

Promotion guide for research career line

This guide supports CWTS staff members in preparing a well-founded promotion request by structuring reflection across the function domains of the Research and Professor function profile matrix. This matrix as well as the promotion procedure are part of the CWTS career policy (current version 18 May 2026 [here](#)). The guide is designed to help articulate current performance, future ambitions, and readiness to develop into a higher function level. A promotion case needs to demonstrate sustained performance at the current function level and a clear, realistic trajectory for development into the next level.

A promotion request consists of two parts: 1) a personal reflection on your performance across the six function domains of the Research and Professor function profile matrix, and 2) supporting materials, including perspectives from relevant peers, collaborators, supervisors, and supervisees, as well as relevant examples of work, providing additional insights into performance and development across these six function domains.

Reflection

Please reflect on the following:

- Am I performing well at my current function level? How is this demonstrated?
- What knowledge and skills do I need to build to meet the expectations of the six function domains at the next function level? How am I investing in this?
- What kinds of training and/or mentoring would be needed to make a promotion to the next function level achievable?

Use the Research and Professor function profile matrix to determine which of the function domains listed below are relevant at your current and at the next function level. Focus your reflection on those, assess where your strengths lie, and where further development is needed.

Function domains

1. Scope of responsibility
 - Scope of responsibility (from smaller projects to teams, institute-level, and beyond).
 - Leadership

(use the [Leiden Leadership competences matrix](#))

2. Strategy
 - Awareness of strategy
 - Involvement in strategy development

- Contributions to strategy implementation
3. Research
 - Research expertise
 - Research contributions
 - Advising and supporting colleagues on research
 - Contributions to research directions within and beyond CWTS
 4. Projects and services
 - Project design, contribution, coordination and management
 - Acquisition
 5. Organizational culture and processes
 - Engagement with organizational culture and ways of working
 - Contributions and initiatives to improve processes
 - Role in fostering an open, safe and inclusive environment
 6. Supervision and mentoring
 - Experience in supervision and mentoring
 - Time investment and availability

Supporting materials

Supporting materials provide independent perspectives on your performance, development, and concrete examples of your work and achievements. These materials complement your self-reflection across the six function domains of the Research and Professor function profile matrix.

You may, for example, include feedback, reviews, or references from relevant peers, collaborators, supervisors, or supervisees who can speak to your work, or assessments such as project or services reviews. You may also include relevant examples of work such as reports, methodologies, datasets, public scholarship, or publications. These materials should showcase examples of your achievements and contributions, observations on your skills, your strengths, and your areas for improvement, and evidence of your development over time.

Promotion guide for project management career line

This guide supports CWTS staff members in preparing a well-founded promotion request by structuring reflection across the function domains of the Project Management function profile

matrix. This matrix as well as the promotion procedure are part of the CWTS career policy (current version 26 May 2026 [here](#)). The guide is designed to help articulate current performance, future ambitions, and readiness to develop into a higher function level. A promotion case needs to demonstrate sustained performance at the current function level and a clear, realistic trajectory for development into the next level.

A promotion request consists of two parts: 1) a personal reflection on your performance across the six function domains of the Project Management function profile matrix, and 2) supporting materials, including perspectives from relevant peers, collaborators, supervisors, and supervisees, as well as relevant examples of work, providing additional insights into performance and development across these six function domains.

Reflection

Please reflect on the following:

- Am I performing well at my current function level? How is this demonstrated?
- What knowledge and skills do I need to build to meet the expectations of the six function domains at the next function level? How am I investing in this?
- What kinds of training and/or mentoring would be needed to make a promotion to the next function level achievable?

Use the Project Management function profile matrix to determine which of the function domains listed below are relevant at your current and at the next function level. Focus your reflection on those, assess where your strengths lie, and where further development is needed.

Function domains

1. Scope of responsibility

- Scope of responsibility (from smaller projects to teams, portfolios, institute-level, and beyond).
- Leadership in projects and teams

(use the [Leiden Leadership competences matrix](#))

2. Strategy

- Awareness of strategy
- Involvement in strategy development
- Contributions to strategy implementation.

3. Projects and services

- Project design, execution, coordination and improvement
- Stakeholder management and collaboration
- Acquisition

4. Research

- Affinity with research fields and methods

5. Organizational culture and processes

- Engagement with organizational culture and ways of working
- Contributions and initiatives to improve processes
- Role in fostering an open, safe and inclusive environment

6. Supervision and mentoring

- Experience in supervision and mentoring
- Time investment and availability

Supporting materials

Supporting materials provide independent perspectives on your performance, development, and concrete examples of your work and achievements. These materials complement your self-reflection across the six function domains of the Project Management function profile matrix.

You may, for example, include feedback, reviews, or references from relevant peers, collaborators, supervisors, or supervisees who can speak to your work, or assessments such as project or services reviews. You may also include relevant examples of work such as reports, project plans, or dashboards. These materials should showcase examples of your achievements and contributions, observations on your skills and strengths, and your areas of improvement, and evidence of your development over time.