

**HANS VOSSENSTEYN**

# **ACADEMIC CAREERS IN THE NETHERLANDS**



**WORLD BANK GROUP**

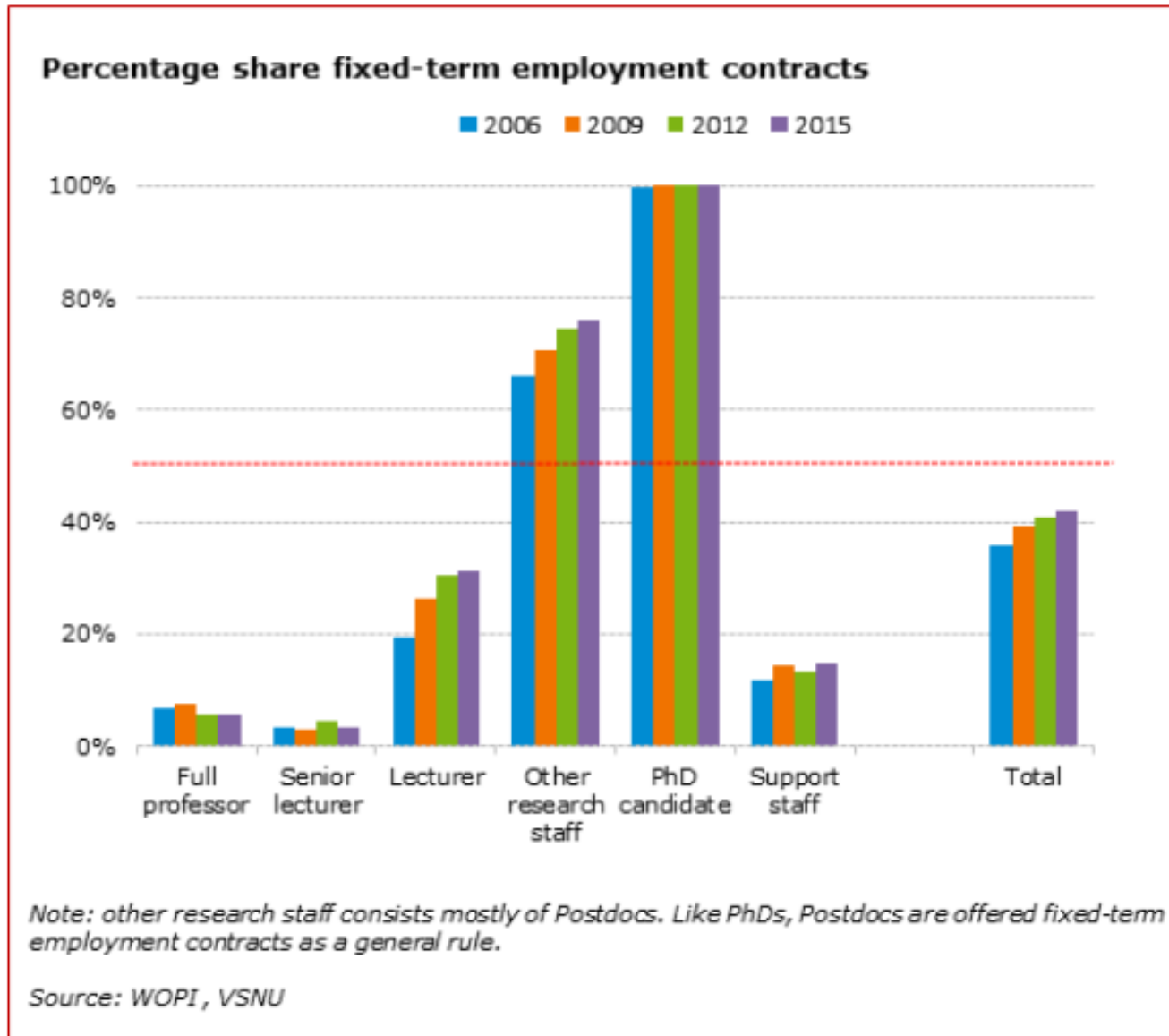
Riga, 14 June 2017

# Background information

- Two very different sectors: **universities** and **universities of applied sciences** (this presentation focuses on universities)
- **The Association of Dutch Universities (VSNU) is the employers' organisation of the 14 Dutch universities:** the VSNU negotiates with the Labour Unions on the compensation and benefits of the University staff (with the exception of the Executive Board)
- Since 1 April 2003, a job classification system (UFO) is used in which all Dutch university employees are assigned a job profile and a corresponding job level (115 job descriptions). It contains information such as:
  - the different steps in the classification process;
  - the basic principles of the classification;
  - an overview of the job titles and levels.

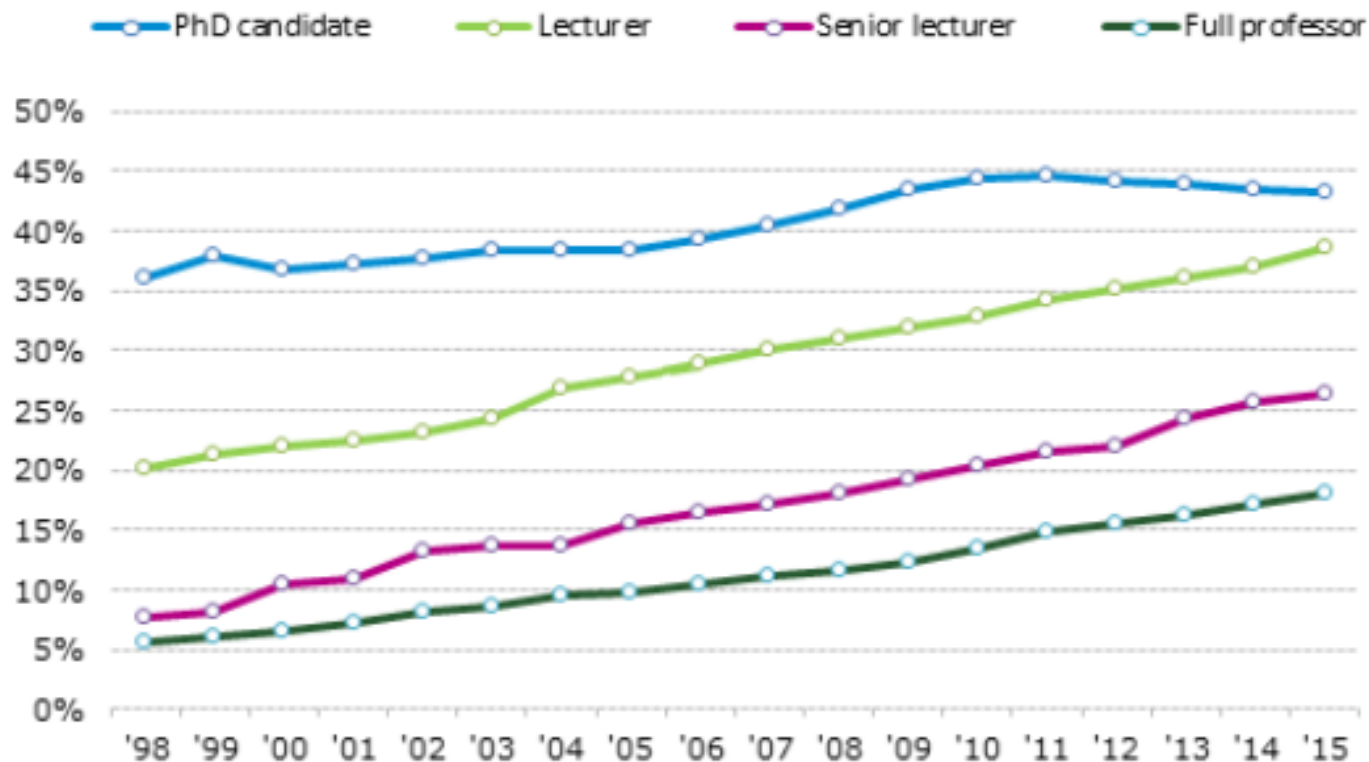


# Permanent versus temporary academic staff



# Share of female academic staff

Percentage share of women in research staff

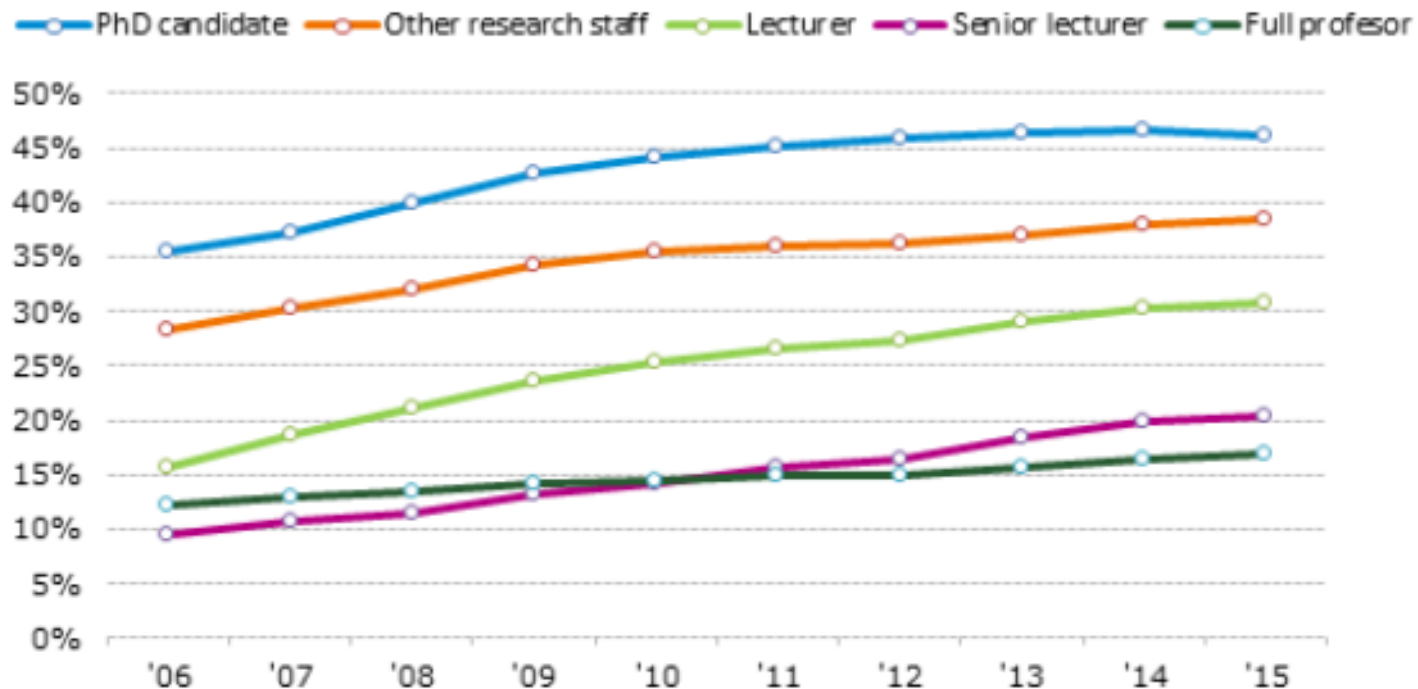


Note: due to lack of valid data, the medical sciences have been excluded in above graph

Source: Wopi, VSNU

# Proportion of international academic staff

Percentage share of non/Dutch nationals in research staff by function, in fte



Note: due to lack of valid data, the medical sciences have been excluded in above graph.

Source: WOPI, VSNU

# Selection/recruitment

- In legal terms, universities have full autonomy to design their selection practices (in legal terms), except for professors
- However, universities have to have a Recruitment Regulation based on the Dutch recruitment code as regulated by the NVP: *The Dutch Association for Personnel Management & Organisation Development*
- Selection practices to academic positions differ across universities (and sometimes across faculties)
- The academic unit generally is in the lead to determine the profile and selection of the candidate. HR services make sure all rules are obeyed.

# Selection/recruitment

- Standard procedures:
  - Internal vacancy request (staff need, budget, project, ...)
  - Vacancy text, posted in various (online) media through HR
  - Selection of candidates: committee, interviews, selection
  - Appointment (conditions): HR discusses with candidate
  - For professors an official “appointment committee”
- Employment conditions:
  - Temporary contracts: max 3 contracts or max 4 years
  - Re-hiring at one university after minimally 6 months



# Academic careers

- High-quality teaching and research is inextricably linked to the quality of staff → **attracting and retaining that talent is vital.** Therefore universities must provide transparent insight into career opportunities and facilitate career development
- Expectations and career development instruments:
  - Annual appraisal talks
  - Career counseling and career guidance
  - Various training opportunities: grant proposal writing, language, management, personal development, ...
  - UTQ – University Teacher Qualification

# Promotion

- Career advancement / promotion can take place either through
  - a) Applying for **open vacancies** (most typical method in career advancement)
  - b) Renewal or extension of contract, e.g. to permanency
  - c) "**Tenure track**" positions where promotion towards the highest academic ranks are defined and conditioned

# Tenure Track System

- Tenure track policy to attract and retaining young talents. Tenure trackers must prove that they are good enough for a permanent academic position within a certain period of time. Five core elements of tenure track policies:
  - **Academic independence and visibility:** Tenure track academics are independent and not assistants to other researchers.
  - **Clear career prospects:** A tenure track leads to a permanent position (tenure) either as an assistant professor or an associate professor, with the possibility of promotion to a professorial post. A tenure track does not necessarily culminate in tenure. Strict and effective monitoring is applied. Candidates who fail will be assisted in searching for a suitable position outside academia.
  - **Facilitate/encourage development:** Tenure candidates receive development support. Such support can include the offer of various courses, mentoring, guidance and so forth.
  - **Mentoring, feedback and evaluation:** To develop their full potential, tenure candidates need continuing insight into their stage of development. Clear criteria, interim feedback and regular evaluations provide this insight.
  - **Equal opportunities:** Workforce diversity, in terms of gender and cultural backgrounds, strengthens organisational performance.

# Tenure Track Criteria

- Tenure trackers have to reflect upon their own performance and are assessed on the basis of the following criteria:
  - **Teaching:** Develop and improve courses, modules and/or teaching programs (teach, test, evaluation, development). Obtain UTQ.
  - **Research:** Produce cohesive research projects that contribute to a research program with academic and societal relevance (coordination, publication, acquisition, process management). Supervise academic staff (PhD's and junior researchers, project manager).
  - **Organisation:** Perform managerial and administrative tasks that go beyond an academic department (education or exam committee, faculty /university council, coordinating modules).
  - **Self-reflection:** Contribution to academic community, teaching programs, research programs, societal impact, etc.

# Transparency & Flexibility

- All academic staff need to get approval for ancillary activities besides their main academic job
- Professors' ancillary activities are visible in central open access data base
- To link to more dynamic labour market, experiments with function-based contracts: no longer based on working hours but tasks and performance

# Remuneration

- 18 official salary scales (18 the highest, see table Job descriptions)
- Every Function Profile has a fixed salary scale related to it
- Academic staff are in salary scale 10-18
- Every scale has a number of annual steps (6-15)
  
- For exceptional performance, academics can get awarded a one-time-off bonus or temporary extra remuneration. Reasons can be:
  - Labour market considerations (competition from other employers)
  - Exceptional performance
  - Positions in other organisations
  - Transition bonus on the way towards a promotion into a next function

# Example: Monthly salary scales (2017)

SALARISSCHALEN PER 01-01-2017

trede	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
0	1.606	1.640	1.673	1.712	1.775	1.904	2.161	2.465	2.709	2.588	3.475	4.210	4.815	5.059	5.485	5.941	6.438	7.072
1	1.673	1.712	1.712	1.744	1.853	1.958	2.222	2.588	2.840	2.709	3.605	4.332	4.940	5.180	5.636	6.101	6.644	7.296
2	1.744	1.775	1.775	1.815	1.958	2.096	2.343	2.709	2.984	2.840	3.722	4.453	5.059	5.334	5.787	6.268	6.856	7.526
3	1.775	1.853	1.853	1.904	2.096	2.222	2.465	2.840	3.111	2.984	3.839	4.577	5.180	5.485	5.941	6.438	7.072	7.766
4	1.815	1.904	1.958	2.027	2.161	2.283	2.526	2.917	3.238	3.111	3.954	4.693	5.334	5.636	6.101	6.644	7.296	8.016
5	1.853	1.958	2.027	2.096	2.222	2.343	2.588	2.984	3.358	3.238	4.084	4.815	5.485	5.787	6.268	6.856	7.526	8.268
6	1.904	2.027	2.096	2.161	2.283	2.404	2.647	3.045	3.475	3.358	4.210	4.940	5.636	5.941	6.438	7.072	7.766	8.532
7		2.096	2.161	2.222	2.343	2.465	2.709	3.111	3.605	3.475	4.332	5.059	5.787	6.101	6.644	7.296	8.016	8.805
8			2.222	2.283	2.404	2.526	2.773	3.179	3.722	3.605	4.453	5.180	5.861	6.268	6.856	7.526	8.268	9.085
9			2.283	2.343	2.465	2.588	2.840	3.238		3.722	4.577	5.334		6.438	7.072	7.766	8.532	9.375
10				2.404	2.526	2.647	2.917	3.292		3.839	4.693	5.405						
11										3.954	4.757							
12										4.084								
13																		
14																		
15																		

# Example: Monthly salary scales (2017)

## FUNCTIESCHALEN

H2	H1	P	SA	TOIO
5.334	5.941	2.222		1.828
5.485	6.101	2.588		
5.636	6.268	2.709	1.958	
5.787	6.438	2.840	2.096	
5.941	6.644		2.283	
6.101	6.856			
6.268	7.072			
6.438	7.296			
6.644	7.526			
6.856	7.766			
7.072	8.016			
7.296	8.268			
7.526	8.532			
7.766	8.805			
	9.085			
	9.375			



# Relative earnings of academic staff (selected countries)

