



**Deliverable 7**  
**[DRAFT]**  
**URGE Resource Map for**  
**NIOZ Royal Netherlands Institute for Sea Research**

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This is a draft Resource Map for NIOZ Royal Netherlands Institute for Sea Research. This was adapted from the "Sample Ph.D. Mentoring Plan" developed by Vashan Wright (Woods Hole Oceanographic Institution) and Karin Block (City College of New York and CUNY Graduate Center), License: [CC BY-NC-SA 4.0](https://creativecommons.org/licenses/by-nc-sa/4.0/).

## Overview of resource map

The purpose of this resource map is to provide a guide to employees and direct them to where they can find information with regards to their employment contract, work expectations and resources, and information about living in the Netherlands. **Note: This is a draft document and we aim to improve this over time. Further, we use this document to highlight points and areas that we would like to improve in the future.**

## Appointments at NIOZ

In Figure 1 is an overview of the positions at NIOZ with either temporary contracts or full-time appointments. The only students at NIOZ are master students and interns. Everyone else working at NIOZ either has a temporary contract or has a full-time appointment

Your salary scale as a NIOZ employee is generally determined by your position. Our Collective Labour Agreement for the Research Institutes describes this as 'on the basis of the nature and level of the employees' work'. In actual practice, this means that there is a job description for every position, and that the job description states the job level, which is determined in a prescribed manner. The job level is a salary scale. It is the salary scale NIOZ uses for a full-time employee holding the position.

Since 1 July 2003, determining the level of the job, the so-called job evaluation method, has been a process based on the Job Level Matrix (Functieniveaumatrix, FNM).

The Job Level Matrix and the reference positions that are part of this are available for inspection from the HR Advisers.

All current NIOZ job profiles can be found at the links below.

	Science	NMF	GES
Staff (en)	Head of Analytical Laboratory		
	Head of Scientific Department		
Staff (nl)	Junior Scientist (Postdoc)		
	Project Scientist		
Support (en)	Research Leader		
	Senior Research Leader		
Support (nl)	Senior Scientist		
	Tenure-Track Scientist		

Figure 1. Screenshot from intranet page of NIOZ describing the work functions and different groups working in the institute.

The most diverse group of employees at NIOZ are the PhD candidates and postdocs (employees with temporary contracts).

## Mentoring plan

- **New employees:** Summary of the intent of the resource map as well as the plan for working with new hires/students for connecting them with resources that will be of most use to them, e.g. schedule for initial call(s) and/or meeting(s) to identify needs/interests
  - Calls for job openings as well as projects for master students and interns are done via NIOZ website (and other online platforms).
  - HRM organizes a welcome package for new employees, particularly for foreigners. This welcome package contains practical information regarding resources available connected to the NIOZ (works council, confidential advisors, company

doctor etc.) and also life in the Netherlands (registering in city hall, getting a BSN number, health insurance etc.). HR also arranges an appointment with the student to discuss onboarding (introduction to HR, getting a ID card, picture for our website, setting up the printing system, IT, etc.) within the first week of arrival.

- Internal platform (<https://intranet.nioz.nl/>) that can be accessed within the server contains basic information and necessary documents for employees. The platform is also used to make general announcements to the institute. Over the past year there has been progress in improving the content and information on the website.
- Mentoring plan is available for only PhD candidates. There is currently nothing available for other appointments at NIOZ. Mentoring master students and interns are project dependent and run generally by PhD candidates or Postdocs.
- **Individual/Group meeting expectations:** (interval/frequency, journal articles, presentations, socializing, time management, reviewing manuscripts, revising manuscripts/dealing with rejection, careers, current events, media requests)
  - The newly drawn up PhD policy outlines a schedule for regular meetings with HR and supervisors in order to ensure the student is on track. This schedule includes a training, supervision and workplans that starts with the onboarding and extends throughout the entire PhD duration. The details of individual schedules will be discussed with supervisors within the first 3 months of employment. There are no formal expectations or requirements for journal submissions, reviewing of manuscripts etc. for PhD students.
  - General job expectations for different appointments are outlined on the intranet: <https://intranet.nioz.nl/jobspecifications>.
- **Evaluations:** rubric, frequency for advisor/committee evaluations, encourage self-evaluation (reflection) and review long term goals and how to achieve them
  - Formal evaluation meetings for PhD candidates with supervisors are roughly set to occur 3-5 working days before the end of the probation period (1 month), 6 weeks after the first day of employment (with HRM), 6 and 3 months before the end of the first year (GO-NO GO talk) and yearly after that. These meetings require students and supervisors to fill out evaluation forms which are to be submitted to HR. These forms serve as an instance to reflect on the progress made, plan future work and training options as well as note supervisor-student relations.
  - [Evaluations for other positions at NIOZ] – Check with HRM

### Core work resources

- **Code-of-conduct:** all members must sign a code of conduct that addresses inclusivity and diversity, mental health, publications or outputs, social media use, working hours, and vacation
  - Currently NIOZ does not have a code-of-conduct we are currently in the process of working this. A initial draft of a code-of-conduct is outlined in [URGE Deliverable 6](#).
- **Communication plan and expectations:** e.g. how do members communicate with each other and what times are appropriate

- Communication generally occurs during standard working hours from 8am to 5pm. However, there are currently no set guidelines and is something we can consider implementing.
- General announcements are posted to the intranet.
- Announcements for the department are sent via email or are discussed at the departmental meetings, which occur on a bi-weekly basis.
- Communication between students and supervisors are organized on an individual basis.
- **Reporting Policy:** - address issues related to insensitivity, harassment, exclusion and what are the consequences (e.g. not everyone drinks alcohol; no “locker room” talk), provide additional contacts for reporting outside of advisor
  - The current complaints and reporting policies are outlined in detailed in [URGE Deliverable 2](#) and as part of [URGE Deliverable 6](#). We plan to make this available on the intranet in the future and will update this accordingly.
  - The current policy is that incidents should be reported to individuals’ direct superiors (e.g. supervisor), heads of their departments, HRM (Human Resource Management) of the NIOZ, or the director of the NIOZ. Reporting may be assisted by the presence of a “confidential counsellor” or communicated to all other instances through them. Two internal (at the NIOZ) and two external confidential counsellors can be found at <https://intranet.nioz.nl/confidential-counsellors>. If a mutual agreement is still not achieved, a formal complaint can be lodged with the Complaints Committee (PO Box 3021, 3502 GA UTRECHT or by email: [klachtencommissie@nwo.nl](mailto:klachtencommissie@nwo.nl)). However, reports cannot be made anonymously.
- **Equipment** - where to find, fund individual gear like hiking boots, fund or provide access to sufficient “library” of hiking/camping/outdoor equipment
  - Each department has their own storage and "library". Prior to expeditions employees can use the equipment from these facilities.
  - New purchases depend on project funding and discussions with the supervisor. However, employees do have access to special gear through the NIOZ workshop.
- **Conference and workshop participation** (how often and who pays for it?)
  - Be explicit about opportunities for this type of participation and at what point they will be expected to attend conferences
    - This is not explicit for any PhD student. It depends on supervisors and their funding grants. Students have to inquire but the NIOZ also has funding for this
    - For postdocs, they are eligible to attend two conferences a year and will either be funded through their project or, if not possible, they receive support from NIOZ.
- Be open to considering proposed workshops/conferences and other events, especially for groups like SACNAS, NABG, AISES, GeoLatinas and others
  - As far as we know, groups for minority scientists do not exist in Europe. Attending workshops/conferences for minorities is dependent on the supervisor and project funding.

## Community support and mental health resources

The NIOZ offers a guide for new employees available on the intranet

(<https://intranet.nioz.nl/onboarding-new>) that includes an introductory guide to NIOZ, accommodations on Texel and in Den Helder, and information on working policies. A more detailed guide on working policies are outlined in the Collective Labour Agreement for Research Institutes (CAO-OI) in Dutch and English (English version: <https://www.wvoi.nl/cao-oi-en/>). Basic information about living on Texel and in Yerseke can also be found at the following website: <https://www.workingatnioz.com/royal-nioz-experience/the-experience.html>

- ***Finding accommodations for employees working at the Texel and Yerseke***  
**location:** PhD students have the option of living at the Campus de Potvis (<https://www.woontij.nl/ik-zoek/campus-de-potvis>). There are also a few accommodations available for employees with temporary contracts in Den Helder that, if available, can be rented out to postdocs on enquiring with the Human Resources department (note the current apartments available for postdocs through the NIOZ are very small and are not suitable for families). The human resources department will also help with enquiring about accommodations in Den Helder or Texel for new employees. The main rental company in Den Helder is De Huurwoning Bemiddelaar (<https://dehuurwoningbemiddelaar.nl/>). Temporary staff and visitors can use the guesthouse 'De Keete': The residence is situated in the center of Yerseke within walking distance of the institute.
- ***For Texel employees who do not live on the island:*** Ferry fees are covered by the NIOZ.
- ***Moving expenses:*** Travel expenses are reimbursed and there is moving support for new employees. The condition is moving into an unfurnished apartment/house.
- ***Services available to employees & employee support:***
  - NIOZ has AVOM scheme where employees can sell working hours for additional holiday time, cash money and bike purchase (every 5 years). Applications are done through an application form to HR department.
  - NIOZ has couple of services under Health & Safety. These include direct contact with company doctor, prebooked chair massage sessions, sport classes (biweekly on Texel, weekly in Yerseke). There is a responsible person for health & safety issues in the institute, these topics include creating a suitable work space for individual needs (e.g., moving desk and special chairs etc).
  - Works council (OR, [https://intranet.nioz.nl/intranet\\_or](https://intranet.nioz.nl/intranet_or)): The works council is the only legal representation of employees at NIOZ, and act as a direct bridge between employees and the directorate. Representatives on the works council represent the different job descriptions shown in Figure 1. Note: All of the documentation is in Dutch, and everyone on the works council is currently required to speak Dutch. We would like to propose creating a representative group for non-Dutch speaking employees at the NIOZ to directly communicate with the works council about their needs.
- ***Encourage and assist making connections to someone who may understand their experience*** (e.g., Black male counselor for a Black male student):

- This currently does not exist at the NIOZ. There is currently work in progress to develop a “buddy system” for new PhD students (see outreach section for details).
- **Activities/organizations at NIOZ:**

*Note:* Everyone in our group is from the MMB department and are located at the Texel location. These are not an extensive list of all of the organizations/groups at NIOZ, and we hope to expand on this list by collaborating with other departments in the future.

  - *Personeelsvereniging (PV) Texel & Yerseke:* The staff association organizes activities and events to promote relationships within NIOZ. Everyone is encouraged to join on arrival at the NIOZ. There is a small fee that is taken from monthly salary of member employees. For non-members individual events costs can be paid upon registration. Example of events organized by PV: Back to work sport events and BBQ (usually in September); movie evenings; Friday drinks and organization of NIOZ New Year party. (Texel: [https://intranet.nioz.nl/intranet\\_pvtexel](https://intranet.nioz.nl/intranet_pvtexel)).
  - *Coffee hours for PhD students & postdocs:* Postdocs & PhD students in different departments hold coffee hours on a bi-weekly basis. Further, the postdocs organize meetings with PIs to discuss career paths once or twice a month.
  - *LGBTQIA+ community* (<https://intranet.nioz.nl/lgbtqia-community>): An employee resource group, that aims to empower and provide visibility for LGBTQIA+ employees and promote an inclusive culture at NIOZ. A culture where all peers and allies can feel valued, connected and safe to be their true selves, regardless of sexual orientation, gender identity or gender expression.
  - *NIOZ Early Career Scientists:* Initiative started during COVID-19 aiming to improve communication between Early Career Scientists. One of the goals of this group is also that it can be a platform where ECSs can seek support for any topic. Each department has a PhD and Postdoc representatives, they regularly (every 3 months) meet to talk about concerns. These representatives are also in contact with the HRM and Work council.
- **Activities/organizations in Texel and Den Helder:**
  - Special programs are organized by Texel Municipality for refugees on the island and inclusion program.
  - A Muslim group on Texel that supports people and helps them to follow their religion despite being in a rural area.
  - NIOZ participates in sport events organized on Texel as a team: For example: football and volleyball team(s) participate in the Texel leagues and clubs. Such clubs are open for everyone (<https://www.texelplaza.nl/beleefenontdek/bedrijven/-categorieren/-verenigingen/>)
- **Municipal services & businesses on Texel and in Den Helder:**
  - Texel's municipal services: <https://www.texel.net/en/about-texel/texels-municipal-services/>
  - Den Helder Gemeente (in Dutch): <https://www.denhelder.nl/>

- **Introductions for other minorities & resources:** There is currently no established fund to support membership fees. This must be discussed on an individual basis with the supervisor and may be supported through project funds.
  - Organizations in Europe to support minorities:
    - European Centre for Minority Issues: <https://www.ecmi.de/>
  - International organizations
    - Association for Women in Science (recent programs and speakers are actively involved in promoting minority women scientists): <https://www.awis.org/>
    - U.S. based organizations: National Association for Black Geoscientists (NABG, <http://www.nabg-us.org/>), GeoLatinas (<https://geolatinas.weebly.com/>)
- **Working hours:** As part of the Collective Labour Agreement for Research Institutes (CAO-OI) the daily standard maximum is 8 hours from Monday to Friday. Working hours can only recorded on weekends, office closure days and national holidays with permission from the supervisor. Working overtime is only possible by order of a supervisor. Overtime costs are charged to the work order/cost center. In case of a research cruise, extra hours and compensatory hours are allocated to the employee. Working hours are logged by the employee on the NIMS platform: [https://intranet.nioz.nl/intranet\\_nims](https://intranet.nioz.nl/intranet_nims)
- **Vacation:** A full-time employee works 40 hrs a week (two more hours than the standard work week in the Netherlands, which is 38 hrs), therefore employees get 338 hrs of paid vacation per calendar year.

### Skillset support resources

- **What skills or experiences are required for their work/coursework?** e.g., driving, hiking/outdoors activities, compass/GPS navigation, swimming/SCUBA, operating power tools, first aid, etc.
  - Project dependent and can be discussed with the supervisor.
  - Cruise participation requires Health checkup (valid for 2 years) and sea safety certificate (valid for 5 years). Both are covered by NIOZ (if available through project funding).
- What skills training is supported through the organization, how would someone acquire/improve these skills? What training is available prior to arrival? *Zeynep: look for more info on regulations. AVOM! : also bike buying! This is probably better mentioned in professional development*
- **Do they need to know how to code?** If so, what languages? (e.g., R, Matlab, Python) If they do not have this skill, what resources/training are available?
  - This is decided on an individual basis.
  - Bioinformatics course, individual R, Python and Machine learning groups are formed on teams that offer tutorials as well.
  - Volunteer based in-house trainings are always welcome and can be organized via HR

## Professional development resources

- **Available resources for training/development or best practices in:** Professional development courses are regularly offered through the NIOZ and are usually advertised via email.
  - When the training is related to your work and job description, NIOZ (or the project you are working on) will support/fund it. There is an application form can be found through intranet services of NIOZ. Applications are done through the HR and communicated through the department head or PI of the project.
  - Once the contract ends, NIOZ offers a transitional money (Dutch law CAO-I). This transitional money could be used as skill set support (such as coaching, specific training) or direct bank payment (with tax reduction).
  - *Proposal writing:* Grant proposal writing and presenting to funding committees workshop run through ElroyCom (<https://elroycom.nl/>) twice a year (once in the summer and once in the fall).
  - *Speaking with non-experts:* A one-day workshop offered through ElroyCom on how to speak about your science with non-experts in your field.
- **List fellowships, internships, summer experiences, field course opportunities**
  - Based on discussions in writing this deliverable, we are planning to create a list of opportunities for NIOZ early career scientists group that can be accessed by all members through Teams (see above). This will be curated by PhD students and postdocs.
  - Short list of fellowships and opportunities:
    - Advanced Climate Dynamics Courses: <https://www.uib.no/en/rs/acdc>
    - NWO Veni, Vidi, Vici: <https://www.nwo.nl/en/researchprogrammes/nwo-talent-programme/talent-scheme-information-meeting-veni-vidi-vici>
    - Marie-Curie Fellowship: [https://ec.europa.eu/research/mariecurieactions/actions/individual-fellowships\\_en](https://ec.europa.eu/research/mariecurieactions/actions/individual-fellowships_en)
- **Department meetings:** In Marine Microbiology & Biogeochemistry (MMB) department these meetings occur on a bi-weekly basis, and all PhD students and postdocs get an opportunity to present on their research once a year to the department. As our current working group only consists of members of the MMB department we are unable to comment on how other departments organize their meetings.
- **Colloquiums:** Colloquiums are organized by the colloquium committee (<https://intranet.nioz.nl/colloquium>).
  - We plan to talk to the colloquium committee about organizing individual meetings with outside speakers either before or after the colloquium.

## Outreach resources

- **Be A JEDI efforts:** Outline opportunities, expectations, benefits, and/or compensation for mentoring new hires and/or students who wish to engaged in belonging, accessibility, justice, equity, diversity, and inclusion (Be A JEDI) efforts



- “Buddy system”: New PhD students will be paired with more experienced students to make them feel welcome at NIOZ and to help them answer any questions they might have. This is currently being informally organized by PhD students, but in discussions with HR, they are working to formalize the program.
  - As part of the outcomes from URGE, we are looking into creating new opportunities to support new employees and/or students to encourage belonging, accessibility, justice, equity, diversity, and inclusion at NIOZ.
- **“Time tax”**: Explicitly acknowledge, discuss, and suggest policies to limit the “time tax” put on people of color for participation in Be A JEDI activities and support clear path for opting out
  - We do not currently have this at NIOZ, but we are looking to include this as part of our code-of-conduct.