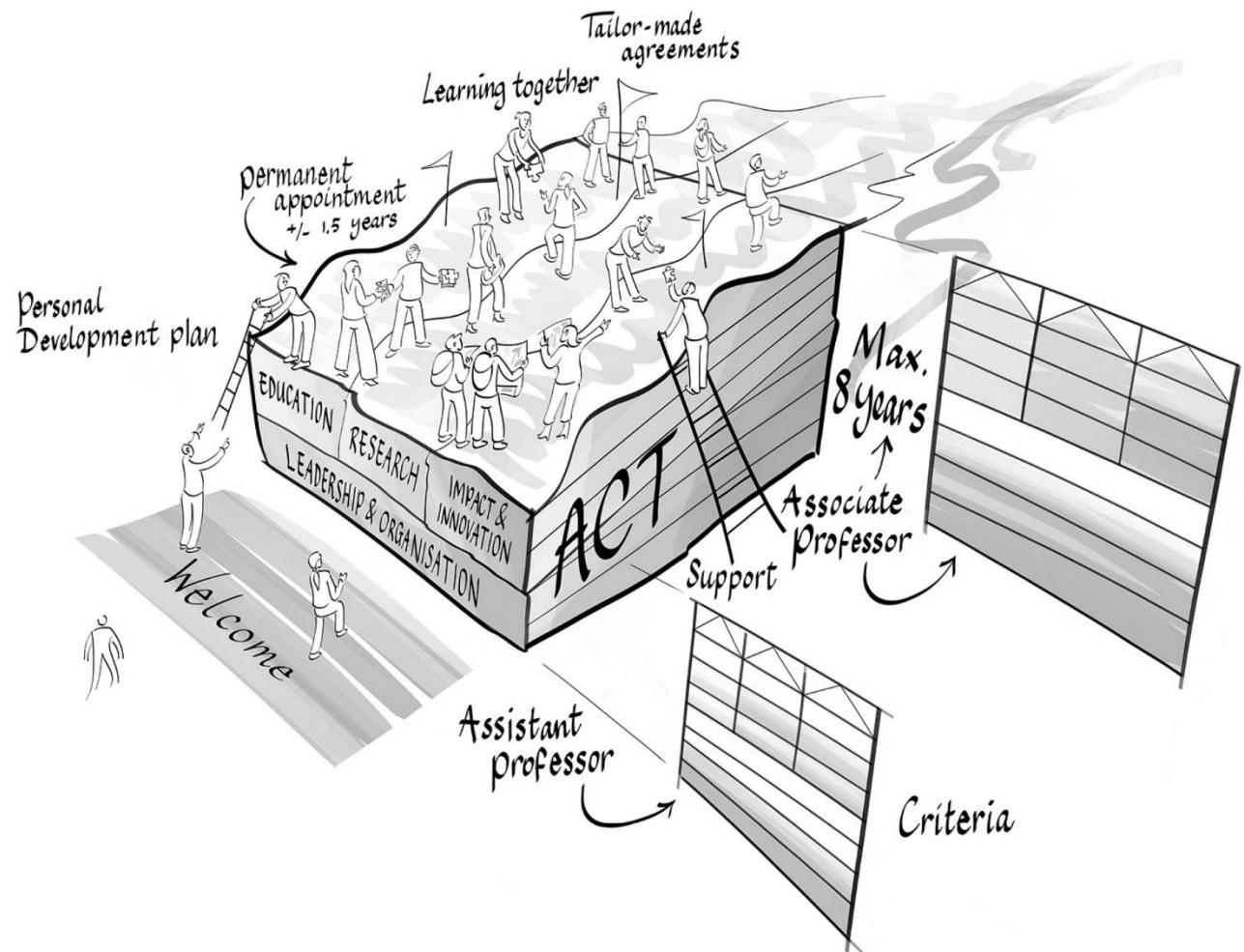


Academic Career Track Policy



Contents

Academic Career Track policy – in brief	2
Background.....	3
Purpose of this memorandum.....	4
Basic principles of the Academic Career Track policy.....	5
Organisation of the Academic Career Track policy	8
Overview of the phases in the Academic Career Track	11
Parental leave and having children in the Academic Career Track	17
Responsibilities of the stakeholders involved.....	18
Appendix I: Visualisation of the Academic Career Track.....	21

Academic Career Track policy – in brief

The Academic Career Track is a development track that TU Delft offers early career academics. After thorough selection, they are given the space and confidence to develop into all-round scientists, in a challenging and inspiring academic context;

The entry requirement for an ACT'er is a completed PhD. In addition, preferably either extensive work experience outside TU Delft or at least one completed postdoc period or an equivalent research/design portfolio. This experience can possibly also be gained within the ACT track;

The track runs from the academic position of Assistant Professor to that of Associate Professor, in which research, education, valorisation, organization and leadership are interwoven and in which, at various stages of the career, customized arrangements can always be made to place (and shift) different emphases, depending on one's own expertise and the strategic ambitions of the faculty and department;

Throughout the track, the focus is on academic and personal development, and the personal objectives are recorded in a Development plan. Good supervision and a supporting Development Programme will be offered.

In accordance with Article 2.3 and Article 6.6 of the Collective Labour Agreement for Dutch Universities (CAO NU), the duration of an initial temporary appointment has been set at no more than 18 months (in the case of a first appointment at TU Delft) or 12 months (in the case of subsequent appointments at TU Delft). In this way, TU Delft can limit the temporary appointment of the ACT candidates to the shortest possible period, converting the temporary appointment to a permanent appointment after this period of no longer than 18 (or 12) months, subject to positive assessment of the candidate's results and development and on the basis of confidence in expected results and potential for development, measured against the applicable UFO criteria and TU Delft Performance Criteria for the position of Assistant Professor;

No more than 8 years after commencement of employment, ACT'ers are promoted to the position of Associate Professor upon demonstration of merit;

In the unlikely event that at the end of the track – or possibly during the course of the track – various development interviews have indicated that promotion to an associate professorship is not to be expected within 8 years, the Dean will review the options for arriving at an appropriate solution, customised to each individual situation, that secures a good match between the qualities of the individual in question and the needs of the organisation.

The responsibilities, mutual expectations and facilities offered are clearly set out in this university-wide policy. TU Delft invests in development, feedback, reflection and academic leadership of all its employees, together with and for them, throughout their career.

This policy will apply to all Assistant Professors attracted to TU Delft after the policy comes into effect, and will not apply to the cohort of Assistant Professors already appointed. In terms of the transitional policy, customised arrangements will be made with the Tenure Track candidates already employed by TU Delft.

Background

Strategic ambitions

Staff members play a crucial role in realising the strategic ambitions of TU Delft. They are the alpha and omega of everything we do. For this reason, attracting, developing and retaining staff that contribute to the university and its ambitions is important to TU Delft. And for this reason, too, TU Delft pursues a culture in which it goes without saying that staff and students continue to develop and keep trying to achieve their very best. A socially safe culture in which staff and students feel challenged and in which they rise to this challenge with pleasure. A culture of trust. TU Delft offers an attractive development track for scientists who wish to embark on an academic career in the position of Assistant Professor. During the eight years that their assistant professorship lasts, they are given the opportunity to develop into Associate Professors and to shape an academic career. That is what the Academic Career Track is about.

Previous career policy and evaluation

Since 2021, TU Delft has had a Tenure Track (TT) policy. All newly recruited Assistant Professors were given a TT employment contract: a 'track' to tenure – a permanent appointment – in accordance with a number of university-wide agreements, combined with a personal development track. The idea was that Assistant Professors would progress to associate professorships and ultimately to full professorships. The track to tenure was five years, in principle. The temporary contract offered to Tenure Track candidates was for 5+1 year, and offered the possibility of seeking a job beyond the confines of TU Delft if no fixed employment was forthcoming after five years. Accelerated granting of tenure or promotion to Associate Professor was possible. At the request of the Executive Board (EB), people's experience with the TT policy was evaluated throughout the university and discussed in various TU Delft bodies during 2020/2021. The results of these talks, as well as the new vision on labour relations (a temporary contract should last no longer than strictly necessary), as well as elements from the new vision on recognition and rewards for academic qualities (do not judge academics on their proven past performance only, but have confidence in their development potential, and diversify academic careers) were the building blocks for this new career policy for early career academics, the Academic Career Track policy (ACT policy).

Purpose of this memorandum

This memorandum sets out the Academic Career Track policy: the framework within which TU Delft attracts starting academics with assistant professorships and affords them the possibility of following a development track toward becoming independent academics, and a career path toward an associate professorship. This is not a stand-alone document; it should be read in the context of all other applicable TU Delft policies.

This memorandum sets out:

- the joint principles and objectives that apply to this career policy throughout TU Delft;
- the phases of the track as a whole;
- what is expected of ACT candidates in the various phases of the track and what they in turn may expect from the organisation (department, faculty, TU Delft).

The clarity and collectivity of the agreements contribute to the quality and university-wide unambiguity and recognisability of the ACT policy. What is important here is recognisability within TU Delft as well as beyond it. It is conceivable, though, that in the context of relevant international peer systems the name 'Tenure Track policy' might still be used at department level, if required.

This ACT policy applies to newly recruited Assistant Professors from the moment this new policy is in place and not to the current group of employed Assistant Professors. With due observance of Article 6.5, paragraph 5 of the CAO-NU, in the context of a sound career policy, when recruiting Assistant Professors, consideration will be given to lecturers and researchers who have obtained a PhD. For this group, a priority position applies in case of equal suitability.

In terms of the transitional policy, customised arrangements will be made with the Tenure Track candidates already employed by TU Delft. These will cover the transition from a temporary to a permanent appointment (except where this exists already) on the one hand, and the transition from a track based on the currently applicable TT policy to one based on the ACT policy.

Basic principles of the Academic Career Track policy

Underlying the Academic Career Track policy are several key principles.

Development track for early career academics

The essence of this career policy is that it is a development track in which academics can develop towards Associate Professorship within eight years from becoming an Assistant Professor in an appointment of 0,8 – 1,0 FTE, and thus shape their academic career. They will do this within the challenging and inspiring context of, and with the support of, the academic community of TU Delft. A permanent appointment is a means towards this, and not the end. Therefore, in this track, the employment contract has been separated from the development track. This also makes it no longer a track to permanent employment, but an academic career path to the position of Associate Professor. The name to be used for this career path throughout the university is, therefore, the Academic Career Track (ACT).

Thorough selection, followed by trust

TU Delft wants to attract and retain talent. It aims to be an attractive and competitive employer for young academic talents by applying an unambiguous employment policy with clear criteria, transparent communication on the mutual expectations, good supervision and well-communicated career perspectives, among other things. ACT candidates starting an academic career are ambitious, want to build an academic career and realise their ambitions at a university with an outstanding reputation. At TU Delft they have the opportunity to develop into independent, impactful scientists within a challenging academic setting. For this reason, ACT candidates are subjected to a thorough selection procedure during which both TU Delft and the candidate invest in getting to know each other. During the selection process it is important that promising candidates are given the opportunity to meet their future colleagues, the university and the city of Delft. After all, offering an ACT candidate an appointment is a major investment, for the candidate as well as for the department he/she will be working for.

The minimum requirement for appointment of an ACT candidate is a completed PhD, which should preferably be complemented by either extensive work experience beyond TU Delft or at least one post-doc period or an equivalent research- and/or design- portfolio. By mutual agreement, this experience might be obtained during the course of the ACT. Candidates in turn want an academic career and have ambitions of developing their leadership qualities such that they look further than their own interest and are willing and able to take responsibility for more than their own research and education and that of their own group. When TU Delft and the candidate reach an agreement, TU Delft in fact declares its confidence in the ACT candidate and from that moment on is committed to offering the ACT candidate the space and support needed to build a successful academic career.

Agreements regarding facilities offered, embedment and supervision

The faculties provide good start-up facilities and make concrete agreements regarding the use of the necessary infrastructure and equipment, if applicable. Together with the department, the manager/supervisor ensures the embedment of the ACT candidate in the department and the faculty. Agreements regarding embedment are recorded at the start of the appointment.

Interconnectedness of research and education, with options for own emphasis

The Academic Career Track focuses on the first part of the core career of academic staff, namely the development from Assistant to Associate Professor. The components of both of these positions are: research, education, valorisation, leadership and organisation. The entire core career of academic staff – all-round assistant, associate and full professorships – shapes the interconnectedness of research, education and valorisation (also referred to as societal impact and innovation). Excellent organisational and leadership skills are required for this. Thus, within these positions, education and research are always combined, but there is explicitly the possibility of placing more or less focus on one of the components of the position. Within academic positions, each person may place different emphasis, depending on the expertise and the interests of the academic in question and the strategic ambitions of the organisation. The ACT candidate and the manager(s)/supervisor(s) make agreements in this regard during the development-conversations. During the course of the career, of course, this emphasis may shift (or be changed), in accordance with the TU Delft Recognition & Rewards Perspective.

Focus on academic and personal development

The focus is on academic development as well as on personal development throughout the track; it follows the development path of the academics. At the start of their career they focus primarily on setting up their own research and contributing to the existing education (Bachelor's and/or Master's education) within the faculty. As time progresses they develop, assume broader responsibility, among others by serving on various committees, invest progressively more in the interest of the group and of the organisation as a whole and, in doing so, also give others a platform.

The term of no more than eight years has been chosen to give young talents the time and space they need to develop and find their niche and focus. Moreover, current shortages on the job market mean that a candidate is sometimes offered an assistant professorship directly after having finished his/her PhD and without having worked as a post-doc first. In cases such as this, the development track needs to include time and scope for catching up the lateral development of the career which would normally have happened during the post-doc period. Development agreements need to be customised to cover this. An Associate Professor 2 position is available to all ACT candidates who develop towards an associate professorship, regardless of the composition of the department. TU Delft adheres to the career principle after all.

TU Delft offers ACT candidates an extensive Development Programme consisting of a wide range of training courses on all of the components of an academic career and in keeping with the development goals formulated in the Development plan.

In this track, the Faculty Career Committees (FCCs) assume the role of advisor to the manager/supervisor, the Head of Department and the Dean throughout the development track of the ACT candidate, more specifically at the time of the mid-term review and the end-term review. The

FCC only discusses and evaluates criteria and expectations that are already known to the faculty and the ACT candidate and thus takes into account the development agreements of the ACT candidate as noted in the development plan.

From the point of view of the organisation, the manager/supervisor has the primary responsibility for discussing the ACT candidate's development with him/her and adjusting it if necessary. The department has an important role in facilitating the development of the ACT candidate. It is very important for not only the ACT candidates to invest in their own development, but also for their colleagues and manager/supervisor to contribute input in creating an environment in which development and reflection can flourish. For this reason, TU Delft offers leadership training at various levels and courses for managers/supervisors in order for them to deepen their managerial/supervising skills. The chairpersons of the Faculty Career Committees regularly meet to attune their working methods and to calibrate their vision on development and quality.

Permanent appointment on the basis of results and development potential

The total period of the Academic Career Track has been set at no more than 8 years. In accordance with Article 2.3 and Article 6.6 of the Collective Labour Agreement for Dutch Universities (CAO NU), the duration of initial temporary appointment has been set at no more than 18 months (in the case of a first appointment at TU Delft) or 12 months (in the case of subsequent appointments at TU Delft) in the ACT policy. In this way, TU Delft can limit the temporary appointment of its ACT candidates to the shortest possible period, converting the temporary appointment to a permanent appointment after this, subject to positive assessment of the candidate's results and development and on the basis of confidence in expected results and potential for development, measured against the applicable UFO criteria and TU Delft Performance Criteria for the position.

Clarity regarding mutual expectations and phases

An important precondition of TU Delft indicating its confidence in the ACT candidates is the fact that TU Delft's expectations of the ACT candidates should be clear and transparent, just as it should be clear what the ACT candidates in turn can expect from TU Delft. To this end, it is of great importance that a uniform, broadly agreed TU Delft policy is established which gives clarity as to the principles, phases and the applicable criteria, including the established University Job Classification (UFO) criteria and the TU Delft Performance Criteria. In terms of the clarity and the internal and external recognisability – i.e. the strength – of this policy, it is important that everyone adheres to these university-wide agreements.

Conditional upon a culture of reflection and academic leadership

Necessary condition for the success of the ACT policy is that TU Delft continues to invest unabatedly in a culture of reflection, feedback and academic leadership and in training in that area for all academic staff in all phases of the academic career.

Organisation of the Academic Career Track policy

The ACT policy involves a number of phases. These phases are explained below.

Phase 1: Start

Selection and offer

Once the faculty's recruitment and selection procedure has been successfully concluded and mutual agreement has been reached, in accordance with Article 2.3 and Article 6.6 of the CAO NU, the ACT candidate is offered a temporary appointment for up to 18 months (in the case of a first appointment at TU Delft) or 12 months (in the case of a subsequent appointment after previous appointment at TU Delft). TU Delft chooses to limit the temporary appointment of its early career academics to the shortest possible period, converting the temporary appointment to a permanent appointment after this period of up to 18 (or 12) months, subject to positive assessment of the candidate's results and development and on the basis of confidence in expected results and potential for development, measured against the applicable UFO criteria and TU Delft Performance Criteria for the position.

Drawing up and adopting a Development plan

Within three months after the start of the appointment, the ACT candidate and the manager/supervisor draw up a Development plan stating the substantive objectives (education, research, design/valorisation/innovation/societal impact, organisation) to be achieved, personal development (leadership) and specific agreements regarding grant applications, University Teaching Qualification (UTQ), requirements regarding Dutch/English language proficiency, contributions to the organisation and agreements on training to be done, supervision, building a network and appointment of a mentor. Expectations for the entire track are discussed, with reference to the prior experiences of the ACT candidate. This Development plan is finalised and signed by the ACT candidate, the manager/supervisor and the Head of Department, and may also be signed by the Dean. The ACT candidate's development in all of these areas is discussed at all evaluation times and in all of the regular annual R&D meetings. The Development plan may be amended if this is necessary. The most recent version of the recommended 'Development plan Format' can be found on the ACT policy intranet page. Every year, the updated Development plan will be appended to the preparations for the R&D meetings and added to the R&D form.

Phase 2: Start-term

Permanent appointment within 18 (or 12) months

Within at most 18 months (or 12 months if there has been a previous appointment), the ACT candidate's temporary appointment is converted to a permanent appointment, after the candidate's suitability has been established on the basis of an evaluation of results and development. In this way, TU Delft cements the confidence it indicated at the selection in the ACT candidate's ability to shape an academic career. The conversion of the appointment to a permanent one follows from an evaluation interview. During this interview, the ACT candidate's progress is discussed: the first realisations of agreements reached in the Development plan, the candidate's efforts, collaboration and communication and embedment within

the department, measured against the UFO criteria for this position and the TU Delft Performance Criteria. If required, multiple evaluation interviews may be held. The Faculty Career Committee explicitly has no role in this phase.

If the candidate's suitability for the position cannot be established, or cannot yet be established due to sickness, pregnancy or maternity leave or incapacity for work, under Article 2.3 of the CAO NU, the temporary appointment may be extended one more time, for up to 12 months.

Phase 3: Mid-term

Assistant Professor 2 to Assistant Professor 1

In the mid-term review (no more than 4 years after the start of the appointment), the ACT candidate presents the Faculty Career Committee with the progress he/she has made. The FCC issues a recommendation to the Head of Department regarding the progress and, more particularly, the development of the ACT candidate in their academic career, with reference to the Development plan agreed, the UFO criteria and the TU Delft Performance Criteria. In this phase, the Dean may also choose to let the ACT candidate give a presentation to the department's management team and to ask two members of the FCC to join the presentation and issue a recommendation to the Head of Department. The Head of Department decides whether to promote the ACT candidate to the position of Assistant Professor 1.

In view of UTQ policy, the candidate may be expected to have completed the University Teaching Qualification by the time the mid-term is held. This fact may be included in the recommendation on promotion to Assistant Professor 1 and, certainly, that on promotion to Associate Professor 2. Around the time of the mid-term review at the latest, the manager/supervisor and the ACT candidate may in their meetings raise the question of whether greater emphasis might be placed on a particular component of the position and, if so, how this should be done.

Monitoring development; exploring and initiating nomination for promotion to Associate Professor 2

The ACT candidate's development progress is discussed during each annual R&D meeting. It is also a standard item on the R&D preview and review agendas. Additionally, the particular emphasis that the ACT candidate would like to place in their own career path as well as how that fits within their own ambitions and in the strategic ambitions of the faculty or department is regularly discussed.

If, due to sickness, pregnancy, recent parenthood or other personal circumstances, the ACT candidate has not been able to produce the desired results at the right time, written agreements are made in this regard between the ACT candidate, the manager/supervisor and HR. If necessary and in consultation, the ACT candidate may be given more time to produce the desired results. Within the framework of Tenure Track policy, policy has already been developed to allow for an extension of the duration and postponement of the assessment times in specifically defined circumstances such as parenthood and parental leave (the memorandum 'Having children and parental leave in the Tenure Track' dated 26 June 2017). If required, this policy may be applied by analogy to secure an extension of the ACT track during a permanent appointment. For a detailed description, please see the section 'Parental leave and having children in the Academic Career Track' in this document. Extra time might not be necessary if it proves possible to assess the produced quality/quantity in relation to the time the ACT candidate had at their disposal. All interviews regarding development are held with reference to the Development plan agreed.

On average six to seven years after the start of the ACT candidate's appointment, and based on the discussions in the R&D preview and review, the Head of Department will raise the subject of the development of the ACT candidate in the departmental MT meeting and discuss at what point the final evaluation might take place and a proposal for promotion to Associate Professor 2 be drawn up and submitted to the Dean.

Phase 4: End-term

End evaluation of ACT candidate by the FCC and decision by the Dean

The Dean solicits the advice of the FCC regarding promotion to Associate Professor 2. The ACT candidate presents his/her progress to the FCC. The FCC issues a recommendation to the Dean. The Dean assesses the recommendation and reaches a decision.

In the unlikely event that at the end of the track – or possibly during the course of the track – various development interviews have indicated that promotion to Associate Professor 2 is not to be expected within the proposed eight years, the Dean will review the options for arriving at an appropriate solution, customised to each individual situation, that secures a good match between the qualities of the individual in question and the needs of the organisation. This might include an assistant professorship, a position as a lecturer or researcher, or another position within or outside TU Delft.

After the decision by the Dean to promote the ACT candidate to Associate Professor 2, or a different decision as set out above, the Academic Career Track is complete. The expectation is that the former ACT candidate will continue to develop throughout their career.

Overview of the phases in the Academic Career Track

Note: This overview gives the average and maximum periods. Depending on specific circumstances or previous work experience of the ACT candidate, these periods may be deviated from, and customised agreements must be made regarding the pace at which these steps are completed. Where maximum periods are mentioned, these may not be exceeded except where there are compelling reasons to do so.

			Schedule	Parties involved*	Comments
Phase 1: Start	Recruitment and Selection	Faculty recruitment and selection procedure			
	Selection and offer	Employment contract with agreements regarding procedure (temporary appointment for up to 18 or 12 months, followed by conversion to permanent. Maximum duration of entire development track 8 years)	At start of appointment	Mgr, HR, Dean	Agreements are recorded.
	Development plan	Development plan containing agreements regarding objectives for education, research, valorisation, leadership and organisation, grant applications, UTQ, language requirement, contribution to organisation. Agreements regarding training to be done, supervision, building a network and appointment of a mentor.	No more than 3 months after start of appointment	ACT candidate, Mgr, HD	With reference to, a.o. UFO criteria and TU Delft Performance Criteria --- See 'Development plan Format' (intranet) --- This Development plan is recorded and signed by ACT candidate, Mgr, HD and, if required, Dean --- Every year, the updated Development plan will be appended to the preparations

					for the R&D meeting and added to the R&D form.
Phase 2: Start-term	Start-term review	<p>During this interview, the ACT candidate's progress is discussed: the first achievement of agreements made in the Development plan, the candidate's efforts, collaboration and communication and embedment within the department, measured against the UFO criteria for this position and the TU Delft Performance Criteria.</p> <p>If required, multiple evaluation interviews may be held.</p> <p>The Development plan may be updated if necessary.</p> <p>HD nominates the ACT candidate to the Dean for permanent appointment on behalf of department MT. Dean speaks to ACT candidate and makes decision. FCC has no role in this phase.</p>	12-15 months after start of appointment or 7-10 if subsequent appointment	ACT candidates, Mgr, HD, HR, Dean	
	Permanent appointment	Permanent appointment if suitability established: positive assessment after evaluation interview.	No more than 18 months after start of appointment, or 12 months if subsequent appointment	HR, Dean	
	Annual R&D meetings	Progress of ACT candidate in preview and review.	Annually during R&D cycle	ACT candidate, Mgr, HD	

		Annual discussion of the progress of the development and achievements of the ACT candidate with reference to the Development plan. The Development plan may be updated if necessary.			
Phase 3: Mid-term	Mid-term review, promotion to Assistant Professor 1	<p>The ACT candidate presents his/her progress to the FCC.</p> <p>Advice from FCC to Head of Department regarding the progress, development and achievements of the ACT candidate with reference to the Development plan.</p> <p>In this phase, the Dean may also choose to have the ACT candidate give a presentation to the department's MT and to ask one or two members of the FCC to join the presentation and issue a recommendation to the Head of Department.</p> <p>HD decides on promotion to Assistant Professor 1</p>	No more than 4 years after start of appointment	ACT candidate, HD, FCC or departmental MT (with a number of FCC members present)	<p>Around the time of the mid-term review at the latest, the manager /supervisor and the ACT candidate will in their meetings raise the question of whether greater emphasis might be placed on a particular component of the position.</p> <p>In view of UTQ policy, the candidate may be expected to have completed the University Teaching Qualification by the time the mid-term is held. This fact may be included in the recommendation on promotion to Assistant Professor 1 and, certainly, that on promotion to Associate Professor 2</p>
	Monitoring development in annual R&D meeting	Annual discussion of the progress of the development and achievements of the ACT candidate with reference to the Development plan.	Annually during R&D cycle	ACT candidate, Mgr, HD Dean	The Dean is responsible for linking the substantive assessment and the appraisal of the progress of the ACT candidate, and thus ensures that what is

		<p>Discussion of progress of ACT candidates is a standard item in the R&D preview and review agendas.</p> <p>The Development plan may be updated if necessary.</p>			discussed in the R&D meetings is consistent with what is discussed in the FCC. This can be by possibly inviting a member of the FCC to be present in the R&D meetings.
	Exploring and initiating nomination for promotion to Associate Professor 2	<p>HD discusses the progress of the ACT candidate in departmental MT (based on discussion in the R&D preview and review). HD decides whether and when to start preparing a proposal to the Dean for promotion to Associate Professor 2.</p> <p>Proposal is drawn up and submitted to the Dean.</p>	On average 6-7 years after start of appointment	HD	If, due to sickness, pregnancy, recent parenthood or other personal circumstances, the ACT candidate has not been able to produce the desired results at the right time, written agreements are made in this regard between the ACT candidate, the manager/supervisor and HR. If necessary and in consultation, the ACT candidate may be given more time in which to produce the desired results. Extra time might not be necessary, if it proves possible to assess the produced quality/quantity in relation to the time the ACT candidate had at their disposal.
Phase 4:	Dean solicits advice from FCC	Dean solicits advice from the FCC on the proposal by the HD.	On average 6-8 years after start of appointment	Dean	

	End-term review	The ACT candidate presents his/her progress to the FCC.		ACT candidate, FCC	
	FCC issues a recommendation to the Dean	FCC issues a recommendation to the Dean regarding promotion of ACT candidate to Assistant Professor 2.		FCC	
	Dean assesses recommendation and makes decision	<p>Dean decides whether to promote the ACT candidate to the position of Associate Professor 2.</p> <p>The Associate Professor is expected to continue developing, whether within the associate professorship or along a path to full professorship.</p> <p>In the unlikely event that at the end of the track – or possibly during the course of the track – various development interviews have indicated that promotion to Associate Professor 2 is not to be expected within the proposed eight years, the Dean will review the options for arriving at an appropriate solution, customised to each individual situation, that secures a good match between the qualities of the individual in question and the needs of the organisation. This might include an assistant professorship, a position as a lecturer or researcher, or another position within or outside TU Delft.</p>	No more than 8 years after start of appointment	Mgr, HD, Dean (based on FCC recommendation)	

		The decision of the Dean marks the completion of the Academic Career Track.			
	Adoption of promotion to Associate Professor 2 or the individually customised decision.	Dean records the promotion to the position of Associate Professor 2, or the individually customised decision.		HR, Dean	
* Mgr = Manager/supervisor, HD = Head of Department, ACT candidate = Academic Career Track candidate, FCC = Faculty Career Committee					

Parental leave and having children in the Academic Career Track

Within the framework of the Tenure Track policy, policy has already been developed to allow for extended duration and postponement of the assessment times in specifically defined circumstances such as parenthood and parental leave (the memorandum 'Having children and parental leave in the Tenure Track' dated 26 June 2017). If required, this policy may be applied by analogy to secure an extension of the ACT duration during permanent appointment and may even be expanded to cover other circumstances such as long-term incapacity for work. This specific policy does not apply to possible extension during the duration of the temporary appointment, but the provisions of Article 2.3 paragraph 1 of the CAO NU do apply.

Briefly, the policy referred to above boils down to the following:

Extension by a period of X (up to 24 months) during permanent ACT appointment:

- ACT candidate has had a child during the Track.
 1. *ACT candidate gave birth to a child:*
 - 12 months per child, irrespective of whether parental leave was taken, up to a total of 24 months*
 2. *ACT candidate had a child as parent/partner:*
 - 6 months per child, irrespective of whether parental leave was taken, up to a total of 12 months*
 3. *ACT candidate adopted a child:*
 - 7 months per child, irrespective of whether parental leave was taken, up to a total of 14 months*

*in the event of more than one child

- ACT candidate had a child before commencement of the Track.
 - The duration of the parental leave taken during the Track, as appropriate within the maximum extension period of 24 months

In these circumstances, the ACT candidate may express their desire to move the end-term review forward by a *period of X*. In consultation with their manager/supervisor, the ACT candidate may also waive this option and stick to an assessment time in accordance with the regular policy of a duration of 8 years. In general, the preferable scenario is for extra time not to be considered necessary if it is possible to assess the produced quality/quantity properly in relation to the time the ACT candidate had at their disposal.

Responsibilities of the stakeholders involved

This section describes the responsibilities of the various stakeholders involved in the Academic Career Track.

The ACT candidate

The ACT candidate takes active and pro-active responsibility for his/her personal and academic development. The ACT candidate informs him/herself of the requirements set by TU Delft and by the faculty and takes co-responsibility for realising these.

The Mentor

The Mentor is an experienced academic (preferably from a different department or faculty) who acts as a sounding board, advisor and guide on issues such as career questions, personal development and building up a network within TU Delft and beyond. The mentor is allocated to the ACT candidate within the framework of the ACT Development Programme, of which mentoring forms part.

The Manager/supervisor

The Manager/supervisor is responsible for proper embedment of the ACT candidate within the group and department and for proper supervision by the manager/supervisor and colleagues. The manager/supervisor is co-responsible for drawing up the ACT candidate's Development plan and coaches the ACT candidate in academic and personal development, always with reference to the agreed Development plan. The manager/supervisor acts as assessor in the R&D meetings and in these meetings also discusses the development of the ACT candidate with reference to the Development plan. The manager/supervisor directs the process of planning the various phases in the course of the Academic Career Track to ensure that the various phases align consistently and that the right actions are taken, scheduled and implemented on time. The manager/supervisor creates the preconditions to enable the ACT candidate to achieve successful development, and creates possibilities for enabling the ACT candidate to actually implement the actions included in the Development plan. The manager/supervisor ensures that the ACT candidate has sufficient time to spend on the Development Programme.

The Head of Department

The Head of Department is responsible for drawing up the agreements with the ACT candidate at the start of the appointment and for the drawing up of the Development plan by the ACT candidate and the manager/supervisor. Together with the Dean, the Head of Department is responsible for making agreements on the start-up facilities and the use of the necessary infrastructure and equipment, if applicable.

The Head of Department ensures that ACT candidates are well supervised, is involved in the annual R&D cycle of ACT candidates and nominates the ACT candidate to the Dean for a permanent appointment at the right time, and for promotion to the position of Associate Professor 2 at the end of the track. The Head of Department decides on promotion to Assistant Professor 1, and acts in the event of problems.

The Head of Department speaks to all of the ACT candidates in smaller or larger groups at least twice a year – for example during a lunch – and in this way links the ACT candidates with one another. The Head of Department discusses a theme, outlines what is expected of the ACT candidates, answers questions and clears up any uncertainty.

The Department / Group

The Department or group stands by ACT candidates within the group, ensures good embedment and supports the ACT candidates in order for them to develop successfully in a personal and professional sense and become valued members of the team/group/department.

HR

HR is involved in the employment, progress, assessment and promotion of ACT candidates.

HR ensures that the manager/supervisor directs the process of planning the various phases in the course of the Academic Career Track to ensure that these align consistently and that the right actions are prepared on time. HR gives solicited and unsolicited advice in the event of problems and during decision-making. The ACT candidate is free to ask the HR advisor for advice on career opportunities, education and training.

HR-T&D offers ACT candidates a Development Programme, and also offers education and training to all members of the academic staff, in all phases of their careers.

The Faculty Career Committee (FCC)

The Faculty Career Committee (FCC) is responsible within the faculty for safeguarding the quality of the academics in question and of the procedures followed.

In principle, the FCC sees the ACT candidate twice during the course of the track. Three to four years after the start of the appointment, the FCC or a delegation from the FCC speaks to the ACT candidate during the mid-term review and the FCC or delegation from the FCC issues a recommendation to the Head of Department regarding the progress and development of the ACT candidate, with reference to the agreed Development plan.

At the end of the Track, within 8 years of the start of the appointment, the FCC speaks to the ACT candidate and at the Dean's request the FCC issues a recommendation to the Dean regarding the progress and development of the ACT candidate in general and more specifically regarding the question of whether the individual should be promoted to the position of Associate Professor 2.

(See also under 'The Dean')

The Dean

The Dean decides whether to offer an appointment, whether temporary or permanent, including agreements and start-up facilities. The Dean also decides on promotion to Associate Professor 2 (after seeking advice in this regard from the FCC), or on a suitable position that aligns the qualities of the person in question with the needs of the organisation.

The Dean answers any questions from the ACT candidate on a decision for promotion or the foreseeable duration of the ACT course.

The Dean is responsible for linking the substantive assessment and the appraisal of the progress of the ACT candidate, and thus ensures that what is discussed in the R&D meetings is consistent with what is discussed in the FCC. This can be by possibly inviting a member of the FCC to be present in the R&D meetings.

The Dean takes care of organisation and remit of the FCC, keeping a number of things in mind, among which:

- The composition of the FCC covers the breadth of scientific areas of the faculty;
- If possible, some members of the FCC have completed the TT or ACT themselves;
- The manager/supervisor may attend the presentation and interview as an observer;
- The FCC only discusses and evaluates criteria and expectations that are already known to the faculty and the ACT candidate.

The Dean speaks to all of the faculty's ACT candidates in smaller or larger groups at least twice a year – for example during a lunch – and in this way links the ACT candidates with one another. The Dean discusses a theme, outlines what is expected of the ACT candidates, answers questions and clears up any uncertainties.

The Executive Board (EB)

The Executive Board (EB) adopts the university-wide framework for the ACT policy and monitors its execution.

Appendix I: Visualisation of the Academic Career Track

