
Tenure Track System at CIIRC

1. Introduction

CIIRC strives to develop an HR policy and a Tenure Track (TT) system to attract, retain and develop excellent staff. The main purpose of the TT system is to provide clarity about the requirements for a permanent appointment and clarity about mutual expectations. It also provides mentoring by an experienced, senior scientist, along with the supervision from the immediate superior.

One of the main objectives is to give TT participants an opportunity to develop their own research line. CIIRC wants to stimulate scientists to develop a healthy level of independence, but also to learn to constructively contribute to the organization as a whole. Tenure track participants prepare for all aspects of their academic career - develop an educational portfolio, learn to supervise PhD students, lead a lab, develop an international network, communicate with the general public, acquire project funding, deal with ethical matters, etc.

2. Main contours of tenure-track policy at CIIRC

A TT appointment is a temporary appointment for scientific staff with the duration of at most 5 years and at least 0.8 FTE. It starts at the position of researcher and leads to a tenure, i.e. a permanent appointment as a senior/principal researcher, with the perspective to eventually become an associate or a full professor. At the end of the TT appointment, the candidate is assessed by the institute's Career Committee. This committee makes a proposal to the Scientific Director who submits it to the Director to make the final decision on the permanent appointment.

If, at the end of the tenure track, the TT participant does not meet the requirements set for permanent appointment, the TT appointment can be extended by a maximum of 1 year in order to give the employee an opportunity to search for a different career path with another employer.

Every tenure track participant is assigned a mentor, who supports the former's development and acts as a sounding board and advisor. At the start of the tenure track appointment, the immediate superior and the tenure track participant agree on the steps required to meet the end criteria. This is known as the Tenure Track Plan.

Accelerated awarding of tenure can take place in the event of exceptional performance such as obtaining a prestigious grant (e.g., ERC).

3. Appendices

3.1. Roles during the tenure track process

Director. The Director decides whether or not the permanent (tenured) appointment is offered to the TT participant at the end of the tenure track.

Scientific Director. The Scientific Director appoints the members of the Career Committee, and is responsible for submitting the Career Committee's advice to the Director for the final decision. He/she has the right to attend the Career Committee meetings and the TT participant's midterm presentation.

Department/group head. The department or group head, whichever more appropriate, is responsible for overseeing the supervision of the TT participant. The department/group head attends the mid-term review with the Career Committee. The department/group head is also responsible for proposing permanent appointment and/or promotion to tenure of the TT participant to the Director.

TT participant. The TT participant actively adopts responsibility for their career and personal development. This includes asking for feedback and advice. The tenure track participant monitors their own development by listing the results achieved and reflecting on these. The TT participant demonstrates that he/she:

- is an independent researcher and inspiring educator
- is pro-active and capable in leadership
- plays an active role at the department and contributes to various committees and/or projects on CIIRC or university level
- coaches students, PhD students and postdocs
- continuously improves his/her personal skills
- is capable of acquiring research funding
- has language skills at the level required to properly communicate with colleagues and provide good education

Immediate superior. The immediate superior is clear about the requirements set for the TT participant and coaches them in this respect. The immediate superior provides both solicited and unsolicited feedback on the growth of the TT participant and periodically provides feedback on whether the tenure track participant is on track. The immediate superior provides the TT participant with enough freedom and room to develop as independently as possible into a fully-fledged researcher with their own research line and team. The immediate superior provides advice on publication strategies, cooperation and possibly time spent abroad. The immediate superior also keeps an eye on competences such as

leadership, result orientation, self-reflection, coaching, insight into learning processes, dealing with others and cultural differences, verbal communication and powers of conviction.

Mentor. The mentor is an experienced scientist of at least associate professor level or similar and preferably from another department or faculty. The mentor supports the coaching of the tenure track participant in the development towards independence and acts as a sounding board, advisor and guide, for example, about developing a network both at and outside of CIIRC, personal development and career questions. The immediate superior supports the tenure track participant in finding a mentor at the start of the temporary appointment.

Career Committee. The Career Committee assesses the tenure track policy and monitors the progress and development of the tenure track participants at CIIRC. The Career Committee advises the Scientific Director regarding the staff recommended for permanent appointment. Halfway through the tenure track, i.e. after approx. 2.5 years, the TT participant meets with their immediate supervisor, the head of the department/group and representatives of the Career Committee. The Career Committee provides judgement on whether the candidate is on track and makes recommendations for the rest of the track.

HR. The HR department initially provides overall administrative support and its role in the process may grow in time.

3.2. Progress monitoring

- **Year 1:** Write a Tenure Track plan to be included in the personnel file.
- **Year 2:** Regular meetings with the immediate superior and mentor.
- **Mid-term review:** The findings are included in the personnel file.
- **Year 3 & 4:** Regular meetings with the immediate superior and mentor.
- **Year 5:** Final presentation to the Career Committee.

3.3. Permanent appointment (tenure) procedure

1. The TT participant prepares a file for the final tenure-review presentation. The file consists of:
 - a. The TT participant's vision on the field of their research, education, funding acquisition and the role as the leader of their own group.
 - b. A list of publications, including citation analysis according to Web of Science (ISI), Scopus and Google Scholar, including H indices, as most appropriate in the scientific field of the TT participant.
 - c. An extensive CV, including an overview of the research group's composition, the number of PhD's the candidate (co-)supervises or has supervised, projects, project partners and project funds/grants assigned, contributions to education and

contributions to the organization. It is recommendable to indicate which role the tenure track participant played in project applications and projects.

d. A list of at least six international references, with a mix of academic references and references from other sectors, at least at an associate professor level (or equivalent). At least three of the referees must have no conflict of interest with the TT participant.

The above documents are sent to the Career Committee.

2. The TT participant gives a presentation to the Career Committee and the Committee provides a recommendation to the Scientific Director about the decision to award tenure.
3. After the Career Committee's advice, the Scientific Director makes a proposal for the decision concerning the tenure appointment.

3.4. Proposal for the composition of Career Committee

The committee has at least five members, one of whom is external (another faculty or institute at CVUT). All members must have proven scientific track record and are preferably at the Distinguished Researcher or full or associate professor level. The committee is appointed by the Scientific Director. The Director and Scientific Director are not members of the Committee, but are allowed to attend the Committee meetings.

3.5. Proposal for the procedure for opening new TT positions

New TT positions are opened at the level of the Institute, but assigned to a particular department/group. The department/group head proposes the new position to the Director, who makes a final decision after consulting the opening with the management team / assembly.