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Aan

Cluster boards

Van

Bestuur Faculteit der Letteren

CC

Cluster boards, Cluster coordinators, HR advisors

Internal

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Memonummer

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Onderwerp

Faculty of Arts' lecturing staff policy (update October 2023)

Introduction

The Faculty has several lecturing staff positions:

- A. Short-term temporary replacements (up to a maximum of three years*) to cover the illness or temporary absence of the incumbent lecturer, or for other urgent reasons.
- B. Longer temporary appointments (minimum three years) for longer-term replacements or for maintaining a flexible pool of staff.
- C. Permanent appointments to ensure continuity in intensive course units.

* The Collective Labour Agreement now offers the possibility of extending current temporary appointments to a maximum of three years.

To date, there has been little or no explicit policy regarding the appointment of lecturing staff, which has contributed to the fact that we use too many small-scale or smaller-scale contracts. This has led to a lack of continuity in teaching, and we are forced to spend a considerable amount of time on recruitment, selection, and induction activities. Partly because of this, temporary lecturers are often given a permanent contract in order to prevent the accumulated expertise and experience from being lost. Especially lecturers in categories B and C play an important role in the Faculty's degree programmes. They teach, they can assume (leading) roles in the innovation of teaching, and they often hold key positions in the teaching organization, such as the position of programme coordinator. However, they do not always feel appreciated because they are often called upon to do a lot, for which they receive little explicit recognition, and there are few prospects for career progression. Despite this, lecturers in category B also benefit from having the time and space for professional development; for example, they can complete the UTQ programme and follow additional training courses during their temporary appointment, so that they are better prepared to continue their careers in teaching. Furthermore, lecturing staff experience a high workload; those with a full-time appointment teach 1,680 hours a year, which leaves them little or no time to keep up with the latest developments in their field.

Given the large number of short and small-scale appointments, the sense among lecturers that they are underappreciated and that their positions are not secure, and the lack of time and space for professional development, the Faculty Board appointed a working group at the end of 2019 to evaluate the current policy on lecturing staff and to formulate a new policy based on the following principles. This policy also had to be in line with the Collective Labour Agreement for Dutch Universities (CAO-NU) (Appendix M:

<https://www.vsnul.nl/files/documenten/CAO/CAO%20Nederlandse%20Universiteiten%2031%20december%202019%20tm%2031%20december%202020.pdf>):

- Good and attractive employment: The policy should demonstrate appreciation for the various roles that lectures fulfil within the Faculty. The policy should facilitate continuous professional development of all lecturers within the Faculty and create opportunities for career development and promotion.
- Quality of teaching: The policy must contribute towards the quality of teaching through professionalization of lecturers and innovation in teaching. It should also contribute towards the continuity of teaching and be integrated into the strategic personnel planning (SPP) of the five clusters and of the Faculty.
- Optimize the use of available people and resources: By acknowledging the specific expertise of lecturers, with a view to safeguarding the quality of teaching and the ongoing development and innovation of teaching, the available teaching time can be used as efficiently as possible.

The Faculty of Arts' lecturing staff policy describes the potential roles that lecturers can take on within the Faculty, the way in which lecturers can be embedded in the organization, and the possibilities for professional development and promotion to higher job levels. One of the objectives of the lecturing staff policy is to reduce the large number of (small-scale) temporary appointments by clustering them, where possible, into larger vacancies that can be filled for a longer period of time or on a permanent basis. The proposed lecturing staff policy is in line with the Faculty of Arts' vision for teaching, as presented in the Strategic Plan 2021-2026: <https://www.rug.nl/let/onze-faculteit/organisatie/strategie-en-belied/nl-strategicplan-let-studiotw.pdf>.

Possible roles within the organization

The Faculty is committed to research-based teaching. This means that, wherever possible, course units are taught by staff who have both research and teaching duties, except when it comes to teaching skills, (short-term) replacement appointments, and, in exceptional cases, in the Bachelor's degree programmes. In these circumstances, staff without research time (lecturing staff) can be deployed.

Lecturing staff tasks within the Faculty of Arts fall into three categories: teaching, organization, and professionalization. Below is a brief outline of what may be expected of lecturing staff in the various task areas. For each job level, the table below gives an indication of the amount of time allocated to each of the task areas, based on the UFO job profiles and the associated duties and responsibilities. This is just an indication. The clusters are free to decide on the exact composition and allocation of tasks when they draw up the teaching plans as part of the strategic personnel planning.

For the first category in the table below (Lecturer 4), we make a distinction between temporary lecturers who are appointed as substitutes (to cover staff members who are off sick/in peak periods) with no prospect of contract renewal, and lecturers who are appointed to a regular position (not as substitutes) for at least two years.

	Lecturer 4 (up to two years) Lecturer 1*	Lecturer 4*	Lecturer 3*	Lecturer 2*
Teaching	100%	90%	80%	80%

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Organization	0%	0%	10%	10%	10%
Professionalization	0%	10%	10%	10%	10%

*this concerns an appointment for at least two years

Teaching

Lecturers' main task is to teach, evaluate, and develop course units offered by the Faculty. The various tasks are described in detail in the UFO profile and the job level table. As a rule, lecturers without research time are not involved with research-related teaching in the Bachelor's (usually in year 3) and the Master's degree programmes. Below, we will elaborate on two specific elements.

No independent supervision of research projects in Bachelor's degree programmes

Lecturers of research-related courses (most third-year Bachelor's courses and Master's courses) should have research time in order to ensure the connection with faculty research. The supervision of PhD students is also categorically not one of the tasks assigned to lecturing staff.

Teaching innovation

Lecturers with a relatively longer appointment are ideally positioned to drive teaching innovation, as they can fully concentrate on their teaching task. Lecturers can therefore be encouraged to undertake initiatives and to (help) prepare project applications in this area. Lecturers could, in consultation with their superiors, use a proportion of their teaching appointment (professionalization time) to prepare applications for teaching innovation projects and, if an application is successful, spend a proportion of that professionalization time on executing the project.

Organizational tasks

For lecturers, we aim for structural appointments for structural tasks as much as possible and for as many larger and long-term temporary appointments (maximum 3 years) for temporary tasks as possible, that allow room for organizational roles and professionalization, in accordance with the table above. Lecturers at the Faculty of Arts can fulfil various positions within the teaching organization (from Lecturer 3 onwards). For example, they could be a member of a programme committee or chair of an expert team. The table below describes the roles that lecturers could fulfil in the teaching organization for each job level. These tasks should not exceed 10% of the appointment.

Lecturer 4	Lecturer 3	Lecturer 2	Lecturer 1
None	Depending on experience, can fulfil the following roles: - member of teaching working groups at a degree programme level - member of a programme committee - member of an expert team - programme coordinator	Depending on experience, can fulfil the following roles: - Lecturer 3 - chair of teaching working groups at a Faculty level - member of teaching working groups at a Faculty level - chair of a programme committee - chair of an expert team	Depending on experience, can fulfil the following roles: - Lecturer 2 - chair of a Board of Examiners

Professionalization

In the current situation, there is limited scope for lecturers to work on their professional development because they have no research time and therefore receive no support to attend

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conferences, for example. However, there is a Faculty training budget, but it is still not being used to the full. The proposal is that, for all lecturers with an appointment of at least two years (see table on page 2), a proportion of their appointment should be reserved for activities that help them to stay abreast of developments in their specialist field. This includes activities such as participating in seminars of a Faculty research group or attending conferences. In addition, some professionalization time is intended for the acquisition and further development of pedagogical, didactic, and management skills, for example by following relevant courses and programmes offered by the ESI:

<https://www.rug.nl/society-business/centre-for-information-technology/education/teacher-development/yearly-course-schedule-staff-development%22%20>

Embedding in the organization

Position in the organization

Under the current policy, lecturers at the Faculty of Arts are appointed to one of the five clusters and within a department. As such, each lecturer has a supervisor; the professor of the department to which the lecturer belongs. The supervisor is the lecturer's first point of contact and the person with whom they make agreements about general tasks and professional development, including as part of the Results & Development (R&O) interview.

R&O interviews

Our Collective Labour Agreement (CAO-NU) places great emphasis on professionalization, mobility, sustainable employability, and career prospects. All lecturers have an interview with their supervisor at least once a year in the form of the R&O interview, but, if necessary or desired, this interview can be held more often. A key element of this discussion is the way in which the lecturer makes use of the available professionalization time. Every year, the supervisor and lecturer make specific agreements on this, and the lecturer explicitly states how they will use the available professionalization time.

Career paths

One of the cornerstones of the lecturing staff policy is the idea of being an attractive employer, which includes providing opportunities for continuous professional development and clear career paths for lecturers, regardless of their level, both within and outside the Faculty. There is no guaranteed career path to Lecturer 2 and/or 1 within the Faculty. The strategic consideration regarding the availability of these positions is made by the clusters in the SPP. In this respect, the policy is in line with the principles of national developments concerning Recognition and Rewards, in which the diversification and the 'dynamization' of career paths, a focus on quality, and taking individual qualities and ambitions into account are key.

Proposed procedures for promotion to a higher job level

Job levels

The Lecturer UFO profile has 4 different levels: Lecturer 4 (salary scale 10), Lecturer 3 (11), Lecturer 2 (12), and Lecturer 1 (13). The differences between the job levels are briefly described in the UFO profile. The job level table is used for decision-making regarding the appointment and promotion of lecturers. The table can also be used by lecturers and their functional supervisors to discuss career aspirations and to reach agreements on a potential promotion in the future. Both sides should bear in mind that a promotion is only possible if there is a need for a lecturer within the degree programme to perform the tasks associated with the higher job level. Consequently, there are only limited possibilities for advancement to Lecturer 2 and 1

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within the Faculty because these positions are of limited demand due to their scope and requirements. Therefore, there is no guaranteed career path for an individual lecturer. Depending on the wishes and needs of the organization, as expressed in the strategic personnel plans of the clusters and the Faculty, such a position may be created.

Promotion and appointment procedures

During the annual R&O interview, the lecturer and their supervisor use the job level table to evaluate whether the current job level is still appropriate, given the lecturer's tasks and competencies. If the lecturer meets the criteria for the higher job level or qualifies for a permanent appointment, the lecturer may submit a proposal to the Cluster Board.

In the case of a promotion or a conversion from a temporary to a permanent appointment, the Cluster Board assesses whether the request meets the financial and SPP parameters and then decides whether the request can be granted. Upon receiving a positive response from the Cluster Board, the lecturer may submit their file to the R&O+ committee. Information on the composition of the file and meeting dates of the R&O+ committee can be found here: <https://myuniversity.rug.nl/infonet/medewerkers/let/dienstenvoorzieningen/hr-faculteit-der-letteren/promotion-procedure>

The R&O+ committee meets several times a year to assess promotion proposals and/or to issue advice on converting a temporary appointment to a permanent appointment. The committee assesses a promotion proposal or a request for a permanent appointment in accordance with the job level table.

In case of a positive recommendation, the R&O+ committee sends their response directly to the Cluster Board, and the Faculty Board receives it for notification purposes only. The Cluster Board subsequently informs the lecturer and their supervisor and initiates the promotion and/or conversion to permanent status.

In case of a negative recommendation, the R&O+ committee sends their response to the Faculty Board, which makes a decision on promotion or conversion to permanent appointment. If the Faculty Board decides in favour, the lecturer and the supervisor are informed and HR-Advice is asked to arrange the promotion or appointment. If the FB decides against the promotion or appointment, the lecturer and the supervisor receive a written explanation of this decision.

Faculty Board decisions

Following the advice of the working group on lecturing staff policy, the Faculty Board took the following decisions, which will come into effect on 1 September 2023:

- Lecturers appointed to replace teaching staff are appointed at Lecturer 4 level.
- Lecturers (Lecturer 4) can be offered a one-off, long-term appointment for four or five years with or without the prospect of a permanent position. If a lecturer performs well and obtains the UTQ certificate, an assessment for a permanent appointment will follow if such a prospect is offered.
- All lecturer appointments will be advertised through a job vacancy, except if a replacement needs to be found quickly for a limited duration and scope.
- All lecturers who were/are appointed for at least two years will be allocated a maximum of 10% professionalization time as of 1 September 2023.
- Given the research-driven nature of the Faculty's degree programmes, in principle, no Lecturers 2 and 1 will be appointed; exceptions may only be made if such an appointment is justified by the cluster's strategic personnel planning.
- The FB asks the cluster boards, where possible, to consolidate small-scale lecturer appointments into larger and longer-term appointments and to indicate in their SPP which appointments should remain temporary and which can become permanent (or be given the prospect of becoming permanent).

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- Lecturing staff with the Lecturer 4 profile can be promoted to Lecturer 3 after a minimum of two years, provided that they meet the promotion criteria.
 - Lecturers can be appointed on a permanent basis (Lecturer 3) depending on the strategic personnel planning of the clusters.

Financial aspects

The costs associated with providing 10% professionalization time to lecturers with at least a two-year appointment amount to €188,000. This amount will be added to the cluster budgets and will be financed by student loan system funds.

26.8 FTE x 10% x 70,000 = 188,000 (rate of 70,000 based on replacement costs for level L4)

Cluster	FTE	Budget x 70 Ke
1	2,5	18
2	15,3	107
3	2,7	19
4	4,0	28
5	2,3	16
Totaal	26,8	188