

Presentatie Rapport Onderzoek naar het Tenure Track Beleid van de Nederlandse Universiteiten

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Where innovation starts

Introduction

- **What is a tenure track?**
- **What is its goal?**
- **Why Study it?**
 - **More and more tenure tracks on Dutch universities**
 - **Signals that there are problems with it**
 - **No evaluation yet**

- 1. What are the tenure track policies of the Dutch universities? And with what purpose are they introduced?**
 - Publicly available documents
 - Contact HR
- 2. How do tenure trackers experience their tenure track? And are there significant differences between men and women.**
 - Interviews
 - Online survey

How do tenure trackers experience their track?

- **Interviews with (ex-)tenure trackers across academic levels, universities and fields**
- **Online survey, distributed via HR**

Sample

- **9 universities**
- **353 survey invitations sent**
- **157 participants (response rate 44%)**

- **94 men, 63 women**
- **130 temporary contract, 30 permanent contract**
- **n=46 social sciences,**
- **n=65 natural sciences,**
- **n=38 applied sciences,**
- **n=8 humanities**

5 Themes:

- **Experiences with aspects of the tenure track**
- **Policies**
- **Factors negatively influencing performance**
- **Job demands and resources**
- **Recommendations of participants**

Results: Tenure trackers experience

- **Majority finds process, criteria and norms clear**
- **61% expects to successfully complete their tenure track**
- **Less than half of the trackers finds the expected performance as reasonable**
- **Only a quarter of the tenure trackers experiences the track to be flexible**
- **Half the tenure trackers thinks that the promotion decisions are based on performance**
- **Only a third (32%) of the tenure trackers is satisfied with the tenure track process**

Results: Tenure trackers experience

- **Women compared to men**
 - experience expected performance as *less reasonable*
 - experience *less flexibility*
 - expect *less success*
 - are *less satisfied* with their tenure track
- **Similar patterns (less extreme) for temporary vs permanent contracts and social sciences vs natural/applied sciences**

Results: Tenure trackers experience, correlations

The more **clarity**
reasonableness
flexibility } the more satisfaction

The more influence on
on setting of tenure track
goals, the more **reasonableness**
clarity
satisfaction

Results: Policies

Most important:

- **Travel budget**
- **Upper-limit for management tasks**
- **Periodic formal appraisals**
- **Professional assistance in attracting research grants**
- **Stop-the-clock policy for parental leave**
- **Affordable high-quality childcare**

Results: Policies

Women find certain policies more important than men:

- **Stop-the-clock policy for paternal leave**
- **Travel budget to present research**
- **Formal mentoring program**
- **Paid research leave**
- **Personal leave**
- **Affordable high-quality childcare**
- **Professional assistance in attracting research grants**

Also trackers with temporary contracts and in the social sciences find certain policies more important.

Negative aspects

Most experienced as negative influence on performance:

- **Teaching workload (48%)**
- **Unrelenting pressure to perform (39%)**
- **Lack of clarity of the tenure track process (36%)**
- **Lack of clarity of the tenure track criteria (32%)**
- **Lack of supervisor support (27%)**
- **Lack of assistance for grant proposals (26%)**

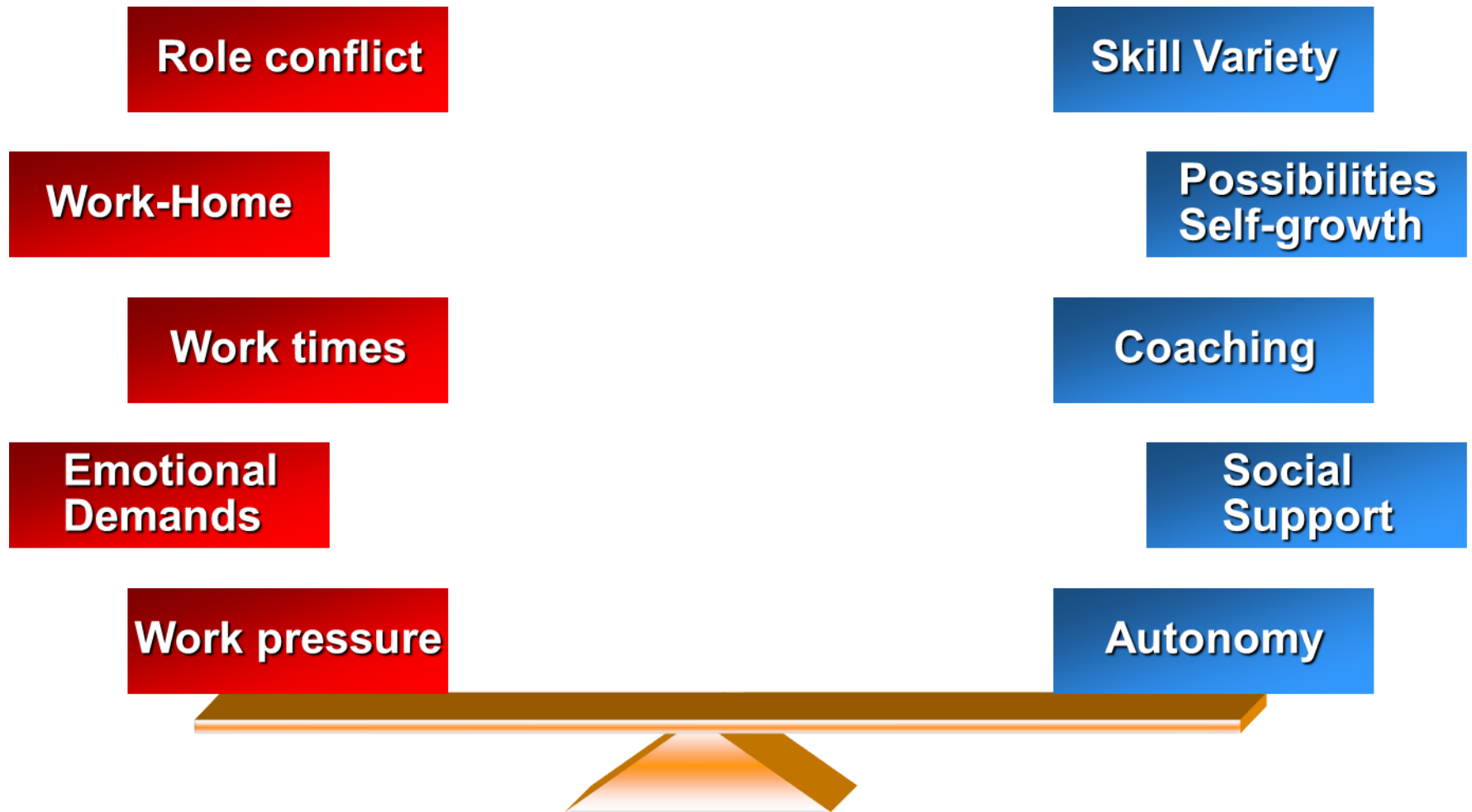
Results: Negative aspects for performance

Women compared to men experience these aspects to be of more negative influence for performance:

- **Lack of childcare policies**
- **Lack of support for research activities**
- **Lack of supervisor support**
- **Unrelenting pressure to perform**
- **Teaching workload**

Also trackers with temporary contracts and in the social sciences find certain aspects to be of more negative influence

Job demands and Resources



Results: Job Demands, Resources and Outcomes

- ***High* job demands (work pressure, academic workload)**
- ***High* personal resources (self efficacy, proactive personality, goal commitment, etc.)**
- ***Low* job resources (supervisor support)**
- ***High* exhaustion**

Results: Job Demands, Resources and Outcomes

Women compared to men reported:

- *Less autonomy in research*
- *Lower self efficacy*
- *Lower self reported performance*

Also trackers with temporary contracts and in the social sciences reported less resources

Results: Job Demands, Resources and Outcomes - Correlations

The more job demands

**the more rumination
the more work-home
conflict
the less engagement
the less (self rated)
performance**

The more job resources

**the more engagement
the more (self rated) performance**

Recommendations of the participants

- **93 of the 157 participants had recommendations**
- **Most frequent recommendations:**
 - **Better paternal leave policy (12)**
 - **Better match between tenure track goals and desired performance (11)**
 - **Clearer performance goals (11)**
 - **Less uncertainty (8)**
 - **More realistic goals (8)**
 - **Clearer process (8)**

Conclusion

- **What is going well?**
 - **Clarity about what is needed for promotion**
 - **Most tenure trackers expect to successfully complete their track**
 - **High personal resources**

Conclusion

- **What can be done better?**
 - **Low satisfaction with the tenure tracks**
 - **Low job resources (supervisor support, low flexibility)**
 - **High exhaustion**
- **Negative effects particularly for groups in a weaker position:**
 - **Women (still a minority in science, children)**
 - **Temporary contracts (more uncertainty)**
 - **Social sciences (fierce competition for funding)**

Recommendations

- **High job demands require high resources (else, burnout, turnover, lower performance)**
- **Personal resources are already high → job resources need to be strengthened**
 - **More supervisor support**
 - **More participation in setting the tenure track goals**
 - **More flexibility in tenure track criteria (excellent performance on one criterion may compensate less performance on another criterion)**
 - **More flexibility in the tenure track process (especially for women)**

Thank you for your attention!