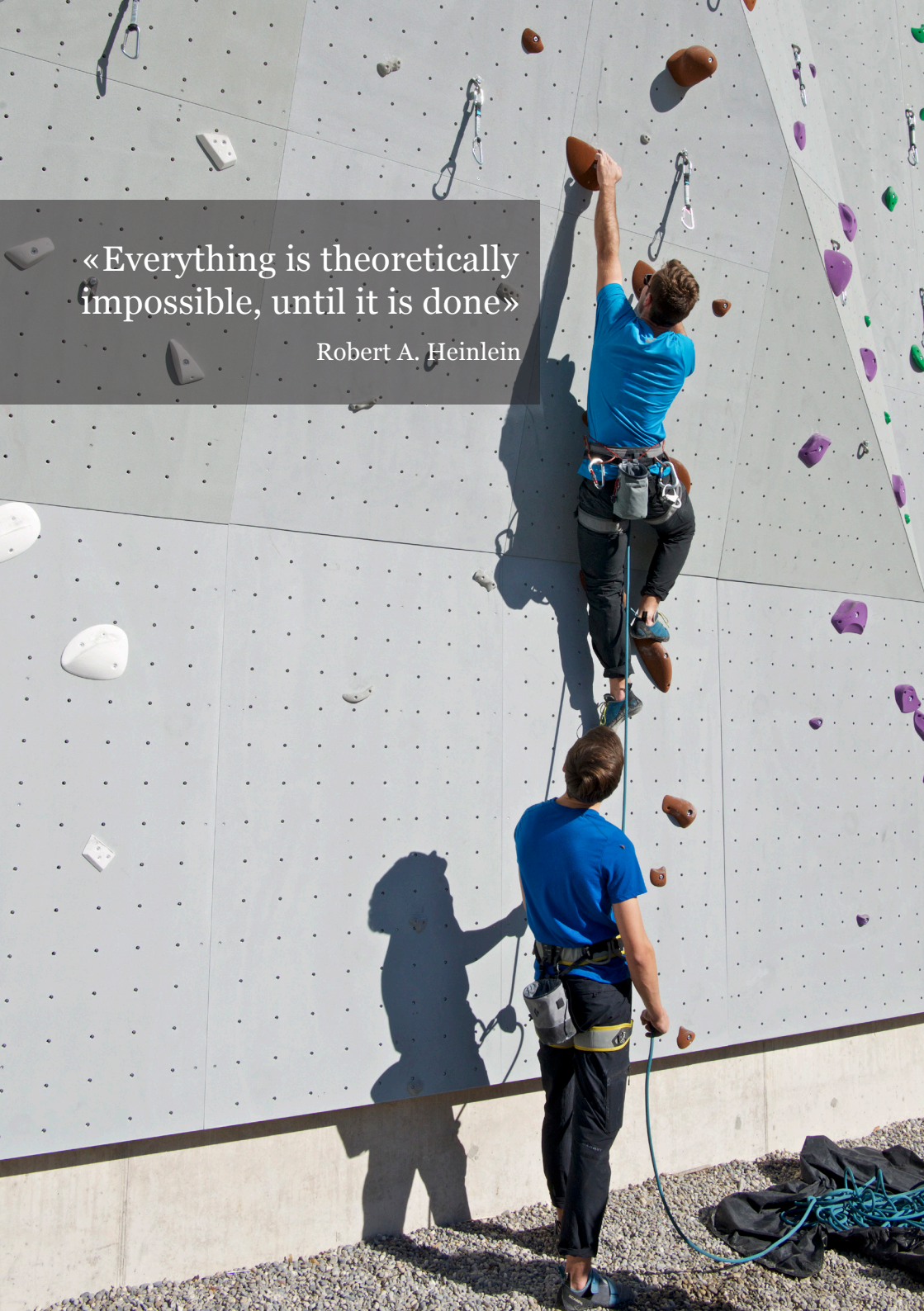


# Tenure Track Process

Welcome to PSI as a new tenure track researcher

A photograph of two people climbing a grey rock wall. One person is higher up, reaching for a brown hold, while the other is on the ground, belaying. The wall is covered in various colored holds (brown, purple, green, white) and has a grid of small holes. The ground is covered in gravel.

«Everything is theoretically impossible, until it is done»

Robert A. Heinlein

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# Welcome to PSI as a new tenure track researcher



Congratulations on beginning your tenure track research position at PSI. We hope that you will experience PSI as a supportive and stimulating environment for your research and that you will benefit from its outstanding research, technical and administrative staff, facilities and instrumentation. Your work will be an important contribution to our portfolio and will help PSI to meet its strategic goals.

As is the case for all new employees, you will have received a number of documents for your orientation. The tenure process, however, applies to only a small number of new employees, and this document is intended to provide some initial information on the tenure process.

## action plan



## Background

The granting of tenure is a long-term commitment made by PSI to individual researchers. Therefore PSI must be confident that the tenure candidate will be productive over the long term and will demonstrate excellence in at least two out of three core areas: 1 their own research in an academic or industrial context, or their own clinical work, 2 further development of instruments and methods, 3 user support or intense usage of PSI-specific facilities. This is evaluated in an intermediate step upon prolongation of the contract and in a final step prior to granting tenure.

### The tenure track process at PSI

The line manager is responsible for comprehensive and timely information on the details of each tenure evaluation step including the candidate's introduction to the tenure track performance analysis tool. The chart above gives an overview.

#### How to read the above

**a** The initial contract is for three years with a three-month trial period (which can be extended up to six months). Annually, the tenure track researcher has a personal discussion (annual appraisal) to review

progress and set goals for the coming year with the line manager.

**b** After two years, the tenure track researcher has a first formal career progression meeting with the division head and gives his or her Tenure Progress Talk to provide input for the line manager's decision on re-appointment.

**c** If the re-appointment is approved, the tenure track researcher's contract is extended for an additional two years; if the evaluation is not successful, the contract will end after three years.

**d** After four years, the tenure track researcher has a second career progression meeting with the division head. In addition, he or she gives the Public Tenure Talk to provide input for the decision on whether or not the researcher has demonstrated excellence in his or her research field. The division head decides if the

tenure package is ready to be submitted to the directorate for the tenure evaluation process, i.e. the Tenure Call. This is not only subject to personal performance but also has to be kept within the budget and comply with PSI's research goals. If the division head considers that the application does not meet the requirements, or if the evaluation after the Tenure Presentation by the PSI Tenure Committee is not successful, the contract will end after five years.

Once a researcher has obtained an unlimited contract, his or her performance will continue to be constantly evaluated by the line manager (annual appraisal) to monitor and document that the tenured researcher continues to deliver excellent performance. To meet the high expectations, further training for the purposes of lifelong learning is a top priority.

# Tenure Package

The tenure package includes documents prepared by the line manager and the candidate plus further evaluation steps as described below. The candidate must submit his or her part to the tenure package prior to the evaluation at the end of the 2<sup>nd</sup> and 4<sup>th</sup> year via the line managers to the division head.

## Tenure Package after two years

### 1 Documents

Provided by the candidate:

- CV update and performance track record (list of publications, patents, acquired funding, invited talks, awards, teaching activities, supervision of students, PhDs, Postdocs)
- Statement of research interests based on the records of accomplishments and reflection of his/her future plans (about 2–4 pages, draft version for the intermediate evaluation)
- Abstract of the candidate's planned Tenure Progress Talk, see no. 3

Provided by the line manager:

- Written request for the re-appointment for two years including tenure track performance analysis of the candidate and description of future research goals
- Copy of the last annual appraisal form

2 Career progression meeting with candidate and division head including a visit of the work place, if appropriate.

3 Tenure Progress Talk by the candidate in a seminar within the research division. The division head is present, and invites at least two laboratory heads and the line manager, and asks them for feedback after the talk.

4 Evaluation, decision, information, i.e. feedback, to the candidate within one week after the Tenure Progress Talk through the division head. If the result is positive, the employment contract modifications for the re-appointment through Human Resources will follow in due time.

## Tenure Package after four years

### 1 Documents

Provided by the candidate:

- CV update and performance track record (list of publications, patents, acquired funding, invited talks, awards, teaching activities, supervision of students, PhDs, Postdocs)
- Statement of research vision based on the records of accomplishments with a focus on the work done at PSI and reflection of his/her future plans (about 2–4 pages)
- Names and contact data of five potential references
- Abstract of the candidate's planned Public Tenure Talk, see no. 4

Provided by the line manager:

- Written request for the tenure proposal including tenure track performance analysis of the candidate and a description of future research goals
- Copy of the last annual appraisal form

2 Division head contacts three references and obtains their feedback.

3 Career progression meeting between candidate and division head including a visit of the work place, if appropriate.

4 Public Tenure Talk by the candidate during a seminar organized by the research division. The division head is present, and invites at least two laboratory heads and the line manager of the tenure candidate, and asks them for feedback after the talk.

If the evaluation is positive, the division head prepares the next step for the Tenure Call.

## Registration for the Tenure Call

1 Preliminary discussion between division head and director for the permission to sign in for the Tenure Call.

2 PSI's Tenure Call: tenure candidate is invited to give his or her Tenure Presentation to the PSI Tenure Committee including the director, all division heads or their deputies, the chief of staff, the head center for proton therapy, the head of human resources, the president of the PSI research committee, and further appointed members.

3 The Tenure Committee evaluates and decides at the end of the Tenure Call event. Immediate information of the candidate by the division head. If the result is positive, the employment contract modifications through Human Resources will follow in due time.

# Making the tenure candidate visible

In addition to good networking in the scientific community, it is important that the tenure candidate also gets known to a broader audience for the purpose of cross-functional and cross-divisional collaborations. This is why we have deliberately incorporated the steps of the talks and presentations into the tenure process:



Your talks and presentation will be unique, as they introduce your individual scientific contributions. If a rough guideline is requested then the following may be used:

- 30 minutes for your talk and 20 minutes for questions from the audience, resp. Tenure Committee.
- Start with a short introduction to the field and describe the motivation and relevance of your work within this context (5 min).
- Continue with an in-depth description of your research with your personal contributions made clear. Ensure that the audience understands the highlights and the fascination. "Your research" refers to the science that you spend most of your time on, i.e. in your presentation you should focus on the topics that are

- most relevant for your daily work and on which you provide your expertise to PSI. Explain why you enjoy being a scientist at PSI, and why you want to establish your scientific career at our institute and not elsewhere. Explain of which unique opportunities available only at PSI you will take advantage (20 min).
- Close with the expected benefit for PSI and give an outlook on next steps in your work and in the field at least in the short and mid-term (5 min).
- Tenure candidates with line management positions should shorten their presentation, add their leadership principles and talk about the strategic positioning of their team and their work within the framework of the PSI strategy, as well as the developments in the field (5 min).

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