

# Guidelines for the appointment and promotion of academic staff

Faculty of Archaeology

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## 1 Introduction

The Faculty of Archaeology is a renowned institute that appears in the top 10 of the QS Ranking. Every year, the Faculty welcomes new ambitious students and staff, and gives shape to its core tasks of teaching, research, and societal impact.

The Faculty wishes to be a good employer for its staff and to create a place where ambitions and talents can flourish in a socially safe, positive, and inclusive environment. As a professional organisation, the Faculty Board wants to work with a clear and unambiguous HR policy, among other things concerning recruitment and selection, as well as internal appointment and promotion. A policy that focuses consistently on quality and creativity while also seeking a new balance: striking a balance between personal and team performance, rewarding academic leadership, and taking a broad perspective on career opportunities and profiles, paying attention to performances in the wider field of education, research, societal impact, and management.<sup>12</sup>

The Leiden University Guidelines for the Appointment of Academic Staff form the general framework for career policy within the University. These guidelines comprise general principles for the recruitment, hiring, promotion, and appointment of academic staff, and cover all academic job categories, including PhD candidates. In addition, the Leiden University Professorial Appointments Policy and the Faculty Chair Plan continue to apply. The Faculty has used these frameworks to further elaborate its own policy regarding the appointment and promotion of academic staff, and translate it in practical terms to the Faculty.

The Faculty of Archaeology Guidelines for the Appointment and Promotion of Academic Staff is based on good employment practices and aims to guarantee equal treatment for staff members in the decision process around hiring, appointments, and promotions. The Guidelines provide a decision-making framework for hiring and appointing staff; in exceptional situations, a carefully customised approach remains an option.

The rules and criteria are applied in the spirit of the Recognition & Rewards programme, which has as its objective a broad and balanced assessment of competences and performance. Staff members and applicants should be assessed on the qualities they have to offer in the field of teaching, research, societal relevance, teamwork, and leadership. In this context, it is essential that we jointly formulate objective quality criteria, as well as an assessment framework for the relative weighing of performances in these various domains. The above requires a cultural shift across our University, which the Faculty of Archaeology embraces fully and that we must collectively give shape to.

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<sup>1</sup> Recognition & Rewards, VSNU, 2019,

<https://www.vsnul.nl/files/documenten/Domeinen/Onderzoek/Position%20paper%20Ruimte%20voor%20ieders%20talent.pdf>

<sup>2</sup> Academia in Motion, Leiden University, 2022, [Dialogue and experimentation to embed Recognition and Rewards within the whole University - Leiden University \(universiteitleiden.nl\)](#)

## 2 Vacancies, recruitment, and selection

Both new positions and positions that are partly or fully released and become available for new staff members can be opened to applicants throughout the year, following approval by the Faculty Board. All positions must be embedded in the long-term staff plan that forms part of our Faculty's budget cycle.

New externally financed positions can be established and opened to applicants throughout the year, on condition that the expenses are covered within the relevant project.

The Leiden University Vacancy Regulations<sup>3</sup> apply to all vacancies, with the exception of vacancies for student assistants, PhD candidates, and full professors.

In principle, vacancies are filled by means of an open recruitment and selection procedure. This can be deviated from for temporary positions. Individual career agreements or development programmes can also be given priority over an open recruitment procedure if a staff member has a claim to a newly released position by virtue of these career agreements.

If it is in the interests of the Faculty, a staff member can be moved to a different position that is deemed more appropriate, in accordance with Article 9.12 of the CLA of Dutch Universities, in view of the character, circumstances, and/or prospects of the staff member in question. This is not considered to be a vacancy pursuant to Article 1.10 of the CLA of Dutch Universities.

Vacancies are published as a standard on the Leiden University website. The vacancy holder can ask HR to also publish the vacancy text elsewhere. All vacancies and recruitment and selection procedures are subject to the Academic Staff Advisory Selection Committee Guidelines<sup>4</sup> and the NVP job application code<sup>5</sup>.

### 2.1. Selection Committee

To support a thorough and transparent recruitment and selection procedure, a selection committee is appointed for every position that is filled by means of open recruitment. The Chair of the Selection Committee is appointed by the Faculty Board. In consultation with the Chair, the Board decides on the composition of the Committee. The Selection Committee receives guidance and support from HR. To ensure that candidates are assessed objectively, the Faculty aims to have all potential members of a Faculty selection committee take part in an implicit bias training programme before 2025. The Selection Committee issues a recommendation to the Faculty Board, and the Faculty Board produces a written decision (if needed including any additional agreements concerning desired development steps on the part of the candidate). HR is responsible for implementing the decision. For full professors, a University-wide procedure applies (see section 2.4).

### 2.2. Assistant professor

Being appointed assistant professor often marks the start of a person's academic career. That is why Leiden University wants to fill vacancies for assistant professor positions by means of an open recruitment procedure. The University provides an exemption from the open recruitment requirement for researchers who have obtained at least a Vidi, ERC starting grant, or a comparable externally financed research project.

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<sup>3</sup> [Leiden University Vacancy Filling Regulations](#)

<sup>4</sup> [Academic Staff Advisory Selection Committee Guidelines](#)

<sup>5</sup> [NVP job application code](#)

### 2.3. Associate professor

An open associate professor position that derives from an existing position will in principle be filled by internally promoting an assistant professor, and by means of an internal open competition. This is considered to be a promotion. We cover this process in more detail in the section on the Faculty Career Committee.

A vacancy for an associate professor position that derives from increasing the number of associate professor positions at Faculty level will be filled via an open recruitment procedure, whereby internal and external candidates are invited to apply simultaneously. The only exception to this involves researchers who have obtained substantial indirect government and contract funding grants. In highly exceptional cases, these researchers can be appointed as associate professors without an open recruitment procedure.

As far as the assessment score is concerned, a candidate must perform at least 'well' on teaching, research, and societal relevance, be demonstrably committed to teamwork and connecting leadership, and make a visibly constructive contribution to the cultural shift from 'I' to 'we'. It is possible to be appointed associate professor based on an excellent teaching record (see also Section 3.5).

### 2.4. Professor

The open recruitment principle also applies to full professor positions, unless alternative arrangements are made with the person in question in the context of career agreements. Pending permission from the Executive Board, the Faculty Board may decide to waive the open recruitment procedure: this is referred to as the abridged procedure.

In the 2020-2025 period, the Faculty wishes to primarily offer opportunities to talented staff members within the Faculty to successfully complete a development programme intended to help them grow to full professor position. In this context, a few staff members who meet the criteria for the position of full professor have been offered an individual development programme and an abridged procedure. In the longer term, vacancies for full professor positions will in principle once again be filled by means of an open competition.

The appointment of professors is subject to the current Professorial Appointments Policy<sup>6</sup> and the implementation of the Faculty of Archaeology Chair Plan<sup>7</sup>. The Career Committee also plays a role in this process, as discussed in more detail below. The appointment of full professors is therefore not included in the Faculty of Archaeology Guidelines for the Appointment and Promotion of Academic Staff.

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<sup>6</sup> <https://www.medewerkers.universiteitleidennl/po/personneelsbeleid-en-gedragscodes/hr-beleid/hooglerarenbeleid>

<sup>7</sup> An amended version of this plan was submitted to the Faculty Council for approval on 4-7-2023.

### 3 Appointment

To be appointed to an academic position, a candidate must meet the requirements of the position in question, based on the University Job Classification System (UFO),<sup>8 9</sup> and University<sup>10</sup> and Faculty guidelines.<sup>11</sup>

Academic staff members must have completed their PhD. The Faculty is currently not employing any lecturers on a temporary contract, and only a few lecturers on a permanent contract (at the time of writing, there are two, and shortly there will be only one). Within a few years, natural turnover will lead to there being no lecturers employed at the Faculty.

All University staff members who teach should be in possession of one or more teaching qualification certificates, or be willing to obtain these within two years of being appointed. The University Teaching Qualification (BTQ) is compulsory for all lecturers, assistant professors, associate professors, and full professors with an appointment for one year or longer for at least 0.5 FTE.

With respect to language skills, the following applies: lecturers who teach English-language courses must have English language skills corresponding at least to C1 level. International lecturers who teach in Dutch are expected to have C1 level. Other staff members must have at the very least a passive knowledge of Dutch. We include the language skills requirement in all our vacancies.

#### *3.1. Researcher/Postdoc*

Researchers/postdocs with or without a limited teaching assignment are usually offered a temporary contract with no view to a permanent employment contract. In the case of externally funded research, a researcher may be appointed, provided the expenses are covered within the project. Assessment criteria and competences are defined in accordance with the relevant Job Classification System (UFO) profile.

#### *3.2. Lecturer*

The Faculty aims to offer research-driven teaching, which is why we do not wish to hire any new lecturers in permanent positions. In principle, all our teaching academic staff are expected to have a PhD, and after a maximum of one year on a temporary contract, if their performance is adequate, they will be offered a permanent contract as assistant, associate, or full professor. In case of illness or peak load, we will aim to replace the relevant staff member with an assistant, associate, or full professor. In exceptional cases, a lecturer can be offered a temporary contract to replace an assistant, associate, or full professor.

#### *3.3. Tenure track*

Following the changes to the Collective Labour Agreement (CAO) of 2021, which aim at permanent contracts for structural positions, the Faculty has converted all tenure track positions to permanent positions. The tenure track construction is therefore currently no longer in use at the Faculty of Archaeology.

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<sup>8</sup> [Job classification and grading](#)

<sup>9</sup> [Job Classification System \(UFO\)](#)

<sup>10</sup> [Leiden University Guidelines for the Appointment of Academic Staff](#)

<sup>11</sup> [Parameter for the Definition and Division of Tasks for Academic Staff at the Faculty of Archaeology](#)

### 3.4. Assistant professor

After one year on a temporary contract, and in the event of adequate performance, assistant professors are offered a permanent contract. After a maximum of six months on a temporary contract, the staff member's supervisor should start assessing the staff member's performance, and no later than three months before the end of the temporary contract, they should issue a recommendation to the Faculty Board on whether to appoint the staff member in a permanent position. The Faculty Board will then reach a decision and communicate it to the staff member in question.

### 3.5. Associate professor

An open associate professor position that derives from an existing position is viewed as a promotion position for internal talent from the Faculty's assistant professor pool. Internal candidates with a permanent contract at Leiden University will retain their permanent contract.

A vacancy for an associate professor position that derives from extending the number of associate professor positions is also open to external candidates. External associate professors are in principle hired on a temporary contract at first. Just as with assistant professors, this is followed by a permanent position as associate professor after one year on a temporary contract, pending good performance.

Leiden University also offers the option of promotion to associate professor via teaching (excellent teaching, good research). In this context, the following University-wide criteria apply:

- Delivers excellent teaching (and is in possession of Senior Teaching Qualification, or can obtain it within a year);
- Plays an important role in the content-related, didactic, and organisational development of the curriculum of important parts of a degree programme (not only in their own discipline), and/or the management of a degree programme;
- Plays an active role in educational leadership and innovation;
- Performs well on research and societal relevance, is demonstrably committed to teamwork and connecting leadership, and makes a visibly constructive contribution to the cultural shift from 'I' to 'we'.

In this pathway (the teaching pathway), a person's career at Leiden University is limited to the level of associate professor.

## 4 Promotion and permanent appointment

Promotion and conversion of temporary appointments to permanent appointments are limited by the formative and financial space available. It is therefore not possible for everyone within the organisation to grow further, no matter how suitable and good they are.

### 4.1. Staff scan

Every year, a staff scan is carried out per department. The staff scan is intended to analyse the quantitative and qualitative composition of the staff, also in light of desired strategic developments. The budget includes an overview of desired future developments in the number of positions, distributed across job categories.

The staff scan is carried out under the responsibility of the Faculty Board, and is intended to offer a systematic overview of the following:

- The desired development in the quantitative and qualitative composition of the academic staff, among other things with a view to teaching staff requirements, research ambitions, and staff composition (in light of D&I);
- Staff members who are expected to become eligible for a permanent position or promotion in the short or longer term;
- Potential candidates for a personal grant (to be integrated in P&D interviews with individual staff members);
- Staff members who should grow and develop or improve their performance.

Per department, the composition of the staff is reviewed, in consultation with the head of the department, the Faculty Board, and HR. We look at individual staff members, and devote attention to the structure and capacities of the department in relation to the strategic ambitions of the Faculty/department.

#### 4.2. Career Committee

The Faculty of Archaeology has a Faculty Career Committee. At the request of the Faculty Board, this Committee issues recommendations concerning requests for promotion and appointment. A conscious choice has been made to appoint a number of external members to the Committee in order to guarantee the most open and transparent procedure possible.

##### *Task*

The Career Committee plays a role in promoting current academic staff to higher positions. This concerns internal promotion from assistant to associate professor positions. The Career Committee issues advice concerning internal nominations to the Faculty Board, based on the UFO profiles and the present guidelines for the appointment and promotion of academic staff, with special attention to Recognition & Rewards.

The Career Committee also plays a role in the abridged procedure for the recruitment and appointment of regular professors. As part of this procedure, the Career Committee issues a recommendation concerning the development programme of the relevant internal candidate.

The Career Committee consists of a chair, the Faculty HR adviser, and three external members.

- Professor Wil Roebroeks (Faculty of Archaeology, Chair)
- Professor Bart Barendregt (Faculty of Social and Behavioural Sciences)
- Professor Martina Vijver (Faculty of Science)
- Professor Jürgen Zangenberg (Faculty of Humanities)
- Isabelle Mollink (HR adviser, Faculty of Archaeology)

Dr Johan Verweij is the administrative secretary of the Committee.

#### 4.3. Promotion within the job profile

For promotion within the staff member's job profile<sup>12</sup> (for example from Assistant Professor 2 to Assistant Professor 1), the procedure is as follows:

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<sup>12</sup> For promotion from Professor 2 to Professor 1, the following applies: the Faculty Board nominates a candidate to the Executive Board. The Executive Board reaches a decision. It is the Dean's responsibility to formulate a nomination.



- Step 1 The supervisor and staff member discuss the suggested promotion within the job profile during the P&D interview, and in light of the departmental staff scan.
- Step 2 The supervisor submits to the head of the department a motivated request for promotion. The request should include a substantively motivated request, together with a recent CV, and recent course evaluations. If the head of department is the staff member's direct supervisor, this step is skipped.
- Step 3 With the support of the HR adviser, the head of department assesses the request on the basis of substantive frameworks.
- Step 4 The HR adviser and Controller assess the proposed promotion based on financial and HR frameworks, and consult the Portfolio Holder for Operational Management.
- Step 5 The head of department submits the request to the Faculty Board during the staff scan. This request includes the recommendations of HR and Finance.
- Step 6 The Faculty Board reaches a decision, and communicates its content, including any motivation, to the head of department.
- Step 7 The head of department communicates the outcome of the decision to the staff member's supervisor.
- Step 8 If the decision is positive, HR is responsible for implementing it in collaboration with the management assistant of the relevant department.

#### 4.4. Promotion to higher job profile

For promotion to a higher profile job (for example from Assistant Professor 1 to Associate Professor 2), the first five steps are the same as for promotion within the same job profile (see Section 4.3). The next steps in the procedure are as follows:

- Step 6 The head of department sends a substantively motivated request, including a recent CV and recent course evaluations, to the secretary to the Career Committee.
- Step 7 The secretary of the Career Committee assesses whether the application is complete.
- Step 8 The head of department calls a meeting of the Committee, and organises an interview with the candidate. This interview is based on the information provided.
- Step 9 The Career Committee formulates its recommendation, based on the information provided, the interview, and the assessment criteria of the profile for which the candidate was nominated.
- Step 10 The Career Committee submits its recommendation to the Faculty Board.
- Step 11 The Faculty Board reaches a decision, based on the recommendation of the Career Committee (and taking into account the financial frameworks).
- Step 12 The HR adviser communicates the decision to the head of department, and together, they communicate the outcome to the candidate in the form of an interview. If the decision is positive, HR is responsible for implementing it in collaboration with the management assistant of the relevant department.