

Policy Document Career Policy for the Academic Staff

Career trajectory top-level academics

This document comprehends the final decision of the EB as described in its letter of 17 July 2008 including the PPT presentation, taking into account the letter of the SSC of 24 June 2008 and the Consultation Meeting held on 9 July 2008. The EB promises to the SSC are in Italic.

1. Wageningen UR strategy

The Career Policy for the Academic Staff is developed within the framework of the Wageningen UR strategy. The strategy aims at:

- Enhancing the scientific quality as the most important goal;
- Attracting (inter)national top-level academic staff
- Offering room for personal ambitions and a development perspective for staff

2. Goals career policy academic staff

The goals of the Career Policy for the Academic staff are to ensure excellent quality of the academic staff, Wageningen UR being attractive to top talent by offering timely career perspectives and keeping hold of the future professors (holding a personal chair).

The characteristics of the Career Policy for Academic staff are:

- a guided career pathway for top-level academics/talented young scholars.
Assistant professors will be coached individually by the chair holder or a professor of another chair group depending on personal coaching skills;
- a permanent appointment as associate professor after proven quality;
- followed by an appointment as professor holding a personal chair on proven quality;
- the use of quality criteria for the intake, for promotion of assistant professors, for the appointment to a permanent position, and for the appointment of professors holding a personal chair.

3. Basic elements career policy

The basic elements of the career policy are:

- Intake criteria in the recruitment and selection process;
- Quality criteria for promotion or outflow decisions.
The quality criteria regard research, education, service and management;
- Assessment points of time for career step;
- Who gives advice, who actually decides;
- Perspective after permanent appointment
- Consequences of a negative assessment

4. Quality criteria

The intake and assessment criteria include aspects for teaching, research, management and service, as well as the competence to collaborate in teams. Quality of teaching and quality of research are equally important. The efforts to obtain teaching and research credits are comparable.

- Quality criteria will be predetermined and transparent for candidates.
*Quality criteria will be differentiated according to sciences group or scientific domain.
The framework will be approved by corporate quality committee.*
- Obtained credits determine the admission to the assessment procedure. Candidates having collected the required number of credits have access to the assessment procedure. The BACs will judge the individual performance. So, promotion is not a right nor can it be claimed. It depends on the performance and the assessment.

The credit points system will be based upon the working week of a full time academic staff member according to the CLA Dutch Universities. It will be clarified to candidates.

- The personal file will contain the educational and research activities and results, *including other specified educational tasks and scientific activities as well as contributions to the Wageningen UR-organisation at all levels. Such tasks are part of the overall performance.* This will be recognized by the BACs. The SG general director/ Executive Board decides upon the proposed promotion after receiving the advice of the BAC concerning all quality aspects.
- *Competent to collaborate in teams is required as well as team leadership.*
- (Inter)national referees will yield the necessary information on scientific quality.
- Chair group informants will assess the candidates performance and competences.
- Available data on quality gathered by OWI and WGS will be used. This also avoids unnecessary work.

5. Career steps

The career path consists of five successive career steps from assistant professor to associate professor to professor holding a personal chair, implying one career path for assistant and associate professors:

- Assistant professor (2) 3 years Scale 11 followed by an assessment
- Assistant professor (1) 3 years Scale 12 followed by a **severe assessment**
After 6 year max decision on a permanent appointment as associate professor (2) or outflow
- Associate professor (2) 3 years Scale 13 followed by an assessment
- Associate professor (1) 3 years Scale 14 followed by a **severe assessment**
- Professor personal chair 5 years Scale 14+supplement followed by **severe assessment**

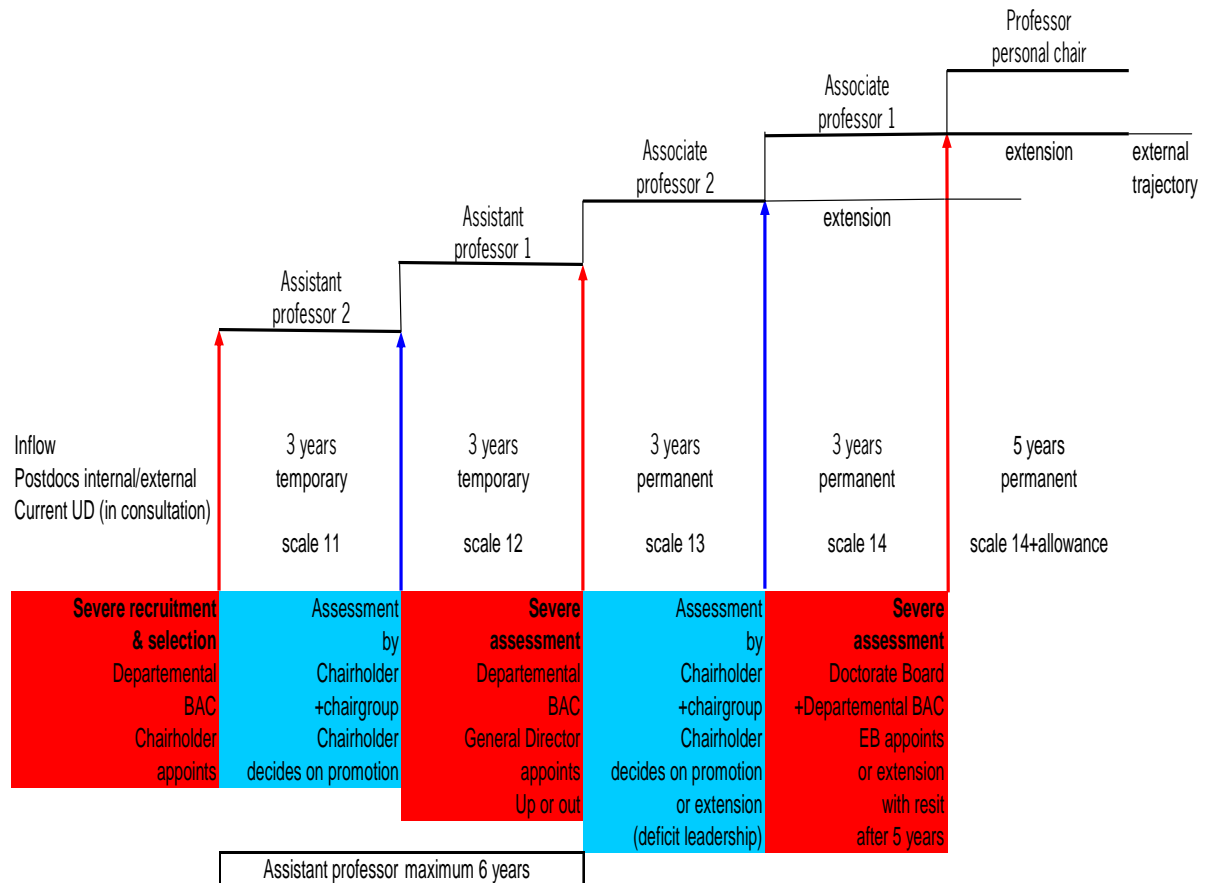
The management decision 'up or out' after a period of 6 years as assistant professor is based on the legal framework the CLA Dutch Universities offers, including grounds for extension of temporary appointments of the academic staff (pregnancy and maternity leave, long-term illness, parental leave, administrative positions, including employee council). The temporary term of employment for academic staff (max 6 years) does not include the promovendus term of employment.

The assessment procedure for the permanent position will start five years after the initial appointment as assistant professor. High potential assistant professors will get a permanent position (provided a positive management decision after assessment procedure as described above) and will become associate professor, aiming at a position of professor holding a personal chair.

The need for every good functioning associate professor to become a professor holding a personal chair is not obligatory. If the associate professor fulfills the required quality criteria and competences that would make him or her eligible for personal professor, there is no formal ground that could force someone to opt for a position he/she does not desire. However, if the associate professor does not fulfill the criteria to make him/her eligible for personal professor after a period of 2 x 3 years as an associate professor, steps will be taken to make sure that he/she either does fulfill the criteria after an extended period of max 6 years or moves to another position outside Wageningen University or to a non academic position within Wageningen UR.

6. Assessment procedures

Assessment procedures, especially the role of the departmental review committees, elaborated in the following scheme.



As mentioned the period of temporary appointment is max six years for assistant professors. Further the scheme shows the recruitment and selection procedure (in red) and the assessment procedures of the five career steps (in blue the less severe ones, the severe ones in red). The severe recruitment procedure and the severe assessment regarding the permanent position as associate professor are carried out by the Broad Assessment Committee (BAC), acting at the departmental level. The BAC advises the SG general director being formally responsible. The decisions on the appointment of new staff and less severe decisions on promotions are actually made by the chair holder in agreement with the general director. With regard to the appointment of a professor holding a personal chair an advice of the Doctorate Board follow by an advice of the departmental BAC is required. The EB decides.

7. Agreed specific conditions

Career steps: no financial impediments

There will be no financial impediments with regard to the successive career steps provided the candidate passes the assessment procedure. The career tracks will be incorporated in the strategic personnel plans. This ensures that there are no financial obstacles for the career steps. Furthermore, it is guaranteed that, might financial problems arise, problems will be solved, of course provided that the candidate fully meets the requirements recognized by the BAC.

No competition between candidates

There will be no competition between candidates except for the recruitment and selection process.

Credits pro rata in case of part time appointment and large tasks other than education and research

There will be set career steps for part timers and staff performing large tasks other than education and research. For part timers the minimum number of credits will be proportional to their appointment in fte. The same holds for employees performing large tasks apart from research and teaching. These categories may not be ready for promotion to UHD within six years. Their competences, quality and potential future performance will be assessed. Part time positions will be recognized by the BAC's. Tenure will be based on quality assessment by the BAC (management decision to be taken by the general director) . Extension of promotion is possible. Decisions on part time working weeks will be taken in consultation with the chair holder.

Hardship clause in case of care of young children

A hardship clause will apply to extraordinary personal circumstances in case of responsibilities for the care of young children, without violating the quality criteria.

Considerations and objections

Existing rules regarding considerations and objections of staff will apply (Beoordelingsregeling WU).

8. Consequences negative assessment outcome

The consequences of a negative assessment outcome for an assistant professor is the ending of the temporary position. Extension is only possible on specific grounds mentioned in the CLA Dutch Universities (see paragraph 5). An external trajectory will lead to a career outside Wageningen University.

For associate professors extension is only possible for high potentials, otherwise if departure is desirable efforts will focus on an external trajectory. If the performance does not yet fully fulfill the requirements, but the potential is acknowledged, the career step of the associate professor can be extended by a further maximum period of six years.

9. Consequences current staff

Current UD's wanting to switch to tenure track can do so in consultation with the chair holder. Assessment criteria within the job level will be the same for assistant professors and UD's and for associate professors and UHD's.

Career paths for teachers and researchers will remain based on the Hay job profiles

The main career development path will remain the combination of education and research in the assistant and associate professors jobs. Jobs of teachers and researchers may develop/grow as described by the Hay job profiles and as they do now.

10. Decision making and implementation

Steps in the decision making process include:

- Proposed decision by the EB
- Agreement by the SSC
- Definite decision by the EB

The implementation of the guidelines for the career policy for the academic staff will be the responsibility of the general directors of the Sciences Groups. The quality control will be assigned to a corporate quality committee. The committee will advise the EB on the quality criteria.

The elaboration by the Sciences Groups contains:

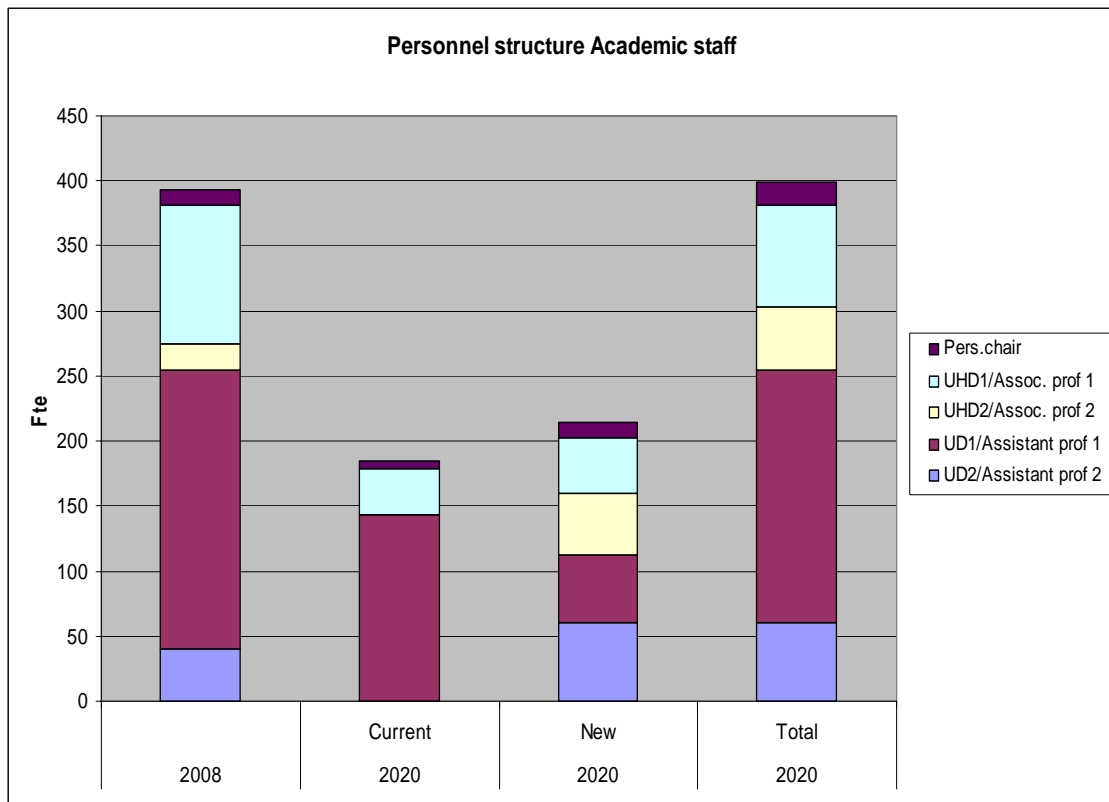
- Set down quality criteria and credits for education and research and contents of personal files of the academic staff
- Using information gathered by OWI and WGS

- Bringing in the career perspective in the recruitment and selection process
- Communication on implementation to the chair holders and academic staff.
A communication activity plan is developed, including a brochure and texts for the intranet.
- The establishment of the Broad Assessment Committee (BAC)
- The support of the BAC
- Reporting management information on the careers of assistant, associate professor and professors holding a personal chair

11. Personnel structure and personnel costs

The new career policy is based on the career principle: career steps are made whenever quality criteria are met. There are no financial restrictions with regard to the individual careers if candidates pass the assessment procedures. No 'formation principle' is applied. The assumed expected annual intake of approximately is 20 fte assistant professors based on UD (or UHD) vacancies and current UD switching to the new career path. The age of retirement of current staff is assumed to be 65. The EB provides budget for the salary supplement of professors holding a personal chair

The model of personnel costs was designed to illustrate that the overall costs of new and current staff do not increase.



The results of the model show a personnel structure and personnel costs of new and current academic staff which are almost the same as in the present situation. This is due to the incremental implementation based on UD (and UHD) vacancies and the retirement of a large number of expensive UHD's (50%).

The future ratio (associate professors+UHD)/(assistant professors+UD) equals the present ratio UHD/UD.

The ratio of professors holding a personal chair/(associate professors+UHD) is slightly raised in the next 12 years. The difference in costs is the salary supplement of professors holding a personal chair.

Assumed was that the costs of new staff and current switching staff do not differ too much. This does not imply that the present staff is under qualified. Furthermore candidates that meet the criteria will bring in resources to compensate a salary increase. The use of the strategic personnel plans is a much better guarantee for individual careers and for the control of personnel costs than a model which includes assumptions and will be incomplete in relation to reality.

The following picture shows the rate of replacement of current academic staff by the assistant and associate professors. After 12 years half of the current population is replaced.

