Master Thesis

University Talent Management in Practice

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An Evaluation of the Tenure Track System of the University of Twente

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Summary

This study evaluates the talent management (TM) of the University of Twente (UT) in form of its tenure track system (TTS). The UT implemented its TTS in 2009 and conducted an evaluation of the system in 2014/2015. However, the evaluation commission did not consider scientific knowledge about TM and did not discuss whether the TTS is a useful approach to TM. Moreover, it did not systematically take the perceptions of the participants of the Tenure Tracks (hereafter called Tenure Trackers) into account. The study at hand addresses these shortcomings and arrives at different and new conclusions about the merit of the UT´s TTS.

First of all, scientific literature was reviewed to define what constitutes TM and Tenure Tracks. Furthermore, potential problems that might occur with TM and TTs as a form of TM were discussed. These theoretical insights served as the evaluation framework to investigate how the TTS of the UT relates to TM and how useful it is as an approach to TM. Furthermore, the merit of the TTS of the UT was further explored by examining how successfully the TTS was implemented.

The insights have revealed that the UT´s talent policy was applied in such a manner that it caused problems. The UT developed a talent pool for the faculty of TNW, from which not all Tenure Trackers could be promoted to the top. Furthermore, the UT does not apply a combination of internal and external recruitment to find the best talents and it does not consider the commitment of the Tenure Trackers to the UT. Moreover, it applies an exclusive approach to TM in such a way that this approach very likely causes a negative impact on the work attitudes of those employees who were not identified as talents. With respect to the objectives, the UT achieved the objective to accelerate the internal through-flow. Whether the TTS attracted talents and improved their quality and innovation of research is not sufficiently investigated by the UT. Finally, it is concluded that the TTS, in its current form is not a useful approach to TM.

Next, it was investigated how successfully the TTS has been implemented. The TTS so far, did not meet most of the investigated criteria for a successful implementation of Tenure Tracks. That is why it was judged that it had not yet been successfully implemented. Apart from transparency, the evaluation commission provided recommendations on how to improve all aspects that had not yet been facilitated by the TTS. The initial insights of this study however indicate that the enforcement of the improvements might be impeded by the persistence of traditional procedures and the missing consideration of the importance of transparent procedures.

In sum, the only apparent definite merit of the TTS is a faster internal through-flow of talents. Whether the TTS results in further merits is unclear. The TTS have caused severe problems and may even cause further ones. In addition, it is has not yet been successfully implemented. For these reasons it is concluded that the merit of the UT´s current approach to TM is very limited. These conclusions are discussed and it is suggested that an inclusive/developmental talent policy might be a more useful approach to TM for the UT. Finally, recommendations are provided which could help the management of the UT to deal with the current challenges of its TTS.

Table of Contents

1. Introduction

In 2009 the University of Twente (UT) implemented its first tenure tracks (TTs) as a form of talent management (TM). The objective was to attract and retain talented scientists. The UT is a Campus University located in the south-east of the Netherlands and a TT is the formally established procedure towards tenure. In 2014/15 the UT conducted an evaluation of its TTS and the evaluation commission gave advice on how to improve the implementation. For this evaluation however, scientific literature on TM was not taken into account. That is why, the evaluation commission did not reflect on the basic assumptions of the UT´s talent policy. Furthermore, the merit and potential problems of the system were hardly addressed. Finally, the perceptions of the participants of the TTS (hereafter called Tenure Trackers) were not systematically taken into account. As a consequence of these shortcomings, the evaluation commission focused only on the implementation of the system itself but it missed to gather important information about the reasonability and usefulness of its TTS as an approach to TM. The shortcomings of the UT´s evaluation represent a research gap that needs to be addressed for an evaluation of the UT´s TTS that adequately determines the merit of the UT´s TTS as an approach to TM. For this reason, the study at hand evaluates the TTS by taking academic knowledge into account, by reflecting on its usefulness as an approach to TM and by systematically researching the perceptions of the Tenure Trackers. The objective of this more comprehensive evaluation is to reveal new insights about the UT´s TTS that allow to reflect the TTS as an approach to TM and that offers new opportunities for improving the TM of the UT.

In the following, the UT and its TTS are shortly introduced. Then, the research questions are formulated and the research approach is described. The final section of this chapter outlines the structure of this thesis.

1.1 The University of Twente and its Tenure Track System

The University of Twente is a Campus University located in the south-east of the Netherlands. The overall slogan of the university is "High tech, human touch". It describes itself as a "dynamic university of technology that features the social and behavioural sciences alongside its focus on science and engineering (…)" (UT, 2014) It employs about 3.300 employees and serves 9.614 students (in 2014). The UT has the "ambition for (its) [...] research and education to belong to the top league and for the knowledge and solutions (it) [...] deliver(s) to make a difference." (UT, 2014, p.1) In order to achieve these objectives and to become more attractive as an employer and to "optimally challenge and facilitate talented academics" (UT, 2014, p.1), the UT launched its TTS in 2009.

A TTS is the systematic organisation of different TTs across faculties. A "tenure track is understood to mean the formally established procedure towards permanent employment for academic staff" (Association of Universities in the Netherlands (VSNU), 2013, Art. 6.5a). By this procedure, university management intends to attract, develop and retain talented academic staff. What constitutes TTs is explicated in more detail in Art. 6.5a of the Collective Labour Agreement of Dutch Universities (CAO-NU). It regulates that universities need to define the process that leads to tenure, the duration of the process as well as assessment procedures and criteria etc. (full Art. 6.5a in Appendix A).

The UT´s TTs have regular duration of 10 years if the intake is at the level of a university lecturer. As the CAO regulates, after 6 years of temporary employment by one employer the Tenure Trackers have to be employed permanently (tenure). When the holder of a TT position meets the performance criteria, he/she will be promoted up to the position of full professor for an indefinite period of time (for overview of the career path see: Appendix B)

1.2   Research Questions and Research Approach

The research objective is to comprehensively evaluate the TTS of the UT as an approach to TM. "Evaluation" can be defined as "the process of determining the merit or worth or value of something or the product of that process" (Scriven, 1981, p. 53). Derived from this definition, the overall research question is formulated in the following way:

"What is the merit of the Tenure Track System of the University of Twente as an approach on Talent Management?

This overall research question is answered by referring to the insights that are gained by addressing three sub-research questions:

1. "What is Talent Management and what are Tenure Tracks?"

Based on literature reviews it is outlined what according to (academic) literature constitutes proper Talent Management and TTs. Next, the usefulness of TM and TTs is discussed. By means of the gained insights, an evaluation framework to answer the next two sub-research questions is developed.

2. "How does the TTS of the UT relate to TM and how useful is it as an approach to TM?"

To answer the overall research question it is first of all necessary to determine how the TTS of the UT relates to TM. For this purpose, it is investigated whether and how the UT applied characteristics which constitute TM to its TTS. Next, it is discussed how useful the UT´s TTS is as an approach to TM.

3. "How successfully is the Tenure Track System of the University of Twente implemented?"

Finally, the merit of the TTS of the UT as an approach to TM is further determined by exploring how successfully it was implemented in practice. It is assumed, that the TTS as an approach to TM can only be of value for the UT, when it was implemented in line with those criteria that according to literature on TTS constitute a successful implementation of TTs.

Finally, the insights of the second and third sub-research questions are used to determine the merit of the TTS of the UT as an approach to TM.

1.3   Relevance of this Research

This study investigates the merit of the Tenure Track System of the University of Twente as an approach on Talent Management. As outlined for the research objective, this evaluation takes scientific literature on TM as well as the opinions/perceptions of the participants of the TTs into account. Furthermore it reflects on the usefulness of the TTS for the UT.
Through this comprehensive evaluation of the TTS of the UT, it is possible to draw new conclusions and to give recommendations that might significantly contribute to an improvement of the TTS. These insights enrich the evaluation that was already conducted by the UT and thus this study has a practical relevance for the UT
The literature on TTs does not yet reflect on the usefulness of TTs, too and did not yet consider the insights of scientific literature into TM. That is why this study might initiate a (scientific) debate on the proper approach to TTs in the Netherlands and their evaluation. Thereby, this study might have scientific relevance.

1.4   Outline of the Thesis

The second chapter addresses the first sub-research question and provides the evaluation framework to approach the second and third sub-research questions. The third chapter describes the research methods that are used to gather information to answer the second and third sub-research questions. The fourth and fifth chapter provide the answers to these research questions. The sixth chapter is the concluding chapter. Here, the overall research question is answered and the findings are discussed. Next, recommendations for improvements of the UT´s TTS are provided. Furthermore, the limitations of the study are discussed. Finally, prospects for possible further research are illustrated.

2. Literature Reviews and Evaluation Framework

This chapter provides an answer to the first sub-research question about what constitutes TM and TTS. It also presents the framework on how the TTS of the UT will be evaluated by means of the second and third sub-research questions.

First of all, literature reviews on TM and TTs were conducted. Based on the literature review on TM, the dominant approach on TM is identified. The characteristics that constitute this dominant approach are derived and explicated. In the subsequent chapter, they will be used to answer the first part of the second sub-research question ("How is TM applied within the UT"). Moreover, the controversy on the dominant approach is presented.

Based on the literature review on TTs, it is explained what constitutes TTs. In order to answer the third sub-research question, criteria for the successful implementation of TTs are derived from literature. Moreover, the usefulness of TTs is discussed.

The reflection on the usefulness of both TM and TTs will serve as the input to answer the second part of the second sub-research question ("how useful is the TTS of the UT as an approach to TM").

For reasons of a clear overview the table below outlines how the evaluation framework of this chapter is used to address (what part of) the second and third sub-research questions:

Sub-RQ 1	Sub-RQ 2	Sub-RQ 3
Literature Reviews on TM and TTs ↓ **"What is Talent Management and what are Tenure Tracks?"** ↓		
2.1.1 Characteristics that constitute TM →	**"How does the TTS of the UT relate to TM (…)?"**	
2.1.2 Controversy on TM 1.) What are possible implications of the exclusive approach on TM? →	**"(…) and how useful is it as an approach to TM?"**	
2.2.1 Criteria for Successful Implementation of Tenure Tracks →		**"How successfully is the Tenure Track System of the University of Twente?"**
2.2.2 Critical assessment of TTs 2.) What problems do universities encounter that result from a misfit of their hierarchical organizational structure with TTs? 3.) What objectives that had been pursued with TTs were achieved? →	**"(…)and how useful is it as an approach to TM?"**	

2.1 What is Talent Management?

In the following, the first part of the first sub-research question is addressed.
For the literature review on TM the most relevant articles in terms of being cited were collected. The most cited articles were 6 comprehensive literature reviews published in the years 2006-2014. Compared to other articles on TM, these reviews represent the development of the debate on TM. That is why the analysis focuses on these reviews. They were compared and analysed by consensus, contradiction, added value to the debate, diverting conclusions and the reliability of research. Furthermore, the most important articles that these reviews referred to were analysed.

In 2006 Lewis` and Heckman`s article about TM initiated a debate about TM. It is striking that the number of published articles increased significantly in 2010. As articles submitted to journals of business/economics have an average delay of 18 month until publication (Björk, B. C., & Solomon, D., 2013), a possible cause for the sudden popularity of this topic was the financial crisis of 2006-2009. In this context, until about 2010 a mainstream theoretical approach to TM evolved. This approach reflects the economic situation of that time well because it is grounded in the theory of human capital and the resource based view (RBV) and aims at a competitive advantage:

It operationalizes talent as human capital (skills, judgment, and intelligence of the talented employee) (Dries, 2013; Barney, 2001). Human capital theory distinguishes between general skills (transferable across firms) and specific skills (rare skills, which are valuable for only one firm). This perspective presumes the RBV, which holds that firms may gain a competitive advantage (CA) through the specific skills of their employees that are rare and valuable. By creating/developing firm-specific human resources that employees cannot transfer to other job in a competing firm, organisations protect which constitutes their competitive advantage. In 1999 and 2002, Lepak and Snell developed this theory further by categorizing human capital along the dimensions of uniqueness and value. Value refers to the employees` contribution to the core activity of the organization and the enhancement of its CA. Uniqueness refers to the extent that human capital is difficult to copy or to transfer to other firms. Depending on whether the uniqueness and value of employees are high or low, Lepak and Snell propose 4 different types of employment modes, whereas they propose a "Knowledge-based" employment mode for the knowledge workers (employees whose core activity is rather cognitive than physical). By this, they were among the first scholars that pointed at differentiated workforce management. This knowledge-based employment should emphasize the development that is the enhancement of the skills of the core employees by methods like training and education. Furthermore, it should support the long-term commitment of these knowledge workers (Lepak, D. P., & Snell, S. A., 1999, 2002). In sum, the overall goal of TM has been to attract and retain those best talents which promise to facilitate a CA for the organization. For this purpose, organizations should allocate their investments proportionally to the value talents have for them and only those employees that have the highest value for the organization should be included into the TM. (Lepak & Snell 1999, 2002; Becker & Huselid, 2006; Collings & Mellahi, 2009) This approach is called "the exclusive approach" to TM because it includes talents but excludes other employees.

After the economic crisis, scholars began to contest this dominant approach to TM.

Since about 2010, the authors have claimed for the necessity of a stronger focus on the needs and the perceptions of the talents themselves. In the following a brief overview is provided that depicts how the particular literature reviews have advanced the debate on TM.

Table 1:
An overview of literature reviews on TM in a chronological order (published 2006-2014) to display the development of the debate by depicting the major contributions to it.

Year of Publication Authors Title of Review	**Major contribution to the debate on TM**
• **2006**: • Lewis & Heckman • Talent management: A critical review.	Initiated a serious debate about TM and highlighted the necessity of a contingent configurational view to TM.
• **2009:** • Collings & Mellahi • Strategic talent management: A review and research agenda.	Introduced a theoretical well founded definition and framework for TM.
• **2010:** • Tarique & Schuler • Global talent management: Literature review, integrative framework, and suggestions for further research.	Highlighted the challenges, opportunities and interrelations that stem from environmental contingencies of multinational enterprises (MNEs) (e.g.. the global economic recession).
• **2013:** • Dries • The psychology of talent management: A review and research agenda.	Shed light on the perspective on the talent itself. For example, it is explained how psychological contracts altered; the possible disadvantages of a differentiated approach to TM are discussed; the importance of transparency is stressed etc.
• **2013**: • Thunnissen, Boselie & Fruytier • A review of talent management: 'infancy or adolescence?'	They are the first scholars that take up a rather moral, but still well-reasoned stance on the debate and their main critique is that the contemporary debate on TM would be too narrow and one-dimensional. So, they criticize basic underlying assumptions like the shareholder approach and question the importance of low turnover rates.
• **2014:** • Al Ariss, Cascio & Paauwe • Talent management: Current theories and future research directions.	Stressed the importance of satisfying psychological contracts with the employees. To retain talents, managers should be keen to keep their trust and meet their expectations.

In sum, since 2006 a mainstream approach to TM has developed and from about 2013 onwards this approach was discussed more controversially. In 2009, Collings and Mellahi published a review on TM with the objective to arrive at a comprehensive definition of TM. This definition optimally represents the dominant approach to TM and it was most often cited. For these reasons, this definition was adopted for this paper. It encompasses all major determinants that according to the dominant approach on TM constitute TM. For reasons of a clear overview, these determining characteristics are subsequently derived from the definition; they are partly complemented and are presented in a table.

Definition of Talent Management

The definition of TM adopted for this paper is the most widely accepted and most encompassing definition representing the dominant approach to TM. It was conceptualized and defended by Collings and Mellahi (2009):

"We define <u>strategic talent management</u> as activities and processes that involve
1) the <u>systematic identification of key positions</u> which differentially contribute to the organisation's sustainable competitive advantage,

2) the <u>development of a talent pool</u> of high potential and high performing incumbents to fill these roles,

3) and the development of a <u>differentiated human resource architecture</u> to a) <u>facilitate filling these positions</u> with competent incumbents and <u>to b) ensure their continued commitment to the organisation</u>" (Collings, D. G., & Mellahi, K., 2009, p. 304).

In the following, the underlined major aspects that constitute TM are complemented and displayed in a table. Important to mention is, that the listed characteristics are considered to be most essential but not to be complete.

Table 2: Characteristics that constitute TM as derived from scientific literature

Characteristic	Description	Author
1. **Strategic Alignment**	TM should be strategic, that is it should serve the organisation´s strategy	Becker & Huselid, 2006; Vaiman, Scullion, & Collings, 2012; Festing & Schäfer, 2014
2. **Identification of pivotal positions**	Identification of positions that have the greatest impact on organizational success	Lewis & Heckman, 2006; Becker and Huselid, 2006)
3. **Development of a talent pool**	Development of a pool of talents (high potential and high performing employees) that the organizations can draw to fill positions	Boudreau and Ramstad (2007); Lewis & Heckman, 2006
4. **Combination of internal and external sourcing**	Combination of internal development of talents and external recruitment to recruit the best talents	Cappelli, 2008
5. **Exclusiveness**	Only talents and not all employees are included in TM	Lepak & Snell, 1999, 2002; Becker & Huselid, 2006; Collings & Mellahi, 2009
6. **Objective: Continued commitment**	Advance "The relative strength of an individual's identification with and involvement in an organisation."	Mowday, Porter, & Steers, 1982, p. 226; Festing & Schäfer, 2014

2.1.1 Characteristics that constitute TM

The characteristics/components of TM identified in the previous section will serve as the theoretical framework to give an answer to the first part of the second sub-research question ("How does the TTS of the UT relate to TM?"). For this purpose they are subsequently explicated in more detail.

1. Strategic Alignment

Lewis and Heckmann (2006) argue for a system-orientated definition of TM, whereas they emphasize the *strategic* management of TM that builds on a clear firm-level strategy of sustainable competitive advantage. Collings and Mellahi (2009) too argue that TM should be aligned with the organisation's strategy. The theoretical foundation of these claims is given by the contingency perspective which claims that the effectiveness of HR practices depends on their fit with the underlying business strategy (Delery & Doty, 1996).

2. Identification of Pivotal Positions

When it comes to the set-up of TM, it is first of all necessary to identify pivotal talent positions, rather than pivotal talents. Pivotal key positions are "positions which have the potential to differentially impact on sustainable competitive advantage." (Collings & Mellahi, 2009, p. 307). Thus, the identification of these positions should result from strategic considerations (McDonnell, A., 2011). In sum, organisations should start their TM process by identifying talent positions that are decisive for achieving the organisation's strategic objectives.

3. Development of a Talent Pool

According to Boudreau & Ramstad (2007) organisations clearly need to distinguish and segment pivotal talent pools (20 % of additional quality and availability would have the greatest marginal output) from important talent pools, because firms would too heavily invest in talent pools that are important but not pivotal (p. 43). Collings and Mellahi conceptualized talent pools as "the pool of high potential and high performing incumbents that the organisation can draw upon to fill pivotal talent positions" (p.307). When having identified pivotal positons, it would be a necessary subsequent step and the key to TM to develop a pool of talents to fill these positions.

4. Combination of Internal and External Sourcing

For recruiting talents, the internal labour market as well as the external labour market should be considered to avoid unnecessary over-investment in training and developing and to find the best talents (Cappelli, 2008).

5. Exclusiveness

Because organisations should allocate their investments proportionally to the value employees have for them, only those employees should be included into the TM that have the highest value for the organization. (Lepak & Snell 1999, 2002; Becker & Huselid, 2006; Gelens, J., Dries, N., Hofmans, J., & Pepermans, R. ., 2013) This approach is called "the exclusive approach" to TM because it includes talents but excludes other employees. Those who were identified as talents should be differentially developed and trained to advance their skills and thus their value for the organization (differentiated HR-architecture). The mostly indicated proposal to manage talents is the "knowledge based"- employment that has been introduced by Lepak and Snell (1999) and which focuses on the development of talents and their commitment.

6.   Continued Commitment

Organizational commitment is considered to be important because it is seen as a mediating variable between Talent management and organizational performance (Collings and Mellahi, 2009; Lepak and Snell, 1999). In addition, organizational commitment is assumed to have an impact on intentions to leave the organization and behavioural outcomes. The definition of organizational commitment is adopted by Mowday, Steers and Porter (1979):
 "Organizational commitment was defined here as the relative strength of an individual's identification with and involvement in a particular organization (Porter & Smith, p. 4). It can be characterized by at least three related factors: (1) a strong belief in and acceptance of the organization's goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a strong desire to maintain membership in the organization. (Mowday, Steers, & Porter 1979, p. 226)"

Research insights indicate that talents do not only differ from other employees in terms of their potential but also in terms of values and objectives (Chamber et al, 1998). E.g. an empirical research by Vaiman, Scullion and Collings (2012) indicates that high potential employees seek to become more independent and mobile and take a greater responsibility in their own development. As a consequence talents tend to be less committed to their employer, what is problematic for employers because they invested in these talents and depend on them in terms of competitive advantage. In this context, it would be of particular importance that employers keep their psychosocial contracts in order to retain their talents. Psychological contracts are defined as "an individuals' beliefs regarding the terms and conditions of a reciprocal exchange agreement ... key issues here include the belief that a promise is been made and a consideration offered in exchange for it" (Rousseau, 1989, p. 125). Moreover, talent scarcities cause a shift of power between the employers and the employees toward the talent. Furthermore, it is assumed that if employers cannot promise long-term employment anymore, the ties to the employer would weaken more (Dries, 2013). A meta-analysis by Zhao, Wayne, Glibkowski and Bravo (2007) revealed that psychological contract breaches do not significantly impact the turnover rate, because other contextual factors have a strong impact on intentions to leave, too. But, nevertheless it is assumed that breaking psychological contracts causes negative work attitudes that may harm the organisation, too and may cause the talents to leave the organisation as soon as the contextual factors are favourable (Zhao et al. 2007).

Finally, according to Barney (2001), group work and good relationships among employees can contribute to organizational commitment and the retention of talents because employees would feel more attached to those relationships which are idiosyncratic for the organisation.

In sum, organisations should be keen to strengthen the organizational commitment of their talents. For retaining their talents (and the investments in them) in the long run (Al Ariss et al., 2014; Festing & Schäfer, 2014) and to avoid negative behaviour in the short run, employers need to keep to the psychological contracts.

2.1.2 Controversy on TM

Most characteristics that constitute TM are widely accepted in academic literature, but since about 2010 the mainstream approach to TM has been more contested. The most controversial issue is the potential negative impact of the exclusive approach to TM on employees who were not identified as talents and who consequently are not developed and trained like talents.

When it comes to the second part of the second sub-research question "(…) how useful is the TTS of the UT as an approach to TM?"), this issue is addressed again by referring to the following question:

1.)   What are possible implications of the exclusive approach on TM?

Björkman et al. (2013) conducted a large-scale survey among 769 managers and employees in 9 Nordic multinational companies to research the "employee reaction of talent identification" (Björkman, Ehrnrooth, Mäkelä, Smale, Sumelius, 2013, p. 195). Their research reveals that those employees who were identified as talents have a higher commitment to building competencies than those employees who were not identified as talents or are not informed about this status. Furthermore, employees that were not identified as talents would need to be informed about this, —at least, if they have a chance of becoming a talent in the future too and if both, the talent reviews and the communication about the inclusion, are conducted in a transparent and fair way.

In general, there is not yet enough research on possible negative consequences of the exclusive approach to TM available. Initial insights and assumptions however, indicate that non-transparent, non-visible as well as procedures of talent identification that were perceived as unfair might have a negative impact on work attitudes of those employees who were not identified as talents (Dries, 2013).

Since work attitudes are seen as a mediator variable between TM and organizational performance, this issue needs to be taken into account by HR managers: Theoretically, talent identification results in work attitudes that cause those who were not identified as talents to perform worse. This might question the basic argument for an exclusive approach to TM which grounds in the assumption that investments and resources should be allocated proportionally to the value of employees. The worse performance of the large majority of employees who were not identified as talents might outbalance the savings that were gained by applying the differentiated HR-architecture only to talents.

To tackle the potential negative impact of an exclusive approach to TM, Gelens, Dries, Hofmans and Pepermans (2013) suggest that all employees should be well informed about the procedures. Furthermore, the procedures should be transparent, consistent across employees, visible and fair. Otherwise, the employees might perceive the procedures to be unjust what in turn might have a negative impact on their employee outcomes like employee satisfaction. In addition, particularly literature on organizational justice emphasizes that processes which are applied to identify a high potential as a talent should be consistent over time and employees. Furthermore, the procedures of TM should be clear and visible before and during their implementation. Finally, all employees should be treated with respect and fairness and they should have enough opportunities to express their opinions (Gelens et al. 2013). It is important to consider these aspects because ignoring them may cause the mentioned negative impact on work attitudes, which in turn may negatively mediate the relationship of TM and organizational output.

2.2   What are Tenure Tracks?

In the following the second part of the first sub-research question is approached. First of all it is outlined what literature was used. Next, Tenure Tracks are described. Thereafter criteria for the successful implementation of TTs are presented and the final discussion section deals with potential problems and the merit of TTs.

The literature review on TTs revealed that only one academic article about TM in the Netherlands has been published. Some other articles referred to the TM in universities of the USA but these were considered as too specific in content or as not generalizable to the Netherlands. Only one article about TTs in the USA was included.

Given, that TTs in the Netherlands are not yet a topic of the academic debate, general literature was considered, too. For this purpose, the search engine "google" was used to search for information. Furthermore, the documents that the UT used for its evaluation of its TTS were controlled and the references of the respective documents were checked to find

more literature. In total, 10 relevant sources about TTs were found and included into the analysis. In the following, all of them are shortly introduced.

Table 3: Overview of literature on TTs

Type of Literature Authors (Year) Title	**Short description of Content**
• **Scientific Article (USA)** • Greene, O'Connor, Good, Ledford, Peel & Zhang (2008) • Building a support system toward tenure: challenges and needs of tenure-track faculty in colleges of education.	This article describes the support-system of one university in the USA for Tenure Trackers and gives advice about which support should be provided to Tenure Trackers.
• **Scientific Article (NL)** • van den Brink, Fruytier & Thunnissen (2013) • Talent management in academia: performance systems and HRM policies.	For this study, five universities in the Netherlands were selected to gather information about how academic talent is defined and recruited in the Netherlands.
• **Book (USA)** • Miller (1987) • Evaluating faculty for promotion and tenure	This book provides guidelines for effective tenure track implementation and specifies what assessment procedures could be used.
• **Dissertation** • Thunnissen (2015) • Talent Management in academia: An exploratory study in Dutch universities using a multi-dimensional approach.	This study examined TM in the context of Dutch universities. By means of an empirical study across the five major academic disciplines of five universities it was researched how TM is understood by the organisation on the one hand and by the talents themselves on the other hand. A balanced approach to TM is proposed for achieving organizational, individual and societal goals.
• **Report** • Fruytier & Brok (2007) • Tenure track een goed instrument voor talentmanagement?	This paper presents what, according to HR-managers from 3 universities in the Netherlands, are the advantages and challenges of TTs. This paper was judged rather irrelevant for this study because the depicted results are broad assumptions and they are not up-to-date.
• **Report** • Van Balen & Van den Besselaar (2007) • Universitaire onderzoeksloopbanen	This report provides information about general figures about the development of scientific staff and presents what potential problems might result from differences of the organizational structure of universities in the USA and the Netherlands.
• **Report** • Van Arensbergen, Hessels, & Van der Meulen (2013) • Talent Centraal: Ontwikkeling en selectie van wetenschappers in Nederland .	This report deals with the selection and development of scientists in the Netherlands, in general. It defines how talent in academia is generally defined, it outlines how universities attract and develop talents and it investigates what role grants in form of the Vernieuwingsimpuls play in the selection of talents.
• **Report** • Van Gool & Demerouti (2014) • Onderzoek naar het Tenure Track Beleid van de Nederlandse Universiteiten	This study aimed at two goals. "1. The compilation of a comprehensive inventory of tenure track policies at Dutch universities" "2. The evaluation of tenure track policies at Dutch universities as experienced by participating tenure track employees" (p.5). For their study Van Gool and Demerouti (2014), made an inventory of TT policies at 9 Dutch universities. Furthermore, they surveyed 154 Tenure Tracker across 7 universities and across all major disciplines.

• **Note** • University of Twente (2007) • Ontstaansgeschiedenis van Tenure Track	This "notitie" reflects on the differences between the organizational systems of the USA and the Netherlands and possible resulting challenges.
• **Benchmark Paper** • Platform Universitaire Natuurkunde (2015) • 10 Golden Rules for Tenure Track policy	This paper concisely presents 10 rules/criteria for the successful implementation of TTs in the Netherlands.

Tenure Tracks

Traditionally, in universities the power for employment decisions was in the hands of professors and the heads of departments. The professors and heads of departments judged who would be the appropriate person for a position in their group or department (Van Arensbergen et al. 2013). Nowadays, TTs are the predominant talent program in universities of the Netherlands. In 2013, scientists from the Eindhoven University of Technology researched 9 Dutch universities to set up a compilation of the tenure track policies that were applied by them. The compilation outlines that most Dutch universities implemented TTs with the primary objective to attract and retain talented researchers (Van Gool & Demerouti, 2014). Further objectives are to accelerate the through-flow, to improve the transparency of promotion procedures, to offer academic careers that can be planned and relied upon, and to improve the quality and innovation of research (Balen & van den Besselaar, 2007).

In general, two different approaches to TTs are applied: The so-called UHD-track is meant for postdocs that start with a temporary position as university lecturer/assistant professor (UD). When they meet the promotion criteria they may, within 4-6 years, be promoted up to a permanent position (tenure) as an associate professor (UHD). The second, so-called HGL2 (professor)-track promotes up to a tenure as professor (Goede et al., 2013). Finally, the majority of universities apply the up-or out principle, what means that if the Tenure Tracker is not promoted to the next level, he should leave the university (Van Gool & Demerouti, 2014).

2.2.1 Criteria for Successful Implementation of Tenure Tracks

This section outlines the criteria that according to literature on TTs (in the Netherlands) should be applied for a successful implementation of TTs. They serve as the theoretical framework to address the third sub-research question about the successful implementation of the TTS of the UT.

The document "*10 golden rules (on 1 x A4)* for successful and consistent Tenure Track policy and practice in the Netherlands" which was released by the Dutch sub-organization of the NWO, the FOM and which was published by the "Platform Universitaire Natuurkunde (PUN)" of the University of Amsterdam was used as a source to derive criteria for the successful implementation of TTs.The document concisely summarizes 10 rules that are grouped into the categories "Scientific independence and visibility", "Clear and transparent career perspectives", "Monitoring, feedback and evaluation" and "Equal opportunities".[1] These criteria were complemented by the criterion "Balance between teaching and researching" because this criterion was metioned by Fruytier & Brok (2007) and the UT´s

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[1] From these criteria the following criteria were not considered for this evaluation because I judged them as descriptive characteristics of TTs, but not as criteria that constitute their success: "Clear and transparent career perspectives 3. Entrance on a 5-year contract, followed by 'up or out', depending solely on the TTer's own performance. 4. 'Up' means a tenured position as associate professor with a view to promotion to full professorship for excellent performers. 5. 'Out' means a single, additional year as a transition to a position elsewhere." (PUN, 2015, p.1)

TTS policy document. Moreover, the UT´s policy document "Tenure Track in practice at the UT" (2012) states six criteria that would be "essential for the success of the Tenure Track system" (UT, 2012, p. 9). Apart from the criterion "- Tailoring it to UT objectives (HTHT, strategic policy)" however, these aspects were already covered by those criteria that were derived from the literature on TTs. The criterion "- Tailoring it to UT objectives (HTHT, strategic policy)" (UT, 2012, p. 9) will already be addressed when it comes to the second research question about how the UT´s TTS relates to TM.

Finally, the criteria derived from the literature on TTS are presented in the following list. They were hardly further explained by the literature and for this reason they are not detailed:

1. **Good support by mentors/superiors** (Fruytier & Brok, 2007)
2. **Balance between teaching and researching** (not too much teaching)
   (Fruytier & Brok, 2007)
3. **Clear and consistent expectations and procedures** (Fruytier & Brok, 2007)
4. **Transparency in recruitment process** (van den Brink, Fruytier &Thunnissen 2013)
5. **Semi-annual or annual feedback meetings** (PUN, 2015)
6. **Collegial and welcoming environment**
   (PUN, 2015; Greene, O'Connor, Good, Ledford, Peel & Zhang, 2008)
7. **Good facilities are provided** (PUN, 2015; Fruytier & Brok, 2007)
8. **Scientific independence and visibility** (PUN, 2015)
9. **Equal opportunities for women and men** (PUN, 2015)

2.2.2   Critical Assessment of TTs

In the following TTs are critically assessed by outlining potential problems and by assessing whether TTs are indeed useful to achieve the indented objectives. The assessment is organized around two leading questions. These two questions complement the first question about the exclusive approach to TM which was posed when the controversy on TM was presented. When it comes to the answer to the second part of the second research question ("(…) and how useful is the TTS of the UT as an approach to TM?"), all three questions will be addressed again.

2.) What problems do universities encounter that result from a misfit of their hierarchical organizational structure with TTs?

The United States of America (USA) firstly introduced TTs in the early 1960´s and about 15 years ago universities in the Netherlands adopted TTs to attract and retain talented scientists. When the organizational systems of North American universities are compared with those of Dutch universities, four main differences and resulting potential problems become apparent:
   1.   Horizontal structure versus hierarchical structure
In the USA, the organization of universities is horizontal what grants much autonomy and freedom to Tenure Trackers. In fact, the introduction of TTs in the USA is rooted in the objective to guarantee academic freedom in research. Tenure Trackers are employed as associate professors who can set up their own group and who have to develop their own research program. They have the right to grant a doctorate and are not part of a research program of a professor. Thereby no hierarchical relation between the full, the associate and the assistant professor exists. Moreover, there are no research directors that can determine whether the research of the Tenure Tracker has to fit the research program of the faculty.
In the Netherlands, however the organization of universities is hierarchical. The Tenure Trackers are organized into hierarchical work groups. Associate professors mostly do not have the right to promote Ph.D. students and their research needs to fit the research program of the respective faculty (Balen & Besselaar, 2007). As a result, Tenure Trackers in

the Netherlands might be less autonomous and free to set up their own research lines. This might diminish the potential for innovation.

2. Shape of the organizational structure

The system in the USA looks like a vase, with many professors and less associate and assistant professors. In the Netherlands, the system looks like a hat, with a few professors at the top, a strong basis of associate professors and many assistant professors.

In case, too many researchers are promoted to the position of a professor, the shape of the Dutch system would become more similar to the one of the USA. This does not fit the hierarchical structure of work groups where the professors need assistant professors and associate professors to conduct their research and education. As a consequence, TTs might promote too many professors that become too expensive for the university.

3. Labour market

In the USA, the probability that Tenure Trackers who drop out the track find a new position in research again, is very high because the differences among the universities are significant and because being a Tenure Tracker is very prestigious (Balen & Besselaar, 2007; UT, 2007). According to 36 expert interviews with research-leaders, directors, deans and HR-advisors of different universities in the Netherlands, the likelihood for drop-outs to find another job at another Dutch university would be minimal or not given because the differences among the few universities would be too small. Respondents that had experiences with the support of drop-outs reported that Tenure Trackers might find jobs outside the field of research and that universities of professional education are interested in conducting more research and in attracting more post-docs (Balen & Besselaar, 2007). So far, no quantitative data about drop-out rates has been available. Furthermore, it is not known how likely and how fast dismissed Tenure Trackers find a new job (in research) again. In case however, the labour market for Tenure Trackers in the field of research is as limited as indicated by the interview-respondents` answers, this would be an alarming issue that needs to be addressed by universities.

4. Possibilities to act against decisions of not being tenured

In the USA, the opportunities to act against tenure decisions in court are good. For each promotion step, the Tenure Tracker has the possibility to lodge a complaint and thereafter he/she may start a court procedure against tenure decisions. As a result, promotion decisions are very transparent (UT, 2007). In the Netherlands, it is however not common to act against tenure decisions and the fact that promotion decisions are hardly contested might allow non-transparent or unfair decisions to dismiss Tenure Trackers.

Whether the depicted potential problems, indeed became problems for universities cannot be announced because so far no empirical insights are available.

3.) What objectives that had been pursued with TTs were achieved?

In the following, it is reflected whether TTs are indeed useful to achieve the objectives that are pursued with the implementation of TTs.

1. Attraction and retention of talents

Most Dutch universities implemented TTs with the primary objective to attract and retain talented researchers (Van Gool & Demerouti, 2014). The underlying idea is, that offering the prospect for a pre-defined career and for support that leads to a tenure-position as a professor, would attract and retain talents. According to the insights that Balen and van Besselaar (2007) gained through conducting expert interviews, the forecasting that universities will face difficulties to attract talented researchers were not proven to be true. Rather, with some exceptions, it would not be a problem to attract talents. As, their research was conducted before 2007, it can however hardly be concluded that this situation is still the same. Van den Brink and Fruytier (2013) critically examined the recruitment and selection practices of academic talent in the Netherlands and came to the conclusion that talent supply depends strongly on the discipline. So, the field of humanities is characterized by an abundant supply of talents and only a few top-positions. Consequently, the universities face

no talent-scarcity and PhD holders face difficulties to get an employment. In the field of Science, Technology, Engineering and Mathematics the picture is contrary with only a few talents and a high level of competition for them. In the field of medical science the situation would be similar, whereas the job market is orientated to Dutch speaking talents as they need to communicate with patients of local hospitals.

In sum, the literature on TTs in the Netherlands does not inform enough about the potential of TTs to indeed attract and retain talents but initial research indicates that talent supply varies strongly per discipline

2. Faster through-flow

Another assumption is that TTs accelerate the through-flow of academic talents. In recent years the number of post-docs has increased significantly. From 2005 until 2010, the total number increased by 40 % from 2.550 post-docs in 2005 up to 3.548 post-docs in 2010. Furthermore, post-docs are very mobile. Within one year, 40 % of them changed their jobs. Researchers that follow the regular traditional career, stay about 7, 5 years in their post-doc function. As TTs grant promotion in case the Tenure Tracker meets the assessment criteria, Tenure Trackers are awarded a permanent position no later than after six years. As Tenure Trackers may develop across three levels within only six years, this is a faster through-flow than the through-flow of most post-docs who on average still hold a position on the initial level after six years (Van Arensbergen et al., 2013). In sum, initial insights indicate that TTs indeed accelerate the through-flow of talented researchers.

3. Improvement of transparency of promotion procedures

Van den Brink, Thunissen and Fruytier (2013) investigated via two research projects, the selection and recruitment management of 5 research departments of different Dutch universities across different disciplines. They concluded that "despite the introduction of the new HR policies and performance indicators, academics keep to their own collegial system for recruiting new talent." The group of elite academics would keep its autonomy by searching for new talent in its own circuit. It would control the flow of information and would decide who is selected and who is excluded. Moreover these elite academics would tend to prefer talents that are congruent with their existing personnel and their own scientific preferences. This could impede diversity and the selection of the best candidate (van den Brink, Fruytier & Thunnissen, 2013). Again these observations cover too few institutions as they could be generalized. But as the described procedures were the dominant approach in universities for a long time and as they still represent to some extent the regular recruitment and selection procedures at universities, it can be assumed that at least when it comes to these procedures, it is questionable whether the transparency was improved.

In sum, it is not clear whether the overall promotion procedures become more transparent because no data was available to answer this question. But first insights reveal that the traditional non-transparent procedures may last despite the new procedures.

4. Improvement of the quality and innovation of research

TTs are assumed to improve the quality and innovation of research because the Tenure Trackers need to meet specific promotion criteria per career move. A quantitative survey by Chen, Gupta and Hoshower (2006) (conducted in Midwestern universities of the USA) about the factors that motivate faculty to conduct research revealed that tenure and promotion motivate the research productivity. Whether this holds true for research quality too or whether this finding can be generalized to universities in the Netherlands has however not been researched, yet. After all, although quality and innovation can easily be measured via quantitative figures and qualitative judgements, there are no publications that indicate whether these objectives are indeed met.

2.3   Conclusion

This chapter gave an answer to the first sub-research question that asked what TM and TTs are. TM was defined and essential characteristics that constitute TM were described. To answer the second sub-research question about the relation of the UT´s talent policy to TM, it will be researched whether the TTS of the UT meets the components of the dominant approach on TM. Next, negative consequences of the exclusive approach to TM are discussed. Moreover, TTs were described and criteria for the successful implementation of TTs were derived from literature. These criteria will be used to address the third research question which is about the successful implementation of the UT´s TTS. In addition, potential problems that might result from the differences of the organizational structures of the USA and the Netherlands were presented and the literature was examined to find information about the achievement of the objectives that are pursued with the implementation of TTs. For both, the potential problems as well as for the achievement of the objectives, too few insights are available to arrive at reliable conclusions. Only the achievement of the objective to accelerate the through-flow of academic staff seems to be likely. In sum, too few insights are available to judge whether the benefits of TTs outbalance the negative aspects. Initial insights however indicate some serious difficulties and the only identifiable likely merit is that TTs accelerate the through-flow of academic talents. That is why it cannot be judged whether TTs are a useful approach to TM within universities. The fact that many important topics have not yet been researched, discussed or even mentioned in publications might indicate that in practice they are not sufficiently taken into account, too. The analysis of the TTS of the UT allows gathering information about strengths and weaknesses of TTs that are not yet researched or available. By this, it can be explored whether the TTS is useful form of TM for the UT.

3. Methodology

This research is an explorative in-depth study of the TTS of the UT with the purpose to evaluate it. The intention is to reveal and understand various facets of the TTS and that is why it is reasonable to explore the system from a variety of sources/lenses (Baxter & Jack, 2008). The evaluation of the TTS of the UT will be accomplished by answering the second and third sub-research questions by means of three kinds of sources: Secondary data gained through a document analysis. Primary data gathered by a survey of the Tenure Trackers of the UT and primary data gathered through an interview with the UT´s TTS responsible HR-advisor. In the following these sources and their analysis are outlined. Thereafter, in the measurement section, it is outlined how they serve to answer the second and third sub-research questions.

3.1   Document Analysis

For the second as well as the third sub-research questions the evaluation report about the TTS which the UT itself released as well as the UT´s TTS policy are analysed as one major source of input:
1. University of Twente (2012). Tenure Track in practice at the UT. Enschede
2. University of Twente (2015). Evaluatie Tenure Track 2015. Enschede
These two documents are essential for the analysis:
The first document "Tenure Track in practice at the UT" outlines the UT´s policy for the implementation of its TTS. It describes how the UT wanted to implement its TTS. It states the cause, the organization, UT-wide TT criteria and the assessment criteria per career phase. That is why, this document is analysed in detail to conclude how the TTS was intended to be implemented.
The second document "Evaluatie Tenure Track 2015" is essential because it reports on the evaluation of the TTS that the UT conducted in 2015. It outlines how the evaluation was conducted and it presents the findings and related recommendations. Finally, an implementation-proposal specifies until when and by whom the recommended improvements should be enforced.

The method to analyse these two documents is a content analysis. A content analysis is a structured process of document analysis. It uses existing theory or prior research to identify topics that are of interest. The analysis is conducted in two steps: First, the text is read and all passages that might relate to one issue are highlighted. Second, all highlighted passages are read again and all passages that belong to one previously defined issue are collected and interpreted (Hsieh & Shannon, 2005). To ensure that no text passage was overlooked, finally the "find option"[2] was used to purposely search for key terms that characterize the issues of consideration.

3.2   Survey

To answer the second and third sub-research questions, the insights gained through a survey that was conducted amongst the Tenure Trackers of the UT´s TTS were used. It is important to note that the survey was used in an explorative manner (Appendix D). Instead of face-to-face interviews, the character of a survey was chosen because the posed questions were highly sensitive (eg. Question no 23. Would you leave the UT, in case of another job opportunity?). That is why it is an appropriate method to grant anonymous responses via questionnaires that are sent via E-mail (Trueman, 2015). The sampling

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[2] The 'find option' is a resource of the computer program that allows the identification of specific words in the text.

method is purposive sampling because it purposely targets at all Tenure Trackers of the UT. The population that is the total count of all Tenure Trackers of the UT is 98. The questionnaire is semi-structured with a mix of closed-ended questions and open-ended questions. Three types of questions were used for the closed-ended questions: Questions that only allowed a yes/no answer, multiple choice questions and scaled questions. The open-ended questions are meant to explore motivations and explanations for some closed-ended questions. By not offering pre-defined answers, it is possible to exclude the risk that the answers were not included in the pre-defined answers. That is why they are suitable to explore new topics and gain information about topics that were not considered like unknown problems with the TTS. Finally, an open-ended question was used to collect remarks and recommendations. 26 Tenure Trackers filled in the questionnaire. So every fourth Tenure Tracker out of 89 Tenure Trackers responded to the survey. Responses were accepted for 12 days, whereas after 7 days a reminder E-mail was sent.

In general, the survey is an explorative by nature. The closed-ended questions are analysed via sums and averages and are partially related to discover patterns across different responses. E.g. it was investigated to what extent the ratio of time invested in education and the time invested in research are related to the faculties. To analyse the responses to the open-ended questions, an inductive content analysis is conducted. Prior to the analysis no issues to be researched were determined. Rather open coding is applied, what "means that notes and headings are written into the text while reading." (Elo & Kyngäs, 2008, p. 109) The collected headings then constitute new issues.

3.3   Interview

One face-to-face interview was conducted with the UT´s TTS responsible HR-advisor Ms. Schwartz. 5 days before the interview took place, the interview questions were sent to Ms. Schwartz via E-mail. In preparation for the interview, the document "Evaluatie Tenure Track" was analysed as well as the preliminary results of the survey. The purpose was to detect issues about which the UT´s evaluation did not yet inform enough. So, in general, first the evaluation report and the UT´s TTS policy document were analysed. Whenever these documents did not inform enough about the issues that are researched, questions to clarify these issues in more detail were formulated. The interview guide contains 23 questions. The interview was recorded and transcribed. (Appendix E). In the next section, it is explained how and what information was gathered through the interview.

3.4   Measurement

In this section it is explained how the theoretical input gained by answering the first sub-research question is operationalized or measured to empirically evaluate the TTS of the UT. The table provides an overview about what research methods have been used to answer the different sub- research questions.

Research Question	Literature review	Document Analysis	Survey	Interview
RQ 1	X			
RQ 2		X	X	X
RQ 3		X	X	X

In the following, it is outlined per sub-research question, how the researched issues were measured.

The second sub-research question is: "How does the TTS of the UT relate to TM and how useful is it as an approach to TM?"

To answer the first part of this second sub-research question (How does the TTS of the UT relate to TM?), the characteristics that constitute TM are compared to the characteristics of the UT´s TM in form of its TTS. In the following it is outlined how these characteristics were measured by means of the three research methods. In general, first the evaluation report and the UT´s TTS policy were investigated to gather information to answer the second and third sub-research questions. When these documents did not provide enough or incomplete information, the missing data was gathered through the survey and the interview. The questionnaire of the survey can be found in Appendix E and the transcribed interview can be found in Appendix D.
In the following it is outlined which sources provided information about the issues that were investigated:

Characteristics of TM	Measurement
1. Strategic Alignment	The evaluation report and the UT´s TTS policy; Interview questions no 1-3.; Survey question no. 8 & 9
2. Identification of pivotal positions	Evaluation report
3. Development of a talent pool	Evaluation report
4. Combination of internal and external sourcing	Evaluation report; Interview question no. 23
5. Exclusive approach to TM	Evaluation report; Interview question no. 10
6. Continued commitment	Evaluation report; Survey question no. 7; 11; 22; 23; 24, 26

Next, the second part of the second sub-research question (how useful is the TTS as an approach to Talent Management) is investigated. Here it is examined how relevant the issues that were discussed in context of the first sub-research question are with respect to the TTS of the UT.

Controversy on TM:	Measurement
Employee reaction to talent identification	Evaluation report; Interview question no. 21
Transparent, clear and visible procedures	Evaluation report and UT´s TTS policy. Survey question no. 15
Critical assessment of TTs:	
Potential Problems: 1.TTS does not fit hierarchical structure 2.TTS causes change of shape of organizational structure 3.No labour market for drop-outs 4.Unfair and non-transparent dismissals *Objectives:*	Evaluation report
1.Attraction and retention of talents	UT´s TT´s policy; Evaluation report; Survey question no. 6
2.Faster through-flow	Evaluation report
3.Improvement of transparency	Evaluation report
4.Improvement of quality and innovation of research	Evaluation report; Interview question no. 17; 20

The third sub-research question is: "How successfully is the Tenure Track System of the University of Twente implemented?"
In context of the first sub-research question, the following list of criteria that constitute the successful implementation of TTs was derived from the literature on TTs.

Criteria as defined by (scientific) literature on TTs:

1. Good support by superiors
2. Balance between teaching and researching
3. Clear and consistent expectations and procedures
4. Transparency in recruitment process
5. Semi-annual or annual feedback meetings
6. Collegial and welcoming environment
7. Good facilities are provided
8. Scientific independence and visibility
9. Equal opportunities for women and men

Successful implementation of TTS

The table displays from which sources the data about the successful implementation of the TTS was gathered.

Criteria for successful implementation of TTs	Measurement
1. Good support by superiors	Evaluation report; Survey question no. 13; Interview question no. 14
2. Balance between teaching and researching	UT´s TTS policy, Evaluation report; Survey question no. 10
3. Clear and consistent expectations and procedures	Survey question no. 16
4. Transparency in recruitment process	Evaluation report; Survey question no. 15
5. Semi-annual or annual feedback meetings	UT´s TTS policy; Survey question no. 12
6. Collegial and welcoming environment	Survey question no. 20; 21, 25
7. Good facilities are provided	Evaluation report; UT´s TTS policy, Evaluation report; Survey question no. 14; Interview question no. 13
8. Scientific independence and visibility	Survey question no. 17 & 18
9. Equal opportunities for women and men	UT´s TTS policy, Evaluation report; Survey question no. 19

4. How does the TTS of the UT relate to TM and how useful is it as an approach to TM?

This chapter provides the results to answer the second sub-research question. For a clear overview, the research is divided and first it is described how the TTS of the UT relates to TM.

4.1 How does the TTS of the UT relate to TM?

For answering the first sub-research question, characteristics that define TM were derived from scientific literature on TM. In the methodology chapter it was displayed, how the three research methods of this study are used to measure how the TTS of the UT is related to TM. In the following it is outlined per characteristic whether and how the UT´s TTS relates to TM.

1.   Strategic Alignment

The UT clearly relates its TTS policy to its organizational strategy. For example, the UT´s strategic purpose is to be a top entrepreneurial university. That is why it aligns its TT policy to this strategy by selecting and assessing its talents by means of collaborative partnerships within and outside the university. E.g. the TTS policy states:

> *"The UT sets store by an academic staff that distinguishes itself by the collaborative partnerships they enter into and by staff equipped to create, for the tasks they are required to perform, coalitions at the interface of High Tech, Human Touch. For Tenure Trackers, initiating and maintaining these partnerships and coalitions is inherent to their talent"* (UT, 2012, p. 3).

As 89 % of the respondents indicated that they initiate or maintain collaboration with actors of other faculties of the UT, and all Tenure Trackers initiate or maintain collaboration with actors of institutions outside the University, it seems as if the UT successfully hired and developed talents that support the UT´s strategy. The evaluation commission seems to aim at sharpening this alignment because it advised that in the future also the behaviour of Tenure Trackers should be assessed. In this context it proposes to assess the Tenure Trackers also on leadership behaviour (UT, 2015, p. 26).Generally, "the strategy is further concretized via the domain plans" and "the strategic decisions are taken in the faculties". Every faculty uses own "short lists with their specific requirements" (Interview question no. 1-2) with respect to its selection and promotion criteria. In sum, it can be concluded that the UT clearly aligns the TTS to its organizational strategic purposes.

2.   Identification of pivotal positions

So far, the UT applied the policy that every new scientific position is a TT position. In most faculties only some Tenure Trackers were hired. However, for the faculty TNW so many Tenure Trackers were hired that about half of all positions of the university lectures, the assistant and associate professors (UD2; UD1; UHD 2; UHD1) became Tenure Track positions. With respect to the intake-lecturer (UD2) positions even 70 % of all UD2-positions are filled with Tenure Trackers (UT, 2015, p. 59)

According to Ms Schwartz: "One of the aspects that the evaluation revealed is that it needs to be forecasted how many positions for professors become available, whether the domain grows etc." (Interview question no. 2). The "Evaluatie Tenure Track 2015" too recommended that per domain its development, the out - flow and the need for new professors should be forecasted. As a consequence, no more Tenure Trackers than available new positions of full-professors should be hired. It can be concluded, that the UT so far did not identify pivotal positions before hiring new Tenure Trackers.

3. Development of a talent pool

As mentioned earlier a talent pool is a "pool of high potential and high performing incumbents that the organisation can draw upon to fill pivotal talent positions" (Collings & Mellahi p.307). TTs, are not compatible with this idea of a talent pool because the essential idea for TTs is that every Tenure Tracker should be promoted to a full professor. That is why developing a talent pool for TTs would be contrary to this objective because only some talents of the pool of talents would be promoted to the top. However, the UT developed a talent pool for the faculty TNW. In the "Evaluatie Tenure Track 2015" it is stated that theoretically the number of Tenure Trackers that need to drop-out the track because there are many Tenure Track positions and only a few available positions as a full-professor, needs to be high (UT, 2015, p. 20). The UT management recognized this serious problem and it was recommended that only as many positions should be Tenure Track positions as full-professor positions become available (UT, 2015, p.15). In sum, it is concluded that so far, the UT applied the characteristic of TM to develop a talent pool, which however does not fit the basic idea for TTs.

4. Combination of internal and external sourcing

70 % of all Tenure Trackers were recruited internally and 30 % were recruited from the outside labour market. The reason is that the UT recruited according to the principle: In general, internal recruitment goes before external recruitment (UT, 2012, p. 18). According to the UT´s TTS responsible HR advisor "the reason for this principle is that when we started the Tenure Track, when we started for the first time scouting talent. We haven´t done this before and we want to use the Track to attract talent from outside but it would not be fair to not scout for talent internally. So when we started the track we also scouted for talent internally. The reason to first scout internally is that the internal mobility should be increased." (Interview, question no. 23) The evaluation commission implied that it could be reasonable to consider more external recruitments but gave no advice on this topic (UT, 2015, pp. 18-19). The combination of internal and external recruitment is actually targeted at finding the best candidates. In sum, it can be concluded that the UT probably does not use the instrument of external recruitment to hire the best talents. Thus, the UT´s TTS policy does not meet the purpose of TM to direct its recruitment policy at the best candidates.

5. Exclusiveness

In the evaluation report it is stressed that the TTS is a distinct career track that is different from the regular promotion system. Furthermore, it should only be meant for talents that differ from other academic staff by being a multi-talent that performs excellently in the field of research, education and organisation (UT, 2015, p. 18). According to the UT´s HR advisor:
"There is career coaching available for non-Tenure Trackers and mostly for them too, the Tenure Track criteria are applied. Not everybody of them is always familiar with this mechanism. The difference between Tenure Track and non- Tenure Track is that if Tenure Trackers perform well it is guaranteed that they get a promotion. Non-Tenure Trackers never have this guarantee because the first question is always whether a vacancy/position is available" (Interview question no.10). It can be concluded, that the UT applies the characteristics of an exclusive approach to TM by only guaranteeing promotion to those who were identified as talents. The problems that might result from this exclusive approach are discussed when it comes to the second part of the second sub-research question.

6.   Organizational commitment

As mentioned in the first chapter, organizational commitment is seen as a mediator variable between TM and organizational performance. In the UT´s documents about the TTS this topic is not considered. Via the questionnaire, the open-ended question was posed what the respondent would like most with respect to his/her employment at the UT (Survey question no. 22). The results were striking because two aspects were mentioned by the majority of Tenure Trackers, although no pre-defined answers were indicated. 14 out of 24 respondents referred to their work group and good collaboration with other researchers (across disciplines) as the aspect that they like the most with respect to their employment at the UT(the second aspect that most respondents referred to, is discussed when presenting the results for criterion " Scientific independence and visibility"). Later the question was asked how strongly one would agree with the following statement: "My work environment is welcoming and collegial" (Survey question no. 25). 80 % of the respondents agreed or agreed strongly with this statement. This result thus reinforces the results from the open-ended question. However, as stated earlier, organizational commitment is partly defined by "(3) a strong desire to maintain membership in the organization. 81 % of the respondents (thus 21 out of 26 Tenure Trackers) answered with yes to the question whether they would leave the UT, in case of another job opportunity. The answer does not necessarily indicate that 81% of the Tenure Trackers are not committed to the UT. Rather, organizational commitment as a work attitude is not positively related to turnover because the decision to leave an organization is contingent on other issues, like another job opportunity. But nevertheless, low commitment to the organization may have a negative impact on work attitudes. In this context, it is important to know for what reasons the Tenure Tracker would leave the UT for another employer. All respondents that indicated that they would leave the UT reported the reasons in the corresponding open-ended question (Appendix E). The most given response showed that Tenure Trackers would leave the UT for a better opportunity, like a more inspiring research environment or a higher ranked university (8 responses). The second most given response referred to unclear career perspectives within the UT. Furthermore, 64% of the respondents indicated that their expectations have been met with respect to their employment as a Tenure Tracker (Survey question no. 7) and the average grade that was given for the TTS is 3,42 (sufficient) (note a 4 indicates "satisfactory").
In general, to adequately measure organizational commitment, usually about 15 questions are asked (Mowday, Steers and Porter, 1979). Because this study is explorative by nature and covers many issues, only some questions of the questionnaire hint at the strength of the organizational commitment of the Tenure Trackers. This is why no valid inferences can be drawn on the organizational commitment of the Tenure Trackers. Nevertheless the initial insights are interesting in context: The Tenure Trackers perceive their work environment with respect to the relationships with their colleagues as important and all of them are satisfied with this situation. Furthermore 64% of the respondents indicated that their expectations have been met with respect to their employment as a Tenure Tracker and overall the TTS is graded as sufficient. Nevertheless, 81 % of the respondents would leave the UT for another employer. In sum, research opportunities and good job prospects seem to be most important for the Tenure Trackers to stay with the UT as an employer.

4.1.1 Conclusion

In the following it is concluded how the TTS of the UT relates to TM. The current TTS of the UT relates to TM because the UT strategically aligns its TTS with the overall strategy of the UT. However, so far it did not relate to TM by identifying pivotal positions. Nevertheless, the UT developed a pool of talents, which is against the principle of TTs to promote every talent to the top. If the recommendation of the evaluation commission to identify pivotal positions

will be enforced, the UT´s talent policy will stronger relate to TM. Furthermore, it was advised to use the identification of pivotal positions to avoid a talent pool. So, in the future the TTS will not meet this characteristic of TM because it is not compatible with the basic idea for TTs. With respect to the recruitment of talents, the UT does not relate to the characteristic of TM that external and internal recruitment should be used to find only the best talents. In line with traditional TM, the UT applies the exclusive approach but it does not target at the continued commitment of the Tenure Trackers.

In sum, it can be concluded that the TTS of the UT clearly relates to traditional TM. It strategically aligns its TTS with the UT´s overall strategy and it follows the exclusive approach to TM. Furthermore, the UT wants to identify pivotal positions in the future.

4.2   How useful is the Tenure Track System of the UT as an Approach to TM?

The second part of the second sub-research question deals with the usefulness of the TTS as an approach to TM. The three questions of the evaluation framework that steered the critical reflection on TM and TTs are used again to structure this section.

  1.) What are the implications of the exclusive approach to TM for the UT?

As outlined in the previous section, the UT applies an exclusive approach to TM because it does not identify all scientific employees as talents, but only a few who are characterized to be multi-talents. Moreover, there is no career coaching for academic staff (UD and UHD positions) outside the TTS. What is striking is that to define on what level academic staff (outside the TTS) is positioned and to decide on its promotion, - by trend the same criteria which apply to Tenure Trackers, are applied to employees who were not identified as talents, (UT, 2015, pp. 18-19). Thus, employees holding the same positions are assessed and promoted by the same criteria, but only those who are part of the TT are granted a promotion up to the position of a full-professor. As only a few full-professor positions will become available, it is logical that non-Tenure Trackers have a lower chance to be promoted to the top - although they meet the same assessment criteria that are applied to Tenure Trackers.

As mentioned earlier, to tackle the potential negative impact of an exclusive approach to TM, Gelens, Dries, Hofmans and Pepermans (2013) suggest that all employees should be well informed about the procedures. Furthermore, the procedures should be transparent, consistent across employees, visible and fair. However, with respect to the question about whether all employees are informed about the procedures of the TTS, the HR-advisor responded:

> *"(…) mainly Tenure Trackers and their supervisors are targeted informed. For all other employees the information is available but they are not actively informed about the procedures*" (Interview question no. 8).

Given the facts that regular employees do not receive the career coaching that Tenure Trackers receive and given the possibility that non-Tenure Trackers might perceive the promotion procedures to be highly unfair, the employee reaction to not being identified as a talent might result in worse work attitudes and this would be disadvantageous for the UT. This problem might be particularly severe for the faculty TNW because here many workgroups consist half-half of Tenure Trackers and non-Tenure Trackers.

  2.) What problems does the UT encounter that result from a misfit of its hierarchical organizational structure with the TTS?

Does the TTS not fit the hierarchical structure of the UT?
Initial insights drawn from the survey, reveal that all Tenure Trackers of the UT that participated in the survey feel scientifically independent and can make their own strategic

choices (Survey question no. 17 &18). As stated by the TTS responsible HR-advisor, the UT criteria are always tailored to the Tenure Trackers to grant them autonomy (Interview question no. 1). In sum, it seems as if the UT might have found a good approach to guarantee flexibility and independence to their researchers, although the organizational structure actually might be disadvantageous with respect to these issues.

<u>Does the TTS cause a change of shape of organizational structure?</u>
As mentioned, the evaluation commission advised that in the future the faculties should only hire new Tenure Trackers if this decision is grounded in the need for new full-professors. However, the faculty TNW applied the North-American policy that every position is meant to be promoted to the top. In case most of the actual Tenure Trackers will be promoted to the top, the shape of the organizational structure of this faculty would indeed become the shape of the organizational structure of universities in the USA. This, in turn would have a huge impact on the hierarchical structure, too.

<u>Is there no labour market for drop-outs?</u>
So far, the UT has neither collected any figures about drop-outs nor on the reasons for the drop-outs. Furthermore it does not have information about the number of drop-outs that found a new position again. The evaluation report states, that according to informal information of HR-managers, in many cases a good job opportunity was found for drop-outs, either without or within the university (UT, 2015, p. 20). However, no data is available about this assumption and that is why it cannot be judged whether the problem of bad labour-market prospects for Tenure Trackers is an actual problem.

<u>Do unfair and non-transparent dismissals occur?</u>
As already explained, the faculty TNW employed much more Tenure Trackers than positions as full professors will become available. The evaluation commission justifies the respective policy that every new scientific position was filled with a Tenure Tracker, by explaining that the expectation was that the drop-out rate would be high in the first two phases of the track (UD-phase). However, its analysis revealed that the drop-out rate is with 10 % not higher than for the other phases (UT, 2015, p. 21). Furthermore, the commission states that the policy (every new scientific position is a Tenure Track position) has a strong impact on the number of drop-outs (UT, 2015, p. 20). By this it implies, that Tenure Trackers will be dismissed, although they meet the performance agreements. This would be a breach of (psychological) contract and could thus be considered to be unfair and as the UT stated nothing about the transparency, it can be assumed that such dismissal decisions are not taken transparently. Initially, it was assumed that because in the Netherlands promotion decisions are hardly contested, this might cause a higher likelihood of non-transparent or unfair decisions. For the case of the UT, nothing is stated about possibilities for Tenure Trackers to act against decisions and this only worsens the situation of Tenure Trackers that are unfairly dismissed.

In sum, it can be concluded that unfair and non-transparent dismissals of Tenure Trackers seem to be likely and this clearly constitutes a problem.

3.) What objectives that the UT had pursued with its TTS were achieved?

<u>Attraction of talents</u>
The UT´s TTS policy states the UT has the "ambition for (its) research and education to belong to the top (…)". This would require the UT "to pursue an active talent policy: attracting, developing and retaining talent" (UT, 2014, p.2). Furthermore, it states that the UT decided to implement the TTS, "in order to make the UT more attractive as an employer, and to optimally challenge and facilitate talented academics (…)" (UT, 2014, p.2).
According to the TTS responsible HR-advisor, talent supply varies strongly per faculty and depends strongly on the reputation of specific researchers or the reputation of the faculty. It could be claimed that "talent attracts talents." (Interview question no.9) Figures or research into the availability of talents per faculty were however not collected. Via an open-ended question (Survey question no. 6) the Tenure Trackers were asked to indicate the main reason why they opted for the UT as an employer (Appendix E). 23 out of 26 respondents

gave a response to this question, and the results suggest that only 13 % were attracted by the TT (3 respondents). However, every third respondent was attracted by the reputation of individual scientists or a faculty program (4 respondents) or by the aspect that the UT´s research fits the own research (3 responses). These insights support the assumption that "talent attracts talent" and they suggest that the TTS is not the major motivating aspect which attracts talents.

The evaluation commission reflected on the objective to attract talents and comes to the conclusion, that according to the sources that they used for the evaluation, the TTs would be a valuable system to attract talents, and in particular international talents. However, the UT does not rely on any figures that inform about the potential of the TTS to attract talents. It did not assess whether it has problems to attract talents, where they stem from and how talent supply varies per faculty. Furthermore, so far the guiding recruitment principle was to prefer internal recruitment over external recruitment and that is why it is not known whether those talents that the UT attracted by its TTS, were the best candidates. In sum, it is concluded that the UT did not sufficiently assess whether the TTS in its current form is indeed needed and suitable to attract talents.

Faster through-flow and improvement of quality and innovation of research
In the evaluation report, "faster through-flow" and the "improvement of quality and innovation of research" were presented as objectives that should be achieved with the TTS (UT, 2015, p. 2). The objective "Improvement of transparency" was not distinctly pursued by the UT´s TTS policy.

Faster through-flow: According to an analysis of the time that scientific employees outside TTs remained in one position compared to the time that Tenure Trackers remain in one position, the through-flow within TTs would indeed be faster (UT, 2015, p. 18). Thus the TTS seems to achieve the objective that the through-flow is accelerated.

Improvement of quality and innovative research: The evaluation report refers to the statements of the Young Academy of the UT (YA@UT) to conclude that the TTS motivates the Tenure Trackers to pursue high quality, innovative research (UT, 2015, p. 12). It is however not stated, whether Tenure Trackers perform better than employees holding the same positions outside the track. Here again the UT did not collect any (comparative) data and, as most members of the YA@UT are Tenure Trackers themselves, it only relied on self-assessment of Tenure Trackers themselves, although the UT has " a lot of data about grants and publications etc. but it is not correlated with the Tenure Tracker " (Interview question no. 20).

In sum, it is concluded that the UT did not evaluate this objective by means of figures (although they would be available) and thus no reliable information is available to judge on whether this objective was indeed achieved.

4.2.1 Conclusion

The overall answer to the second sub-research question "How does the TTS of the UT relate to TM and how useful is it as an approach to TM?" is provided in the following:

The UT relates to most major characteristics that are advocated by the scientific literature on TM. However, with expectation of the alignment of the TTS with the UT´s strategy, the characteristics were applied in such a manner that they caused severe problems. The UT did not identify pivotal positions and did not recruit accordingly. On the contrary, every new scientific position was a Tenure Track position and especially for the faculty of TNW, a pool of talents was developed. This is against the most basic principle of the TTS which is that every Tenure Tracker should be promoted to the top. In case, the UT would keep all Tenure Trackers this would not fit the hierarchical organizational structure of the UT because with significantly more professors, the traditional pyramid of the work groups would not work

anymore. Furthermore, keeping all Tenure Trackers would imply that more financial resources would have to be made available. However the evaluation report indicates that the UT will only let as many Tenure Trackers promote to a full professor as vacancies are available and it implies that it needs to dismiss those Tenure Trackers for whom no vacancy is available. This increases the risk of unfair, transparent dismissals. This risk is aggravated by the fact, that it is not yet clear whether a labour market in the field of research exists for Tenure Trackers. In the future, the UT wants to identify pivotal positions and recruit accordingly. By this the further development of a talent pool would be avoided.

With respect to the characteristic "combination of internal and external recruitment", it is the principle of the UT to prefer internal recruitment over external recruitment to accelerate the internal through-flow. An accelerated through-flow is indeed achieved, but the actual intention of this practice should be to recruit the best talents.

So far, the UT does not consider "organizational commitment" of its Tenure Trackers as an issue that needs to be addressed. 81 % of the Tenure Trackers would leave the UT for another employer, although the majority is rather satisfied with the TTS as such and with issues related to organizational commitment. Good research opportunities and good job prospects seem to be most important for the Tenure Trackers to stay with the UT as an employer. These insights support the assumption that talents became highly mobile and proactive in shaping their own careers and that it is difficult to retain them (Thunissen, 2015). Moreover, the UT follows an exclusive approach to TM but applies the same assessment criteria for the promotion of those employees that were not identified as talents, too. It does so without informing about this and without providing the same support to all employees. Given that the UT´s policy documents do not aim at an improvement of transparency, the actual exclusive approach is probably perceived as unjust by those employees who were not identified as talents. This in turn might have a negative impact on their work attitudes.

With respect to the objectives, it can only be concluded that the UT achieved the objective to accelerate the internal through-flow. Whether the TTS attracted talents and improved the quality and innovation of research of the Tenure Trackers, is not sufficiently investigated by the UT and as it did not set clear objectives in terms of figures, it is questionable whether these objectives are indeed perceived as being central by the UT management.

Finally, it can be concluded that the TTS of the UT was implemented in such a way, that it created more problems than benefits. Even when the recommendations of the evaluation report to change the recruitment policy are enforced, still major (potential) problems remain unaddressed. Because for an accelerated through-flow the UT would not need to employ a TTS, it is concluded that the TTS in its current form caused and probably still causes too severe problems and results in too few benefits, that it could be concluded that it is a useful approach to TM.

5. How successfully is the Tenure Track System of the UT implemented?

The third sub-research question focuses on the implementation of the TTS and evaluates how successfully it was implemented. For this purpose, it was researched whether the TTS meets the criteria for a successful implementation of TTs that were derived from (scientific) literature on TTs.

5.1 The Implementation of the Tenure Track System

In the following, the theoretical framework as introduced in the second chapter is used to evaluate the implementation of the TTS. It is investigated per criterion, how successfully the UT´s TTS was implemented.

1. Good support by superiors

53.8 % of the respondents of the survey (strongly) agreed with the following statement: "I am satisfied with the guidance, the monitoring and the support of my immediate superior."
42, 3 % (strongly) disagreed and only one respondent neither agreed nor disagreed. This result is interesting because again the responses can almost be split half-half into positive and negative indications. The evaluation commission advised to "also invest in superiors of Tenure Trackers" (UT, 2015, p. 38) because they would co-realize the promotion and would coach and facilitate the results and the development of the Tenure Trackers. Furthermore the evaluation report states that superiors of Tenure Trackers announced that they would need support/coaching and the evaluation commission thus advised that the central HR administration should design such an offering (UT, 2015, pp. 41-42). Moreover, it was advised to give the direct superiors of the Tenure Trackers a formal role in the promotion decisions. According to the UT´s TTS responsible HR-advisor, the UT however so far only intends to employ a general coaching program for superiors, but it is not planned to coach the superiors of Tenure Trackers, in particular (Interview question no. 14).
Because about 42 % of the Tenure Trackers seem to be not satisfied with the guidance, the monitoring and the support of their immediate superiors, it is assumed that the TTS of the UT does not sufficiently meet the criterion "good support by superiors."

2. Balance between teaching and researching (not too much teaching)

In the UT´s TTS policy it is stated that it sets a "great store by a balanced investment in time between research and education. The performance agreements with the Tenure Tracker should provide for this" (UT, 2012, p. 6). Furthermore it states that "*The starting point is that UD and UHD positions show a proper equilibrium in education and research as regards the investment made.* Ideally, in a 50/50 ratio with 60/40 as a bottom line" (UT, 2012, p. 4).
The surveyed Tenure Trackers were asked to indicate the ratio of time that they invest in education relative to the time that they invest in research (Survey question no. 10)
The results reveal that the ratio for UD and UHD positions is on average:
ITC: 35 % Education / 45 % Research
CTW: 37 % Education / 52 % Research
BMS: 55 % Education / 39 % Research
TNW: 32 % Education / 68 % Research
Overall average: 38 % Education / 51 % Research

Note: The faculty EWI is not included as only one Tenure Tracker from this faculty filled in the questionnaire. The sums of the average are not 100 % because some Tenure Trackers indicated the percentiles for the time they invest in organisation, too.

Across the faculties ITC, CTW and TNW, the time invested in education is relatively similar with 32 % - 37 % of time invested in education. The faculty BMS is an exception because two out of 4 respondents of this faculty invest about 80 % of their time in education.

What needs to be mentioned, too is that for every phase the Tenure Tracker is also assessed on organizational tasks but it is unclear whether the time the Tenure Tracker needs to invest in organization is taken into account with respect to the performance agreements. In sum, it could be stated that UT did not reach its own objective of a 50/50 ratio with 60/40 at the bottom line. But with exception of the faculty BMS, the Tenure Trackers do not invest their time equally in education and research. However, the ratios generally are in favour of the Tenure Tracker´s own research (more research than education). Thus the underlying assumption of this criterion, which is to allow Tenure Trackers to invest enough time in research, is met.

| 3. | Clear and consistent expectations and procedures |
| 4. | Transparency in recruitment process |

As the criteria "Clear and consistent expectations and procedures" and "Transparency in recruitment process" overlap, the results for both criteria are addressed in this section.

44 % of the surveyed Tenure Trackers indicated that their expectations with respect to their employment as a Tenure Tracker have not been met (64% indicated that they were met). Almost half of them responded to the open-ended question about the reasons for the un-met expectations that the TT policies/process and evaluation criteria would be unclear (Survey question no. 7). Furthermore, about 40 % of the respondents consider the procedures surrounding the recruitment and selection for the intake in the Tenure Track system as being not visible, transparent, consistent, clear and fair. On the other hand, 48% consider these procedures to be fair (Survey question no. 15). 26-34 % of the respondents deemed these procedures to be visible, transparent, consistent and clear. The evaluation commission states that the transparency of promotion assessments should be improved and that the support packages for each Tenure Tracker should be transparent. In the UT´s TTS documents, however nothing is stated about transparency in the recruitment and dismissal process. Furthermore, missing transparency was 5 times mentioned as a response to the open-ended question about the reasons for un-met expectations with the TTS (Survey question no. 7) and the question for further remarks (Survey question no. 27). 39 % of the respondents (strongly) disagreed and 19 % neither agreed nor disagreed with the statement "I am well informed about what is expected from me. The expectations are clear and consistent" (Survey question no. 16). 42% of the respondents agreed or strongly agreed.

In sum, it can be concluded that about 40 % of the respondents deem the procedures and expectations not to be clear and visible. Although 48% consider the recruitment and selection processes to be fair, the overall results suggest that the UT does not sufficiently satisfy the criterion of transparent, clear and visible procedures.

| 5. | Semi-annual or annual feedback meetings |

"The progress of my performance agreements and my development are a subject of discussion in my day-to-day activities and are explicitly dealt with during the annual performance appraisal between me and my immediate superior" (Survey question no. 12).

42 % of the respondents agreed with this statement and the majority of 62 % disagreed.

This does not indicate that no semi-annual or annual feedback meetings take place but still, since this statement is an (adapted) quote of the UT´s TTS policy (UT, 2012, p. 7) the results suggest that the UT did not successfully implement the described performance agreement procedures.

In sum, it is assumed that the UT did not successfully meet this criterion.

6. Collegial and welcoming environment

As stated earlier, 80 % of the respondents consider their work environment to be welcoming and collegial and more than half of the respondents indicated good relationships within the universities as the aspect that they like most with respect to their employment at the UT (Survey question no. 22 & no. 25). Furthermore, 80 % of the respondents do not perceive disadvantageous competition between them and other Tenure Trackers and 73 % do not perceive this competition between them and other employees of the UT (non-Tenure Trackers) (Survey question no. 20 & 21). In sum it is concluded, that the UT meets this criterion.

7. Good facilities are provided

About 35 % of the respondents of the questionnaire (strongly) agree with the following statement: "The facilities that the UT provides for me are excellent and I feel optimally supported" (Survey question no. 14). 23 % of the respondents (strongly) disagreed with this statement and 42 % neither agreed nor disagreed. The reason why 42 % of the respondents neither agreed nor disagreed might be that the meaning of the statement did not appear to be consistent or clear. Consequently, these results do not reveal clear insights.

In its Position Paper Tenure Track, the YA@UT (2014) critically reflected on the TTS of the UT and stressed that the Tenure Trackers would need more support in the form of a start-up-package (money, time, facilities). That is why the evaluation commission advised to offer a specific and transparent packet of support for all Tenure Trackers, independent of their position within the UT (UT, 2015, p. 40). The start-up package should provide the following support:

- an own budget for conferences/journeys
- participation in trainings, development programs and individual coaching
- Excellent students should be assigned to Tenure Trackers
- Lab-facilities
- Money for further capacities (e.g. Ph.D.)

The last component,- granting money for further capacities, would not be realizable for all Tenure Trackers because the faculties would have different amounts of financial resources. It is advised that before attracting a new Tenure Tracker, the respective faculty should control beforehand whether it has enough financial resources to support the Tenure Tracker (UT, 2015. pp 40-41).

In its implementation proposal the commission proposed to begin to offer such a start-up package already from September 2015 onward, but out of the 26 respondents only to 4 respondents (16%) a support-package was offered (Survey question no. 24).

I sum, it can be concluded that the UT does not yet offer good facilities in terms of support-packages to all Tenure Trackers and thereby it does not meet this criterion.

8.   Scientific independence and visibility

Without exception, all Tenure Trackers that took part in the survey indicated that they (strongly) agree with the statement:

"I am scientifically independent (I can set up my own research line) and I can make my own strategic choices."

Table 5: Results to survey question no. 17

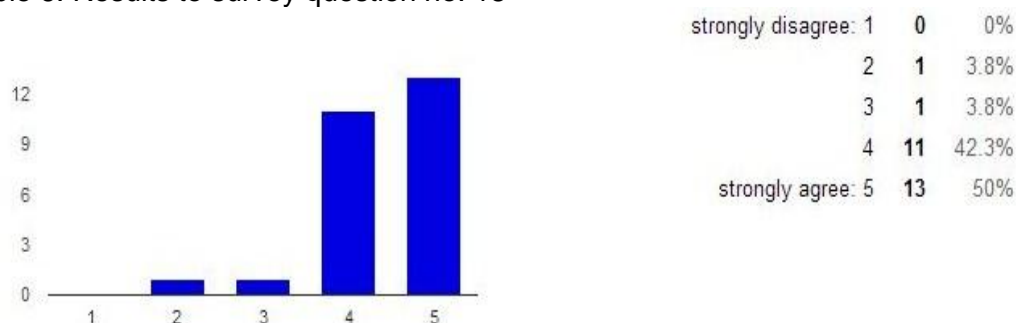|		
strongly disagree: 1	0	0%
2	0	0%
3	0	0%
4	9	34.6%
strongly agree: 5	17	65.4%

(1)   strongly disagree; (2) moderately disagree; (3) neither disagree nor agree; (4) moderately agree; (5) strongly agree

This criterion was not mentioned in the UT´s TTS policy but nevertheless it reached such a good result for this criterion. A possible explanation might be that according to the UT´s TTS responsible HR advisor, the UT tailors all assessment criteria to the Tenure Tracker (Interview question no. 1). The HR-advisor furthermore declared that the UT wants to offer the opportunity for Tenure Trackers to be fully flexible within one domain: A domain is a research field like e.g. "Engineering construction" that is constituted by several research groups that conduct more concrete research within this overall research field. So far, Tenure Trackers were assigned to one research group but in the future "to grant the scientific freedom /autonomy of the tenure trackers, they remain with one supervisor/professor but they should not be linked to only one work-group but should be able to move within one domain" (Interview question no. 2). In sum, it can be stated, that the UT meets the criterion of scientific independence for its Tenure Trackers.

The results for the question addressing the visibility of the Tenure Trackers (e.g. as group leader, principal investigator, first author, advisor for MSc research projects etc.) reveals a similarly positive picture. 92, 3% of the respondents consider themselves as being visible. Of course, the results represent a self-assessment and that is why the validity of the results is restricted, but it seems as if the UT provides its Tenure Trackers the opportunity to be scientifically visible.

"I am visible (e.g. as group leader, principal investigator, first author, advisor for MSc research projects etc.)."

Table 6: Results to survey question no. 18

strongly disagree: 1	0	0%
2	1	3.8%
3	1	3.8%
4	11	42.3%
strongly agree: 5	13	50%

(1) strongly disagree; (2) moderately disagree; (3) neither disagree nor agree; (4) moderately agree; (5) strongly agree

It can be concluded that the UT meets both criteria. The importance of these results should not be underestimated because the UT´s conviction that "Talent attracts new Talent" (UT, 2015, p. 2) is supported by the results of the open-ended question (Survey question no. 6), which asked to indicate the major reason why the Tenure Tracker opted for the UT. The most frequent response related to the reputation of the UT.

In sum, it seems as if the UT´s policy to grant independence to their Tenure Trackers and to facilitate the opportunity to become visible might be a good strategy to attract further talents, in the long run.

9. Equal opportunities for women and men

The UT´s TTS policy does not explicitly mention that it aims at equal opportunities for women and men. It only states that the appointment advisory committee needs to have one female member and that this commitment needs to outline how it searched for female candidates when it comes to the promotion to a full-professor.

According to Dutch law, the duration of a TT "can be extended by the term of pregnancy and maternity leave or a long-term period of illness or occupational disability, unless compelling operating interests make this impossible" (Appendix A, paragraph 3).

In the evaluation report it is assumed that an extension of the TT period for the above mentioned reasons is not yet common and the female network of the UT who conducts a bi-annual survey among female academics of the UT, concluded in 2015 the "UT does not take into consideration pregnancy leave (no contract extension for pregnancy leave while working on externally funded projects)" (FFNT, 2015, p. 6).

The evaluation commission thus recommended that regulations with respect to pregnancy and maternity leave, part-time work and illness should be developed (UT, 2015, p.34 & p. 42). Furthermore, 9 of the female respondents to the survey indicated that they consider their opportunities to be equal to the opportunities of the male Tenure Trackers (Survey question no. 19) and 3, thus every fourth woman, indicated that this would not be the case.

In sum, it can be concluded that the UT does not yet sufficiently account for equal opportunities for women and men.

Summary:

In the following those criteria for a successful implementation of TM in form of TTs that **were met by the UT´s TTS are bold**. Those criteria that are not met but which were addressed by the evaluation commission are not marked and the criterion, which was not met and not addressed by the evaluation commission, is underlined.

1. Good support by superiors
2. **Balance between teaching and researching**
3. Clear and consistent expectations and procedures
4. <u>Transparency in recruitment process</u>
5. Semi-annual or annual feedback meetings
6. **Collegial and welcoming environment**
7. Good facilities are provided
8. **Scientific independence and visibility**
9. Equal opportunities for women and men

Successful implementation of TTS

In sum it can be concluded, that currently or before the evaluation of the UT itself took place, only three out of 9 criteria were met by the TTS. The criteria that were met are the following: Balance between teaching and researching; collegial and welcoming environment; scientific independence and visibility. However, most of the criteria that were not met by the TTS were addressed by the evaluation commission and recommendations for their improvements were provided. Finally, one criterion remained unaddressed by the evaluation report, which is Transparency in recruitment process.

5.2   Conclusion

In this section the insights gained to answer the third sub-research question: "How successfully is the TTS of the UT implemented?" are outlined and discussed to finally answer this last sub-research question.

Currently the TTS of the UT only satisfies the criteria "balance between teaching and researching; collegial and welcoming environment; scientific independence and visibility". Compared to other universities which perform worse with respect to these criteria, the TTS is still well implemented. Apart from the criterion "transparency in recruitment process", the evaluation gave advice on how to improve all criteria that were not yet met by the TTS.

However, the importance of the criterion "transparency in recruitment process" should not be underestimated and furthermore it is not certain that all recommendations that were provided in the evaluation report will indeed be enforced. For example, in the implementation proposal of the evaluation report it was suggested that some measures like a support-package should have already been implemented from September 2015 onward. Via question no. 24 of the questionnaire, the Tenure Trackers were asked to indicate which measures were applied since September 2015. Half of the respondents did not perceive the realization of any of these measures and only to 4 out of 26 Tenure Trackers a support-package was offered. The TTS responsible HR-advisor was asked what impacts the pace of the enforcement of the improvements that were recommended by the evaluation commission and why the enforcement takes so long (Interview question no. 24). The response was that

> "it is often about sensitive issues, so that we need to ensure that we work very well. That things take so long has to do with the capacity to design new things. Secondly we want a UT-wide way of working. So, every time that something is implemented, we decide on it together, it is not very practical."

Miller (1987) emphasizes that institutional traditions in normal times only change slowly and that "in any case, one ignores or treats lightly institutional history and traditions at the risk of making fundamental errors in the sensitive and critical process of making and modifying academic promotion and tenure procedures" (p. 5). The claim that the traditional procedures still have a significant influence is supported by the interview and survey results of this study. For example, the UT´s HR advisor was asked whether Tenure Trackers complain about "old boys network"- dependencies of the traditional system (Interview question no. 11) and she responded that

> "it is common that they (= Tenure Trackers) complain about dependence on the old boys network when it comes to assessments. But Tenure Tracks are one of those systems that criticise this because they make it explicit."

Furthermore, one Tenure Tracker remarked:

> "all 'official' paperwork on TT is completely different from the informal, day-to-day reality. Officially, (…) I will be judged on research, education and management. In practice, my scientific supervisors have made it clear that the only thing that counts is getting grant money for research 2. My daily supervisor is the one who judges me on how I`m doing at work, also related to my TT. This is strange, because he is not in the TT committee, and his opinion won't count for the TT committee. On the other hand, the TT committee never meets with me to discuss

progress or look at my plans. They will only judge me once I`m up for the next step in the track. Very non-transparent."

Another remark:

"- I have been in hiring committees where there were excellent women. Nevertheless they were not hired. Reason: "topic not a good fit." I interpret this as "not in our old-boys network" - I have seen excellent TTs leave, who fulfilled all the objective criteria. Reason "has no scientific vision" - Of course "soft criteria" play a role in performance evaluations. However, this should be discussed. Now it is all implicit."

Some further recommendations show that some Tenure Trackers concern about the lack of clear and consistent criteria and assessments. The UT´s principle to prefer internal recruitment over external recruitment may also be a hint to predominant traditional recruitment procedures.

In sum, initial insights of this study show that traditional procedures may still persist and may impede the enforcement of the improvements that were recommended. However, the evaluation commission did not address these traditional forces and gave no advice on how to improve the transparency of the (recruitment) processes and procedures. That is why it is questionable whether and to what extent the proposed recommendations as stated in the evaluation report will effectively be implemented.

Finally, it is concluded that the TTS of the UT has not yet been well implemented. Whether, the recommended improvements will be enforced also depends on whether the UT will address the impact of traditional forces. Here, the key is transparency because only when the recruitment, assessment and promotion procedures are made transparent it can be safeguarded that the new rules are enforced.

6. Conclusion

This chapter is meant to give an answer to the overall research question:
"What is the merit of the Tenure Track System of the University of Twente as an approach on Talent Management?"
Subsequently, the findings will be discussed. The third section presents recommendations and in the last section the limitations of this research and possible further research are outlined.
In the following the overall research is answered by referring to the insights of the second and third sub-research questions.
The second sub-research question asked how the TTS of the UT relates to TM and how useful is it as an approach to TM. The insights revealed that the UT´s TM was applied in such a manner that it caused severe (potential) problems. Against the most basic principle of TTs, the UT developed a talent pool for the faculty of TNW, from which not all Tenure Trackers could be promoted to the top. Thereby, the risk of unfair, transparent dismissals is high and possibly aggravated by a missing labour market in the field of research for dismissed Tenure Trackers. In the future, the UT wants to avoid to further develop a talent pool by identifying pivotal positions but it did not state whether it will socially responsible deal with the current pool of talents. Furthermore, the UT does not apply a combination of internal and external recruitment to find the best talents and it did not consider the issue "organizational commitment" of its Tenure Trackers. Moreover, the UT applies an exclusive approach to TM in such a way that this approach very likely causes a negative impact on the work attitudes of those not identified as talents. With respect to the objectives, the UT achieved the objective to accelerate the internal through-flow. Whether the TTS attracted talents and improved the quality and innovation of research of the Tenure Trackers is not sufficiently investigated by the UT. Finally, it was concluded that the TM of the UT was applied in such a manner that it created more problems than benefits. That is why, the UT´s TTS in its current form was judged to be no useful approach to TM.
The third sub-research question asked how successfully the Tenure Track System of the University of Twente was implemented. Although, the TTS satisfies the criteria "balance between teaching and researching; collegial and welcoming environment; scientific independence and visibility", it did not meet most of the remaining criteria (good support by superiors; clear and consistent expectations and procedures; transparency in recruitment process; semi-annual or annual feedback meetings; good facilities are provided; Equal opportunities for women and men). Consequently it was judged that the TTS is not yet successfully implemented. Apart from transparency, the evaluation commission provided recommendations on how to improve all aspects/criteria that were not yet facilitated by the TTS. Thus, in case the UT would be successful in enforcing all the recommended improvements, the TTS would be successfully implemented. But the initial insights of this study indicate that the enforcement of alterations has not yet been accomplished as intended. Furthermore, it might be impeded by the persistence of traditional procedures. To ensure the enforcement of new procedures, one important issue is transparency but the UT did not consider this topic.
Finally, the overall research question can be answered. So far the only apparently definite merit of the TTS of the UT is that it accelerates the internal through-flow of talents. Furthermore, it theoretically offers plannable career prospects for talents. Whether the TTS results in further merits is unclear because the UT did not sufficiently investigate whether the intended objectives were achieved. Rather, the exclusive approach to TM probably causes worse work attitudes of those employees who were not identified as talents and it is likely that some Tenure Trackers will be dismissed although they perform well. Furthermore, the TTS was not yet well implemented. That is why, it is concluded that the merit of the TTS as an approach to TM is very limited. Whether this merit will be significantly advanced depends on whether the UT´s management will adequately encounter the challenges that (might) come along with the TTS.

6.1   Discussion

The insights of this study suggest that the UT´s current approach to TM is not yet a useful approach to TM because the observable merits are limited.

The UT implemented the TTS to attract and retain talents. However, it seems to be more likely that academics are rather attracted by the reputation of the university and research opportunities than by the TTS. A study of Thunissen (2015) who interviewed 72 academic talents across five disciplines of five Dutch universities supports this finding and it furthermore revealed that academic talents perceive good career prospects as central. This assumption is also supported by the research of the study at hand because the second most mentioned reason why the respective Tenure Tracker would leave the UT was bad career prospects. The reason for this frequently mentioned aspect might be grounded in the recruitment policy of the UT. It is likely that not all Tenure Trackers will be promoted to the top although they perform well and probably the Tenure Trackers already detected this situation.

Furthermore, this study revealed that the respondents grade the TTS moderately well and the majority of them indicated that their expectations with respect to their employment have been met. This result is interesting because at the time of this research, the UT did not yet implement most of the criteria which would constitute a successful implementation of TTs. The only criteria that were successfully implemented were a warm and welcoming collegial atmosphere, scientific independence and no over-workload of teaching. Thunissen (2015) concluded that although talent policies might be badly implemented, talents would still stay with the organization because since the late 1980s talents were raised with the perception that academic careers will be problematic. One cause for this attitude would be that 70% of the PhD students in the Netherlands cannot follow an academic career but need to find a job outside the university. Furthermore, Thunissen inferred that talents of Dutch universities highly value good work environments and good work relationships to colleges. 81 % of the Tenure Trackers that participated in the survey indicated that they would leave the UT for another employer. The findings by Thunissen suggest however, that this result does not imply that indeed 81% of the Tenure Trackers will leave the UT because as stated, talents accept badly implemented talent policies and value good relationships with colleagues. In sum, these insights suggest that academics talents rather seem to be attracted by the reputation and research opportunities that a university has than by the TTS itself. Furthermore, it seems to be difficult to retain talents if they find better job opportunities and prospects at another university.

Finally, the UT adopted the traditional exclusive/developmental talent philosophy. It included only some talents in the TTS and it assumes that the potential of the talents can be optimized through training and development. As outlined earlier, this approach might be disadvantageous because it neglects the possible negative impact on the work attitudes of those who were not included in the TTS. An alternative would be an inclusive/developmental talent philosophy which includes all academic employees into the talent policy. According to Meyers (2014), the challenge of this philosophy would be to efficiently "use and allocate the tight budgets for training and development" (Meyers, 2014, p. 200) and to motivate employees to continuously improve themselves. With respect to the UT and academic talents, these challenges however do not seem to be problematic. The UT already offers training and development to all scientific employees and most components of the support package that should be offered to Tenure Trackers do not have financial implications. Furthermore, Thunissen (2015) revealed that for academics in Dutch universities, research is still a passion and that they are keen to develop their competencies. These assumptions support the idea that for the UT´s TM in practice, an inclusive/developmental talent philosophy might be well suited.

6.2 Recommendations

The evaluation commission has recently conducted a comprehensive evaluation of the TTS and has given valuable recommendations with respect to the shortcomings concerning the implementation of the TTS. That is why these shortcomings are not further addressed in this section, because this would be a repetition of the already given advice.
The recommendations that are provided here were only derived from my study and were not considered or recommended by the evaluation commission or the YA@UT.

In the evaluation report of the UT it was concluded that the "objectives pursued with the TTS were met, although there would be room for improvement." Furthermore, it is stated that "the continuation of the TTS is not up for discussion" (UT, 2015, p. 2). That is why in the following, recommendations are provided that aim at improving the TTS:

6.2.1 Measure whether objectives are met

The evaluation commission assumes that the objectives (Attraction of talents, Faster through-flow; Improvement of quality and innovation of research) pursued with the TTS are achieved. However, with exception of the internal-through flow, the UT did not measure whether its assumptions hold true for reality although the needed data is available or easy to obtain. The insights of this study support the UT´s assumption that talent attracts talents because the most mentioned reason for opting for the UT as an employer referred to the reputation of a faculty or individual scientists of the UT. Further motivations referred to research opportunities at the UT and the TTs were three times (out of 26) mentioned as the major motivation to opt for the UT. Talent supply varies strongly per faculty and so these insights do not inform for what reasons scarce or the best talents were attracted. That is why the UT should investigate in which disciplines/faculties there is talent scarcity and whether scarce or the best talents were indeed attracted by the TTS.
Furthermore, the UT assumes that the objective to improve the quality and innovation of research of Tenure Trackers is achieved and it plans to allocate more resources to Tenure Trackers (e.g. in the form of a start-up package) than to scientific employees who were not identified as talents. At the same time, those employees who are no Tenure Trackers are assessed by the same promotion criteria that are applied to the Tenure Trackers. Nevertheless promotion is only guaranteed to Tenure Trackers. The UT should control whether this approach is justified by better performance (improved quality and innovation of research) of the Tenure Trackers in comparison to employees not identified as talents. Data about the performance of the scientific employees is available but was not yet correlated with the Tenure Trackers. The UT should use these data and if necessary gather more data to learn whether the TTS facilitates this improved performance on the one hand and to investigate whether the exclusive approach to TM is justified by a better performance of Tenure Trackers on the other hand.
In case the results of the proposed measurement reveal that scarce external talent is not mainly attracted by the TTS but by the reputation of the UT and in case the TTS does not facilitate that Tenure Trackers conduct more qualitative and innovative research (in comparison to employees who are no Tenure Trackers), the UT should rethink its decision to continue with the TTS. It could then consider the adoption of an inclusive/developmental approach to TM that supports all scientific employees without granting tenure for everybody. For this purpose, it could keep the promotion and assessment criteria that it already applies and it could only promote those employees who perform best. By this it could ensure that top positions are filled with the best talents who in turn might attract further talents.

6.2.2 Make recruitment and promotion processes consistent, transparent and fair

The UT needs to tackle two challenges: Firstly, it wants to enforce new recruitment and assessment procedures but organizational traditions normally change slowly and may still

persist. This might result in inconsistency of procedures and an impediment of improvements. Secondly, the UT grants tenure to only some talents but assesses all scientific employees on the same criteria without informing them about this policy or the TTS policy in general. Since the introduction of the TTS, every new position became a Tenure Track position and partly half of the members of the workgroups of the faculty TNW are Tenure Trackers. Because of these aspects, employees who were not identified as talents might perceive the current talent policy of the UT as unfair and this might result in worse work attitudes.

To deal with both challenges the UT should make its processes and decisions more transparent. By this, it could be safeguarded that the new procedures are indeed consistently enforced and employees who were not identified as talents would have the possibility to understand promotion decisions. In this context, it is furthermore important that the UT applies fair procedures and assessment criteria to decide on whom to include the TTS/ whom to grant tenure. For this purpose, it needs to modify its current recruitment and assessment criteria and processes in such a manner, that the decision to grant tenure is justified in terms of for example better or top performance. Finally, all employees should be equally informed about this policy. By this the UT could avoid worse work attitudes of those who were not identified as talents. In general, it is advisable that for all employees the opportunity is offered to anonymously express concerns and to anonymously receive advice with respect to their employment. For this purpose, one independent advisor per faculty should be available.

6.2.3 Facilitate improvement

The evaluation commission gave many recommendations to improve the TTS but the insights form the questionnaire (Survey question no. 24) reveal that 48% of the Tenure Trackers who responded did not perceive the enforcement of any measure (4 measures) which, according to the advice of the evaluation commission, should have been implemented in the last 5 month. To accelerate and facilitate the improvement process the following recommendations are given:

Make own promises more binding

For Tenure Trackers in the USA it is self-speaking that they can act against unfair promotion decisions. For universities in the Netherlands this is not the case and the UT did state nothing about its own liability when it comes to the promises that they imply with the TTS.

To enforce TTS policies more efficiently, the UT could make its own promises more binding by for example introducing rights of Tenure Trackers, e.g. thresholds for time invested in education and performance agreements that not only state the performance objectives of the Tenure Tracker but also specify how the Tenure Tracker should be supported by the UT.

Furthermore, the likelihood of unfair dismissals, that is dismissals that are not justified by non-compliance of the Tenure Trackers with performance criteria, seems to be very high for the UT and in particular for the faculty of TNW. This problem should be addressed in a transparent way and the UT should try to keep to its promise to facilitate a promotion up to the position of a full professor. As stated earlier, the UT should consider making the recruitment procedures; the information on how the TTs are adapted to the faculties and the responsibilities of all actors involved more transparent.

Finally, the TTS-responsible HR advisor only has an advisory role although she is an expert of the overall system. To facilitate more influence of independent expert knowledge, the advisor should get a formal position in the TT committees, with the right to take part in decisions.

More personnel capacity to facilitate enforcement of improvements

One reason why the recommendations of the evaluation commission were not yet enforced is that the UT employs only one TTS-responsible HR advisor. Many tasks are transferred to the HR- administration but the enforcement of some tasks requires in-depth knowledge about the processes and dynamics of the overall system. That is why it is recommended to hire more personnel that are responsible for the overall successful implementation of the TTS.

6.3   Limitations of this Study

It is a limitation of this research, that only every fourth Tenure Tracker participated in the survey and that the overall population (98 Tenure Trackers) is small. That is why the results are not generalizable to all Tenure Trackers of the UT. Because only the TTS of the UT was researched, it is another limitation of this study, that the results cannot be generalized to other universities.

Finally, this study is explorative by nature. That is why it covered a wide range of issues that were investigated. As a consequence, not every issue was researched in depth. For example, to adequately research organizational commitment, it would have been necessary to pose 16 related questions via the questionnaire (Mowday et al. 1979). However, the survey was used to investigate so many issues that it would have been beyond the scope and the purpose of this research to address all issues in a detailed manner. As a consequence however, the validity of the inferences is reduced.

6.4   Further Research

It was recommended that the UT investigates whether the objective to attract and retain talent is (best) realized by means of TTs. This implies, amongst others that the UT needs to learn more about the needs and motivations of scientific talent. Because the needs and characteristics of (scientific) talents are generally under-researched, further quantitative research is needed to investigate this issue.

Furthermore, this study examined problems and criteria for the evaluation of the usefulness and implementation of the TTS of the UT that were not yet considered and researched in (scientific) literature. For example, the TTS of the UT only includes those employees who were identified as talents. What is the impact of this exclusive approach on the work attitudes of those employees not identified as talents is however not yet empirically researched. The UT could conduct such research to investigate the impact of its TTS. In general, future quantitative studies among the universities of the Netherlands could include these issues that were introduced by this study to come to more generalizable insights

Finally, comparative research across different countries could be conducted to gain insights about different approaches to TM within universities, as well as the respective merits and problems. These insights could then be applied to review and if applicable improve the TM within universities

List of Abbreviations

BMS   Faculty of Behavioural, Management and Social Sciences

CTW   Faculty of Engineering Technology

EWI   Faculty of Electrical Engineering, Mathematics and Computer Science

FOM   Foundation of Fundamental Research on Matter

HR   Human Resource

ITC   Faculty of Geo-Information Science and Earth Observation

HRM   Human Resource Management

NWO   The Dutch Organisation for Scientific Research

RBV   Resource Based View

R&D   Research and Development

TNW   Faculty of Science and Technology

TTS   Tenure Track System

TT   Tenure Track

TM   Talent Management

UD   Assistant professor

UHD   Associate professor/Senior Lecturer

UT   University of Twente

USA   United States of America

YA@UT Young Academy of the UT

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Appendix

A: Article 6.5a Tenure Track

Article 6.5a Tenure track
1. Tenure track is understood to mean the formally established procedure towards permanent employment for academic staff.
2. The following shall be stipulated in all procedures for a tenure track:
a. how the process referred to in the first paragraph can lead to employment for an indefinite period of time in an academic position;
b. the duration of the process;
c. the assessment procedure and assessment criteria;
d. the consequences of a positive or negative assessment.
3. The period referred to in the second paragraph under b can be extended by the term of pregnancy and maternity leave or a long-term period of illness or occupational disability, unless compelling operating interests make this impossible.
4. The decision concerning conversion into permanent employment shall be taken well before the end of the period referred to in the second paragraph under b.
5. If this process does not lead to permanent employment, Article 2.2, paragraph 5 shall apply.
6. The employer may establish further regulations in consultation with local employees' organisations.
Source: Association of Universities in the Netherlands (VSNU). (2013). *Collective Labour Agreement of Dutch universities (CAO-NU), 1 January 2011 – 31 December 2013 .* Den Haag: VSNU, p. 42.

B: Career path of a Tenure Tracker

TENURE		TRACK		MODEL			TT-Phase
PERMANENT						**HGL-2**	**Phase 5**
					Adj-HGL		**Phase 4**
				UHD-2			**Phase 3**
TEMPORARY		**UD-1**					**Phase 2**
	UD-2						**Phase 1**

Phase	Position	Scale	Duration (indicative)	Assessment	Goal
1	UD-2	11	2 years, temporary appointment	End of year 2	Promotion to UD-1 or termination of appointment and outplacement
2	UD-1	12	3 years, temporary appointment	End of year 5	Promotion to UHD-2 and permanent appointment (immediately after assessment after year 5)
					Or Negative assessment, Immediate start of outplacement with termination of the appointment at end of year 6
3	UHD-2	13	2 years, permanent appointment	2 years after start UHD-2,	Promotion to Adj-HGL
4	Adj-HGL	14	Between 2 and 4 years On average 10 years after start TT in phase 1	No later than 4 years after start Adj-HGL (right to grant a doctorate is maximised at 5 yrs)	Appointment to HGL-2
5	HGL-2	16	n.a.; falls outside scope of Tenure Track system		

Source: University of Twente. (2012, Februar). Talent management: Tenure Track in Practice at the UT, p. 4

C: Questionnaire for the Survey

E-mail message:

Subject: Evaluation of the UT´s Tenure Track System

Dear Tenure Tracker,

the UT launched its Tenure Track System in 2009 and is interested in its evaluation to improve it.

In the context of my master thesis (Title: Talent Management in practice-
An evaluation of the TTS of the UT), I evaluate the UT´s Tenure Track System to give advice on how to improve it.

Core to this evaluation is the feedback of you as a participant of one of the Tenure Tracks.
That is why it would be great, if you could fill in the attached questionnaire. It is a concise questionnaire that takes no longer than 10 minutes to be filled in.

Your e-mail address is treated confidential and your response is anonymous.

If you have any questions or comments, please feel welcomed to contact me.
If you would like to receive the results of this questionnaire in form of my master thesis, please send me a short notice.

Thank you very much!

With kind regards,
Anna Roß

The Questionnaire:

Title: Evaluation of the Tenure Track System of the UT

1. What is your gender?

☐ Female

☐ Male

2. What is your faculty?
Please click on the list to choose one option

[▼]

3. Please indicate in which phase of the Tenure Track you are
Please click on the list to choose one option

[▼]

4. Please indicate for how many years you are already a Tenure Tracker
Please click on the list to choose one option

[▼]

5. Please indicate whether you were recruited internally or externally

☐ Internal

☐ External

6. Please indicate the main reason why you opted for the University of Twente as an employer

[   ]

7. Have your expectations with respect to your employment as a Tenure Tracker been met?

☐ Yes

☐ No

Please note what expectations have not been met (if any):

[text box]

8. Do you initiate or maintain collaboration with actors of other faculties of the University?

☐ Yes

☐ No

9. Do you initiate or maintain collaboration with actors of institutions outside the University?

☐ Yes

☐ No

10. What is the ratio of time that you invest in education relative to the time that you invest in research?
Please indicate a number like 40E/60R

[   ]

11. Per career move, for what areas have agreements been made with you?
Please select the respective areas

☐ Research

☐ Education

☐ Organisation

12. "The progress of my performance agreements and my development are a subject of discussion in my day-to-day activities and are explicitly dealt with during the annual performance appraisal between me and my immediate superior."
Please indicate whether you consider this statement to be correct

☐ Yes

☐ No

13. "I am satisfied with the guidance, the monitoring and the support of my immediate superior."
Please indicate the degree to which you agree with this statement ; Scale: (1) strongly disagree; (2) moderately disagree; (3) neither disagree nor agree; (4) moderately agree; (5) strongly agree

	1	2	3	4	5	
strongly disagree	○	○	○	○	○	strongly agree

14. "The facilities that the UT provides for me are excellent and I feel optimally supported."
Please indicate the degree to which you agree with this statement ; Scale: (1) strongly disagree; (2) moderately disagree; (3) neither disagree nor agree; (4) moderately agree; (5) strongly agree

	1	2	3	4	5	
strongly disagree	○	○	○	○	○	strongly agree

15. "The procedures surrounding the recruitment and selection for the intake in the Tenure Track system are ..."
Please complete this statement by indicating those options that apply

☐ visible

☐ transparent

☐ consistent

☐ clear

☐ fair

☐ None of these characteristics apply

16. "I am well informed about what is expected from me. The expectations are clear and consistent."
Please indicate the degree to which you agree with this statement ; Scale: (1) strongly disagree; (2) moderately disagree; (3) neither disagree nor agree; (4) moderately agree; (5) strongly agree

	1	2	3	4	5	
strongly disagree	○	○	○	○	○	strongly agree

17. "I am scientifically independent (I can set up my own research line) and I can make my own strategic choices."
Please indicate the degree to which you agree with this statement ; Scale: (1) strongly disagree; (2) moderately disagree; (3) neither disagree nor agree; (4) moderately agree; (5) strongly agree

	1	2	3	4	5	
strongly disagree	○	○	○	○	○	strongly agree

18. "I am visible (e.g. as group leader, principal investigator, first author, advisor for MSc research projects etc.)."
Please indicate the degree to which you agree with this statement ; Scale: (1) strongly disagree; (2) moderately disagree; (3) neither disagree nor agree; (4) moderately agree; (5) strongly agree

1	2	3	4	5

strongly disagree ○ ○ ○ ○ ○   strongly agree

19. In case you are a women, do you consider your opportunities to be equal to the opportunities of the male Tenure Trackers?
In case you are a man, please ignore this question

☐   Yes

☐   No

20. Do you feel a sense of disadvantageous competition between you and other Tenure Trackers?

☐   Yes

☐   No

21. Do you feel a sense of disadvantageous competition between you and other employees of the UT (non-Tenure Trackers)?

☐   Yes

☐   No

22. With respect to your employment at the UT, what do you like most?

23. Would you leave the UT, in case of another job opportunity?

☐   Yes

☐   No

If your answer was yes, for what reasons would you leave the UT as an employer?

24. Please indicate what options applied in the course of the last 5 month, since September 2015

☐   Performance agreements are jointly agreed upon by me and my supervisor.

☐   Next to my work, my behavior is assessed, too.

☐   My direct supervisor has a formal role in the assessment and promotion process.

☐   I was offered a support-package (time, money, facilities).

☐   None of these options

25. "My work environment is welcoming and collegial."

Please indicate the degree to which you agree with this statement ; Scale: (1) strongly disagree; (2) moderately disagree; (3) neither disagree nor agree; (4) moderately agree; (5) strongly agree

	1	2	3	4	5	
strongly disagree	○	○	○	○	○	strongly agree

26. Please indicate how you would grade the Tenure Track System of the UT
Scale: (1) insufficient; (2) deficient; (3) sufficient (4) satisfactory; (5) good; (6) very good

	1	2	3	4	5	6	
insufficient	○	○	○	○	○	○	very good

27. Finally, do you have any remarks, demands, critiques or suggestions for improvement with respect to your employment at the UT?

D: Transcription of Interview

Interview partner: The UT´s TTS responsible HR-advisor Ms. R. Schwartz
Interviewer: Anna Roß

Note: Explanations of the interviewer are italic.

1. *Per faculty that is disciplines, the labour markets, as well as aspects like the opportunities to publish articles vary.*
   - Do official selection and promotion criteria exist (like in the document "Tenure Track in Practice 2012") that are adapted to the different disciplines?

   R: The criteria are not tailored to the faculties but to the individual Tenure Trackers. The faculties have short lists with their specific requirements.

2. *In the "Tenure Track in Practice 2012" document, it says: "The strategic objective of the Tenure Track is the appointment of excellently performing academics with an independent, autonomous academic profile" (p.3). And "Making available a Tenure Track position is a strategic decision that the dean makes in close cooperation with the scientific director"(p.5).*
   - How is the strategy of the UT concretized?

   R: The strategy is further concretized via the domain plans. One of the aspects that the evaluation revealed is that it needs to be forecasted how many positions for professors become available, whether the domain grows etc. Furthermore, to grant the scientific freedom /autonomy of the tenure trackers, they remain with one supervisor/professor but they should not be linked to only one work-group but should be able to move within one domain (still in process). So the strategic decisions are taken in the faculties.
   (A domain is a research field. For example in the faculty CTW, there are several groups for Constructive Engineering. These groups, taken together form the domain.)

3. *The vision 2020 of the UT stresses that the UT wants to become "the leading entrepreneurial university in Europe" and that it's "field of operation will become fully international". Furthermore it states, that "A strong University of Twente that is ready for the future requires an institution-wide change of culture in which everyone shares responsibility for our ambitions and the final result. Everyone has a real opportunity to contribute to achieving our goals.*
   - Is this vision translated into criteria or the design of the TTS, as well as the general HRM?

   R: The vision is not detailed into criteria at this moment but it is more detailed in terms of what e.g. leadership means. The vision is very much about internationalization. We first translated it into services and now be begin to translate it into behaviour, of for example our leaders. The vision is e.g. realized in terms of facilities like management development programs that teach how to incorporate internationalization in leadership. As the vision was formulated in 2014 these procedures are still in progress.

4. *So far, the university seems to put great emphasis on collaboration of the Tenure Trackers "beyond the borders of their own discipline" and that "they make connections within and outside" (p. 15) the UT.*
   - Are these collaborations rather regional by nature, or international?

   R: They are both. It varies per faculties and domain groups. There are work groups that work with international colleagues and which are very international. It is one of the ambitions of the UT to also have more collaboration on the regional level, between faculties and businesses but also between faculties.

5. Does the university maintain cooperation/contact with Tenure Trackers that dropped out?
   R: No, so far we do not yet organize this.

6. Are you an official member (with authority) of the Central Tenure Track Committee?
   R: I am the policy advisor of the committee and I have the authority to advice but I do not have the authority to make decisions.

7. Do the Tenure Trackers have the opportunity to express their thoughts and opinions?

   R: Of course you always have the opportunity to express their thoughts and opinions for example in the assessment meetings and groups. We organized that they share their thoughts a couple of times with the evaluation but we do not organize it day-to-day. We think about how we can improve our Tenure Track on a daily basis.- How could be get the input of the Tenure Tracker more often. We want to facilitate this by for example having a meeting with the Tenure Trackers after three month of employment and so forth.

8. Are all employees (non-Tenure Trackers, too) informed about procedures of the Tenure Track System?

   R: Mainly Tenure Trackers and their supervisors are targeted informed. For all other employees the information is available but they are not actively informed about the procedures.

9. Do you experience talent scarcity?/Difficulties to attract adequate Talent for TT positions?

   R: That differs a lot across groups. It depends on the labour market and on how well the group is known. Talent (e.g. highly visible professors) attracts Talent and this really applies.

10. What is the regular promotion system (bevorderingssysteem)? Are documents available that describe the regular promotion system?

    R: There is career coaching available for non-Tenure Trackers and mostly for them too, the Tenure Track criteria are applied. Not everybody of them is always familiar with this mechanism. The difference between Tenure Track and non- Tenure Track is that if Tenure Trackers perform well it is guaranteed that they get a promotion. Non-Tenure

Trackers never have this guarantee because the first question is always whether a vacancy/position is available.

We have the UFO but it is very vague and abstract. All faculties have a UHD-committee which assesses whether an internal assistant professor is ready for promotion to an associate professor. Often a person that is part of the UHD-committee is also in the faculty Tenure Track committee to make sure that the same norms are used. For external recruitment, the traditional system applies. Depending on the level, the head of the department or the dean are included in the procedures. When it comes to professors, the rector is also involved in the recruitment.

11. Do Tenure Trackers complain about the "old boys network"- dependencies of the traditional system.

    R: I often hear about Tenure Trackers/ It is common that they complain about dependence on the old boys network when it comes to assessments. But Tenure Tracks are one of those systems that criticise this because they make it explicit.

12. *In the "Evaluatie Tenure Track 2015" it is announced, that a communication channel, especially for Tenure Trackers should be introduced. (p. 41)*
    How does/should such a communication channel look like? What is its main purpose?

    R: Tenure Trackers are not yet well informed about the procedures and criteria of the TT. We want to inform the Tenure Tracker from the moment that he arrives here until the moment that he leaves. We also want to provide a webpage with all information and we want to offer a kind of digital learning environment for the Tenure Trackers. Right now we design a learning track for Tenure Trackers and use the input of Tenure Trackers to design it.

13. When will the start-up package be offered? What factors impact the speed of the implementation?

    R: A lot of this has to do with marketing because there are lot of possibilities for people to develop themselves not only for Tenure Trackers. But they often do not know these possibilities and they are often not steered when it comes to these competencies. When Tenure Trackers speak with their supervisor they speak about their research and education but it is often not so much about personal development or strategic development. It depends very much on the supervisor and we have to organize this more as an employer.

14. Are supervisors of Tenure Trackers trained in monitoring, supervising, assessing, supporting?

    R: They are not yet specifically trained about the Tenure Track and coaching, no. But we want to train every supervisor (not only those of the Tenure Trackers) on how to coach development of scientists

15. How was the internal TT evaluation of the faculty TNW accomplished?

    R: We had a very short questionnaire for supervisors who had Tenure Trackers in their group but not a very scientific questionnaire. It was just to get input on what they think about what is going well and what needs improvement.

16. *In 2013, the faculty TNW parcticipated in a survey to research the Tenure Track policies in the Netherlands (LNVH rapportonderzoek Tenure Track Beleid Nederlands Universiteiten). The response rate of the TNW faculty to the respective questionnaire was very high (80 %).*
    For what reasons was the response rate so high?

    R: The dean asked every Tenure Tracker to participate in this survey because he really wanted to know how we were doing.

17. *In the "Evaluatie Tenure Track 2015" it is implied that the TTS serves the goal, that innovation and the quality are improved.*
    Is this conclusion backed by figures and compared to non-Tenure Trackers, who hold positions at the same level?

    R: No, we do not have them.

18. May local Tenure Trackers be privileged in their career to foreign Tenure Trackers due to their local networks within and without the UT?

    R: I cannot tell this objectively because we haven´t looked at this. But of course local Tenure Trackers might have a better feeling for how the organisation here works, how locals work and we have to pay attention to international Tenure Trackers but successful Tenure Trackers have to be able to cooperate. That is the only way to be successful here. When I think about Tenure Trackers who haven´t made it, it often has to do with these external competencies of collaboration or leading your group. So maybe locals are privileged but I think that this is one of things that we steer on form the first beginning. We cannot do anything against locals being privileged but we can steer international Tenure Trackers and inform them that they are assessed on these aspects and make sure that they have the chances to develop.

19. Is it controlled whether the requests/expectations of the Faculty and Tenure Track Committees match the quality standards that the international scientific community requests?

    R: The criteria were made bottom-up. When the Tenure Track was implemented every faculty of itself made a list of criteria which were important and in 2012 we got all those criteria/faculties together and selected the themes and the criteria that could be abstracted from that and so we got the themes Education-Research-Organisation Tasks and that´s the way we got to the UT criteria and they were formulated by scientist who operate in the international context. In the years that we have been working with the system everybody got a sharper view on these aspects.

20. *So far, the evaluation of the TTS seems to be rather qualitative by nature.*
    - Do more figures and quantitative evaluations exist

    R: No. We do have a lot of data about grants and publications etc. but it is not correlated with the Tenure Trackers.

21. Did you encounter feedback of academic staff (other than Tenure Trackers) on how they "feel" about not having been identified as a "high-potential"?

    R: Not directly, but it often happens that persons have rational arguments against the Tenure Track but these reasons seem to be subjectively motivated.

22. Do figures exist about the ratio of Tenure Trackers that were dismissed and those that dropped out "voluntarily"?

    R: We do have figures about people that left but we do not know the reasons. We know the reasons but they are in the heads of the professors and supervisors and they are not linked with the numbers.

23. *About 70 % of the Tenure Trackers were recruited internally. In the "Evaluatie Tenure Track 2015" it is mentioned, that: "Zoals het ambassadeursnetwerk aangeeft: "In zijn algemeenheid geldt op de UT het principe dat interne instroom voor extern gaat." (p.18)*
    - Is this principle the reason for the high ratio of internal recruitment? Did the Tenure Track Commission give advice on this aspect?

    R: No the commission did not give advice, the reason for this principle is that when we started the Tenure Track, we started for the first time scouting talent. We haven´t done this before and we want to use the track to attract talent from outside but it would not be fair to not scout for talent internally. So when we started the track we also scouted for talent internally. The reason to first scout internally is that the internal mobility should be increased.

24. What impacts the pace of the enforcement of the improvements that were recommended by the evaluation commission? Why does the enforcement take so long?

    R: It is often about sensitive issues, so that we need to ensure that we work very well. That things take so long has to do with the capacity to design new things. Secondly we want a UT-wide way of working. So, every time that something is implemented, we decide on it together, it is not very practical.

E: Results for Survey Questions No. 23 and No. 6

Question No. 23

Reasons why Tenure Trackers would leave the UT for another employer:

Reason   Number of responses

1.   Better opportunity
(e.g. more inspiring research environment;
higher ranked university, personal growth)………………… 8
2.   Unclear career perspective within the UT …………. 6
3.   Lack of support…………………………………………2
4.   Not enough guaranteed funding of research……… 2
5.   Other:
Decisions (e.g.) are increasingly dictated Top-down;
lack of recognition, vision and direction;
Family reasons; too high workload……………………………5

Question No. 6

Main reasons why Tenure Trackers opted for the UT as an employer:

Reason   Number of responses

1.   Reputation………………………………………....…… 4
2.   Research fits own research………………....…… 3
        Tenure Track position…………………….............. 3
3.   Opportunity…………………………………………..2
        Job offer…………………………………………….2
4.   Other………………………………………………….4
        (e. g. partner, location, multidisciplinary,
        group)

Note: 3 responses were formulated too unclear to be assigned to one category