e.g. publication requirements, recruiting ability, guidance)
c. social impact
d. academic service (e.g. management and committee duties and other soft skills)

Explanation
The result areas listed in the UFO (University Job Classification System) job profiles are used when establishing the individual performance agreements in the tracks. The leading factors are the appraisal and job criteria drawn up based on the UFO per faculty or institute for promotion to a higher position. If these are not available yet, faculties will draft them as necessary. Faculties may further specify promotion criteria for tenure tracks. It is recommended that this be aligned with internationally applicable standards in the discipline.

For the performance areas, it is noted that contributions to team performance and collaboration increasingly determine the quality of academic output. It is therefore recommended that the performance agreements also pay attention to contributions to team performance and comparable soft skills.

Different criteria may apply to different academic disciplines. If a faculty or institute is considering further specification of the promotion criteria, qualitative criteria for result areas at the faculty level may work better. Within institutes/departments or at the individual level, these criteria can then be further specified and, where possible, quantified. The final individual performance agreements must be achievable and clearly defined, and the employee should be able to exert sufficient influence on their achievement. Agreements cannot be changed unilaterally during the track; however, it cannot be ruled out that parties may agree on changes together and by mutual agreement. In the case of long-term tenure tracks (e.g. longer than 4 years), it is possible to consider establishing performance agreements halfway through the tracks as well.

2e. Judgement, advisory committee and decision-making

During a tenure track, the employee's performance is periodically assessed. The employee discusses progress with their supervisor in the annual appraisal interview each year.

At least halfway through and at the end of the track, an advisory committee evaluates the results achieved by the employee and provides a decisive recommendation to the faculty's Executive Board or the dean. The advisory committee includes at least one expert from education, one expert from research and one independent member.

If the advisory committee's recommendation and the findings in the annual appraisal interviews with the supervisor lead to decisions that have consequences under employment law, the supervisor must draft a formal assessment.

The decision to continue the track at the halfway point or to grant a permanent appointment and promotion afterwards is ultimately taken by the faculty's Executive Board or the dean.

The final assessment always takes place at least 6 months, and preferably a year, before the end of the tenure track.

Explanation
Progress must be periodically assessed during a tenure track, with reference to the final results expected after the track. This means that during a track, employees are under a magnifying glass for a long time, and this places high demands on the judgement of results by the organisation.
The basic assessment comes from the supervisor and is based on the annual appraisal interviews. All the annual appraisal interview reports will specify the phase of the track the employee is in, what the next steps will be in the track, which criteria apply to these steps and when the assessments will be made. In the case of inadequate performance, what is needed to achieve sufficient performance will be determined annually.

An advisory committee also forms an opinion on the employee's progress and results achieved. This committee is appointed by the faculty's Executive Board or the dean and, based on the performance agreements, offers advice on progress to the relevant board or the dean at the halfway point and the end of the track. The supervisor always plays a role in the committee and in any case provides (usually together with the candidate) input and substantiation for the recommendation to be formulated.

Interim judgement

The advisory committee makes an interim judgement on whether the employee is sufficiently on track to fulfil the performance agreements. This assessment takes place preferably halfway through the track, and the committee may use the performance agreements halfway through the track for this purpose. If these are not available, the advisory committee makes a general judgement about the progress and records this in an advisory report. There are three scenarios for the advisory report:

1. The employee is sufficiently on track and continues their track;
2. The employee is not sufficiently on track but, with an improvement process or extra support, they can still successfully complete the track;
3. The employee is not sufficiently on track and will not be able to complete the track successfully.

In the first case, no additional action is required, and the employee continues the track. In the second scenario, an improvement process is started so the employee can still successfully complete the track. It is necessary to determine the performance areas in which the employee is lagging behind, what the causes are and how the employee can catch up. In the third scenario, the faculty's Executive Board or the dean may decide to terminate the tenure track early. The judgement of insufficient performance (including improvement process) must be sufficiently substantiated in the annual appraisal interviews and in the recommendation from the advisory committee. Terminating a track counts as a management decision, so the supervisor subsequently must draft a formal appraisal. In doing so, they can get advice from the HR advisor and employment lawyers in the HR Division.

Final assessment

No later than 6 months, but preferably a year before the end of the tenure track, the employee is assessed on the results achieved. The advisory committee makes a judgement and records its recommendation in a report submitted to the faculty's Executive Board or the dean as a decisive recommendation. The final decision on continuing the track or granting permanent employment and promotion is taken by the faculty's Executive Board or the dean. The supervisor (possibly supported by HR) prepares a formal appraisal.

If there has been a period of limited availability during the track (e.g. due to long-term leave or pregnancy), this can be considered in the final assessment. It may be decided to give the candidate a permanent contract at the end of the track if the advisory committee has enough confidence in the candidate, and to promote the candidate to the higher position immediately or in the short term if the candidate is expected to be able to fulfil the performance agreements in the foreseeable future.

As mentioned earlier, the final assessment can also take place earlier if the supervisor and employee judge that the performance agreements have already been fulfilled. In this case, the advisory committee is convened earlier and asked to formulate a recommendation. If that recommendation is positive, the supervisor and HR prepare a formal appraisal.

Guidelines for composition of the advisory committee

Guidelines on how advisory committees should be formed and how they work are set at the faculty or institute level. In most cases, the advisory committees have the same members halfway through and at the end.

Because of the importance of the final assessment, the advisory committee can be supplemented at that point with additional (e.g. external) members. At the faculty level, guidelines can be established around questions like: do all committees work in the same way, when is a committee formed, do we work with permanent committees per institute, department or faculty, and how are independence and objectivity guaranteed. The advisory committee comprises at least the following members:
• one expert from education and one expert from research;
• an independent member (e.g. an academic from a related field);
• an HR advisor;
• the employee's supervisor.

Further suggestions for advisory committees:
• the committee can include professors representing various academic disciplines of the faculty;
• one of the professors can be appointed chair;
• the committee should be sufficiently diverse (including male-female ratio);
• an external reference from an external collaboration partner/peer may be involved.

Professionalisation of judgement
Faculties and/or institutes are advised to ensure professionalisation of judgement. The involvement of HR is therefore essential. Moreover, there are good experiences with training advisory committees on, among other things, preventing bias when making judgements. One possibility would be to make a permanent committee member responsible for the proper and fair progress of the judgement process.

2f. Support for the employee on a tenure track

Employees on a tenure track should be given sufficient space and support to be able to successfully complete the track.

Explanation and considerations
Tenure tracks are intensive and demanding pathways for employees. That is why the faculty or institute should ensure an ideal environment aimed at successfully completing the track and make agreements about this with employees on that track. These could include:
- optimal access to facilities;
- good support for teaching and opportunities to obtain UTQ/ETQ qualifications;
- a healthy working environment;
- career support and coaching;
- space to develop their own academic profile. Employees on a tenure track are preparing for an academic career, so it is important that they be given enough space to build their own academic profile. This could be further encouraged, for example, by offering a start-up package or PhD candidates;
- good leadership and good feedback. The supervisor plays an important role for an employee on a tenure track, especially in terms of support for successfully completing the track. Among other things, they should be able to conduct effective annual appraisal interviews that include opportunities for proper, clear feedback.

3. Framework for career tracks

This chapter describes the framework for career tracks. The basic agreements are presented in the red boxes. An explanation is given for each agreement, and this provides faculties with starting points for their own faculty policies.

3a. Definition and target group of a career track

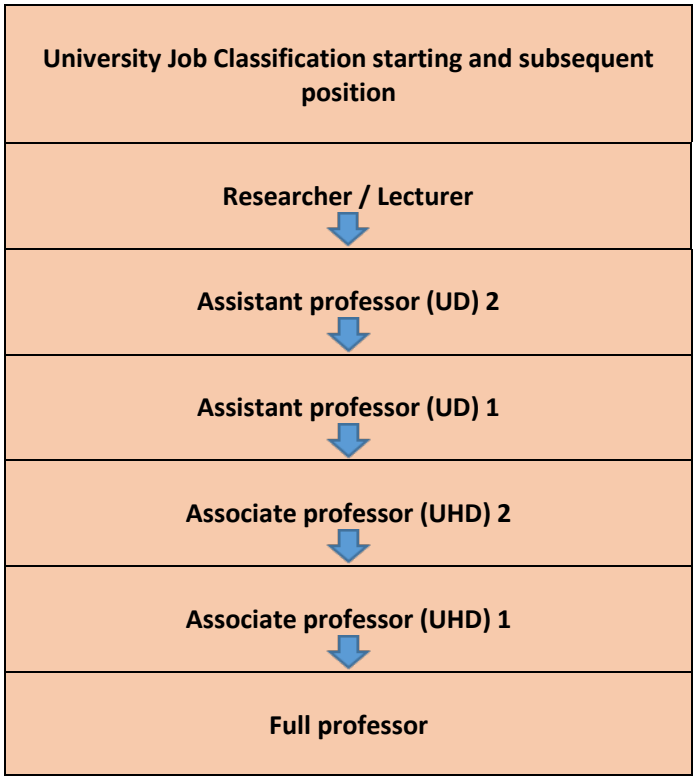
A career path via which an internal employee on a permanent employment contract can qualify for a higher position or job level in a set period based on clear performance agreements. A career track can also be arranged with an academic staff member entering temporary employment, but then, under the collective labour agreement, a permanent employment contract will be offered from the position of assistant professor (UD) after no more than 18 months upon proven suitability.

Career tracks are offered to talented academics with the ambition and potential to progress to a higher academic position or a higher academic job level. Career tracks can be used for all conceivable academic promotion steps.

Explanation
While a tenure track serves as an initial career path at the start of an academic career at Radboud University, career tracks are used as internal follow-up paths towards a higher academic position or job level. A career track offers faculties and institutes the opportunity to make clear career agreements with talented academics in permanent employment with corresponding performance agreements. Career tracks can be part of broader promotion policies within a faculty or institute. In principle, the same academic line and corresponding promotion steps apply to career tracks as to tenure tracks (see section 2b), with the understanding that agreements can also be made on promotion steps to a higher job level.

Successful completion of a career track to full professor first leads to an appointment proposal with the applicable appointment procedures (for the specific procedure, please refer to the Professor Policy).

Diagram:



3b. Procedural requirements for career tracks

Legal basis

Career tracks always start with employees with a permanent employment contract. The pathways are regarded as development agreements, which are not a condition of employment. Failure to successfully complete a career track does not lead to termination of employment.

Duration and structure of the career track

The duration of a career track depends on the entry level and the intended final level, but it is at least 2 years and no more than 5 years. Tracks can be extended if the intended final level is not reached within the set period.

The career track takes into account periods of limited employability due to, for example, parental leave, care leave, illness or pregnancy, or (temporary) part-time work.

If an employee on a career track fulfils the performance agreements before the set deadline, it may be decided to complete the track early and grant accelerated promotion.

Explanation

As with tenure tracks, career tracks have a minimum and maximum duration during which the faculty can gain sufficient insight into whether the employee has qualified for a higher position or job level. The minimum duration is 2 years, which differs from that for tenure tracks. That is because there are situations in which a unit has been following a candidate's progress for longer and can assess the potential for promotion more quickly. The maximum duration is 5 years. If at the end of the track the employee has still not fulfilled the performance agreements, the track can be extended if necessary. Career tracks should also consider limited employability due to long-term absences. Since employees on a career track are already working under a permanent employment contract, there are no restrictions related to temporary employment. That makes it logical to extend the track to cover the period of limited employability. The track can be terminated early if the employee fulfils the set performance agreements sooner than expected. In that case, promotion to the higher job level may take place earlier.

Up (promotion) or stay (maintain starting level)

Upon fulfilment of the set performance agreements, the employee will progress to a higher position / job level.

The decision on whether to grant promotion or not depends solely on the employee's performance and the corresponding performance agreements.

If the employee has not fulfilled the set performance agreements at the time of the final assessment, the employee will continue their career at the same job level as at the beginning of the track.

Explanation

Once the performance agreements are fulfilled, promotion is granted. As with tenure tracks, this decision depends solely on the employee's performance. Given the statutory system of dismissal, it is theoretically impossible to terminate the employment contract because the performance agreements for promotion are not fulfilled. The person concerned may not meet the criteria for the higher position, but usually there is no unsatisfactory performance at the current position and/or job level. Therefore, a different principle applies to career tracks than to tenure tracks (which always involve temporary employment). The employee who did not successfully complete the career track continues to work at the job level for which they already met the set criteria, generally the level they held at the start of the track. However, in such a situation, discussions on further career development must take place after reassessment.

3c. Performance agreements

Part of the track is determining at the outset the performance agreements the employee must fulfil to successfully complete the career track.

We set achievable performance agreements over which the employee has sufficient influence.
The performance agreements are based on the UFO (University Job Classification System) job profiles and established faculty promotion criteria, which may or may not be specific to career tracks.

In principle, career tracks include agreements on at least the following main areas:
a. education (e.g. level to be achieved, qualifications and educational innovation)
b. research (e.g. publication requirements, recruiting ability, guidance)
c. social impact
d. academic service (e.g. management and committee duties and other soft skills)

Explanation
The same explanation applies to performance agreements in career tracks as to those in tenure tracks. Here, too, they are based on the UFO job profiles, which may be further specified in faculty promotion criteria. Since career tracks mostly involve paths to the higher job levels, they often include development of supervisory and/or coordination skills (sometimes also present in tracks to an assistant professor (UD) position). It is recommended that performance agreements also be made about this development and that the necessary support be provided.

3d. Judgement, advisory committee and decision-making

During a career track, the employee's performance is periodically assessed. The employee discusses progress with their supervisor in the annual appraisal interview each year.

At least halfway through (for longer tracks) and at the end of the track, an advisory committee evaluates the results achieved by the employee and provides a decisive recommendation to the faculty's Executive Board or the dean. The advisory committee includes at least one expert from education, one expert from research and one independent member.

If the advisory committee's recommendation and the findings in the annual appraisal interviews with the supervisor lead to decisions that have consequences under employment law, the supervisor and HR must draft a formal assessment.

The decision to continue the track at the halfway point or to grant a promotion afterwards is ultimately taken by the faculty's Executive Board or the dean.

The final assessment always takes place at least 6 months, and preferably a year, before the end of the career track.

The same procedural agreements apply to career tracks and tenure tracks. Here, too, the supervisor forms an opinion on progress in the annual appraisal interviews each year and the advisory committee forms an opinion on progress halfway through and at the end of the track. If a track ends with a positive assessment and recommendation, the supervisor (possibly supported by HR) prepares a formal appraisal that serves as the basis for the decision by the dean or faculty's Executive Board to grant the promotion. Additionally, it may be decided to have an advisory committee also advise on entry into a career track at the start of the track.

In the case of a shorter career track (e.g. of 2 years), it is considered less necessary for an advisory committee to assess the results achieved halfway through. The faculty's Executive Board or the dean decides whether to grant the promotion or not. The difference compared to a tenure track is that subsequently there is no period for guidance leading to a job outside Radboud University.

For career tracks leading towards a professorship, the result is a decision made by the dean or faculty's Executive Board to nominate the candidate to the Executive Board, at which point the regular promotion procedure begins (see the Professor Policy for the procedure).

3e. Independence and support

Employees on a career track should be given enough space and support to be able to successfully complete the track.

Explanation
The same support applies to employees on a career track as to those on a tenure track (see section 2f).

4. Finances and planning

A tenure and career track model cannot be separated from the broader organisational and staff structure at a faculty / institute. Tenure and career tracks involve career paths with staffing implications based on commitments that must be able to be fulfilled throughout the track. Their implementation requires insight into future (financial) developments and staffing needs, so they need to be linked to multi-year budgets and plans. When financing the tenure track model, consideration could be given to including the employee's recruiting capacity in the performance agreements.

5. Tenure and career tracks for unseen talents

It is possible to use tenure and career tracks to leverage the careers of unseen talents (e.g. in the context of strengthening diversity). However, this is subject to strict conditions. These conditions in affirmative action policy are known to your HR department or the HR Division.

Appendix 1. Summary of basic elements of tenure tracks

Basic elements of tenure tracks
Definition
Temporary initial employment for researchers and/or lecturers and at the end, upon fulfilment of performance agreements within a set timeframe, a promotion to an assistant professor (UD) position and permanent employment.
Target group
Tenure tracks are offered to talented academics with the ambition and potential to progress at Radboud University in the assistant professor (UD)-associate professor (UHD)-full professor route.
Promotion steps
University Job Classification starting and subsequent position **Researcher / Lecturer** ⇩ **Assistant Professor (UD)**
Procedural requirements
The duration of a tenure track depends on the starting position and the intended final position, but it is at least 3 years and no more than 6 years, including an exit period of 6 months or a year. The tenure track takes into account periods of limited employability due to, for example, parental leave, special leave, illness or pregnancy, or (temporary) part-time work. If an employee on a tenure track fulfils the performance agreements before the set deadline, it may be decided to complete the track early and grant permanent employment and a promotion at an accelerated pace. In accordance with Article 2.2a of the Collective Labour Agreement (CAO) for Dutch Universities, only an initial and one-off fixed-term employment contract can be concluded for employees on a tenure track. Upon fulfilment of the set performance agreements, the employee will progress to an assistant professor (UD) position and be granted permanent employment. The decision on whether to grant permanent employment and promotion depends solely on the employee's performance and the corresponding performance agreements. If, at the time of the final assessment, the employee has not fulfilled the specified performance agreements, it may be decided to terminate the employment contract one year (or half year) after the assessment by operation of law, or to let the employee continue their career in the position agreed to at the start of the track if the employee performs adequately or well at that level. In the event of termination of the employment contract, the faculty will ensure proper guidance towards a job outside Radboud University in the year (or half year) before termination of employment.
Performance agreements
Part of the tenure track is determining at the outset the performance agreements the employee must fulfil to successfully complete the track. The basic principle is that the employee must perform at least at the required final level for all performance agreements. We set achievable performance agreements over which the employee has sufficient influence. The performance agreements are based on the UFO (University Job Classification System) job profiles and often incorporated in more detailed faculty promotion criteria.

In principle, tenure tracks include agreements on at least the following main areas:
a. education (e.g. qualifications to be obtained and educational innovation)
b. research (e.g. publication requirements, recruiting ability, guidance)
c. social impact
d. academic service (e.g. management and committee duties and other soft skills)

Judgement, advisory committee and decision-making

During a tenure track, the employee's performance is periodically assessed. The employee discusses progress with their supervisor in the annual appraisal interview each year.

At least halfway through and at the end of the track, an advisory committee evaluates the results achieved by the employee and provides a decisive recommendation to the faculty's Executive Board or the dean.

The advisory committee includes at least one expert from education, one expert from research and one independent member.

If the advisory committee's recommendation and the findings in the annual appraisal interviews with the supervisor lead to decisions that have consequences under employment law, the supervisor and HR must draft a formal assessment.

The decision to continue the track at the halfway point or to grant a permanent appointment and promotion afterwards is ultimately taken by the faculty's Executive Board or the dean.

The final assessment always takes place at least 6 months, and preferably a year, before the end of the tenure track.

Support for the employee on a tenure track

Employees on a tenure track should be given sufficient space and support to be able to successfully complete the track.

Appendix 2. Summary of basic elements of career tracks

Basic elements of career tracks
Definition
A career path via which an internal employee on a permanent employment contract can qualify for a higher position or job level in a set period based on clear performance agreements.
Target group
Career tracks are offered to talented academics with the ambition and potential to progress to a higher academic position or a higher academic job level. Career tracks can be used for all conceivable academic promotion steps.
Promotion steps
University Job Classification starting and subsequent position **Researcher / Lecturer** ↓ **Assistant professor (UD) 2** ↓ **Assistant professor (UD) 1** ↓ **Associate professor (UHD) 2** ↓ **Associate professor (UHD) 1** ↓ **Full professor**
Procedural requirements
The duration of a career track depends on the entry level and the intended final level, but it is at least 2 years and no more than 5 years. Tracks can be extended if the intended final level is not reached within the set period. The career track takes into account periods of limited employability due to, for example, parental leave, special leave, illness or pregnancy, or (temporary) part-time work. If an employee on a career track fulfils the performance agreements before the set deadline, it may be decided to complete the track early and grant accelerated promotion. Upon fulfilment of the set performance agreements, the employee will progress to a higher position / job level. The decision on whether to grant promotion or not depends solely on the employee's performance and the corresponding performance agreements. If the employee has not fulfilled the set performance agreements at the time of the final assessment, the employee will continue their career at the same job level as at the beginning of the track.
Performance agreements

Part of the track is determining at the outset the performance agreements the employee must fulfil to successfully complete the career track. We set achievable performance agreements over which the employee has sufficient influence. The performance agreements are based on the UFO (University Job Classification System) job profiles and established faculty promotion criteria, which may or may not be specific to career tracks. In principle, career tracks include agreements on at least the following main areas: a. education (e.g. level to be achieved, qualifications and educational innovation) b. research (e.g. publication requirements, recruiting ability, guidance) c. social impact d. academic service (e.g. management and committee duties and other soft skills)
Judgement, advisory committee and decision-making
During a career track, the employee's performance is periodically assessed. The employee discusses progress with their supervisor in the annual appraisal interview each year. At least halfway through (for longer tracks) and at the end of the track, an advisory committee evaluates the results achieved by the employee and provides a decisive recommendation to the faculty's Executive Board or the dean. The advisory committee includes at least one expert from education, one expert from research and one independent member. ` If the advisory committee's recommendation and the findings in the annual appraisal interviews with the supervisor lead to decisions that have consequences under employment law, the supervisor and HR must draft a formal assessment. The decision to continue the track at the halfway point or to grant a promotion afterwards is ultimately taken by the faculty's Executive Board or the dean. The final assessment always takes place at least 6 months, and preferably a year, before the end of the career track.
Support for the employee on a career track
Employees on a career track should be given enough space and support to be able to successfully complete the track.

Appendix 3. Text to include in fixed-term employment contracts for tenure tracks

The duration of an employment contract is established on commencement of the contract. Often, this is a fixed term. This also can be a duration that is not fixed in advance, but that is dependent on an objectively verifiable circumstance.

Elaboration

Employment contracts for people on tenure tracks, postdocs, lecturers/PhD candidates and lecturers/researchers (all employees) include language that makes the duration of the employment contract dependent on an objectively verifiable circumstance with, if desired, a safety net of a maximum duration of the contract.

Starting from November 2022, all new contracts include:

- The duration of the contract shall be X years/months plus an additional duration of X, (and optionally) but not exceeding X months/weeks or until no later than (date), to be determined based on objectively verifiable circumstances listed below.

The objectively verifiable circumstances are (choose from these if desired):

- pregnancy and maternity leave
- illness related to pregnancy or birth and/or
- supplementary partner leave and/or
- getting children (via adoption or foster care) and/or
- related parental leave.

If an objectively verifiable circumstance occurs, the additional duration to be determined is:

- for pregnancy and maternity leave: 4 months
- for illness related to pregnancy and maternity leave: the period of illness
- for supplementary partner leave: 1 month
- for adoption or foster care: 6 weeks
- for parental leave: the duration of the parental leave

Explanation

1. During pregnancy and maternity leave, Radboud University receives a pregnancy and maternity benefit of 100% compensation of the (maximum) daily wage applied by the UWV (Employee Insurance Agency). This can fund the additional 4-month period.
2. In the case of illness related to pregnancy and maternity leave, Radboud University receives a benefit of 100% compensation of the (maximum) daily wage applied by the UWV. This can fund the additional period.
3. In the case of supplementary partner leave, Radboud University receives a benefit of 70% compensation of the (maximum) daily wage applied by the UWV. This can almost entirely fund the additional 1-month period.
4. Adoption and foster care leave is a maximum of 6 consecutive weeks and an entitlement to a benefit exists pursuant to the Work and Care Act. This can almost entirely fund the additional 6-week period.
5. In the case of paid parental leave, the employee keeps at least 62.5% of their salary. The university thus saves 37.5%. In addition, the university has the ‘Replacement Funds for Parental Leave’ scheme, and from 2 August 2022 the UWV will pay 70% of the (maximum) daily wage to the employer over the first 9 weeks of parental leave as compensation, provided those 9 weeks fall within the child’s first year of life. This can almost entirely fund the longer period. In the case of unpaid parental leave, the university saves the entire salary and it can be used to fund the extra period.

Appendix 4. Outline of tenure and career track options

Starting position for academic talent	Talent comes from outside Radboud University	Talent already employed by Radboud University	
		Talent already temporarily employed by Radboud University	Talent already permanently employed by Radboud University
Tenure track *Temporary employment as a researcher and/or lecturer and, upon fulfilment of performance agreements within a set timeframe, a promotion to an assistant professor (UD) position and permanent employment*	**Tenure track is an option** - Duration: no fewer than 3 years and no more than 6 years **or**	**Tenure track is not an option**	**Tenure track is not an option**
Career track *A career path via which an internal or external academic on a permanent employment contract or after entry into service can qualify for a higher position or higher job level in a set period of time based on clear performance agreements*	**Career track is an option** - Duration: no fewer than 2 years and no more than 5 years - Upon first entering into employment, a permanent employment contract will be offered from the position of assistant professor (UD) after no more than 18 months of proven suitability.	**Career track is an option** Employee is given a permanent contract. - Duration: no fewer than 2 years and no more than 5 years	**Career track is an option** Employee retains their permanent contract. - Duration: no fewer than 2 years and no more than 5 years