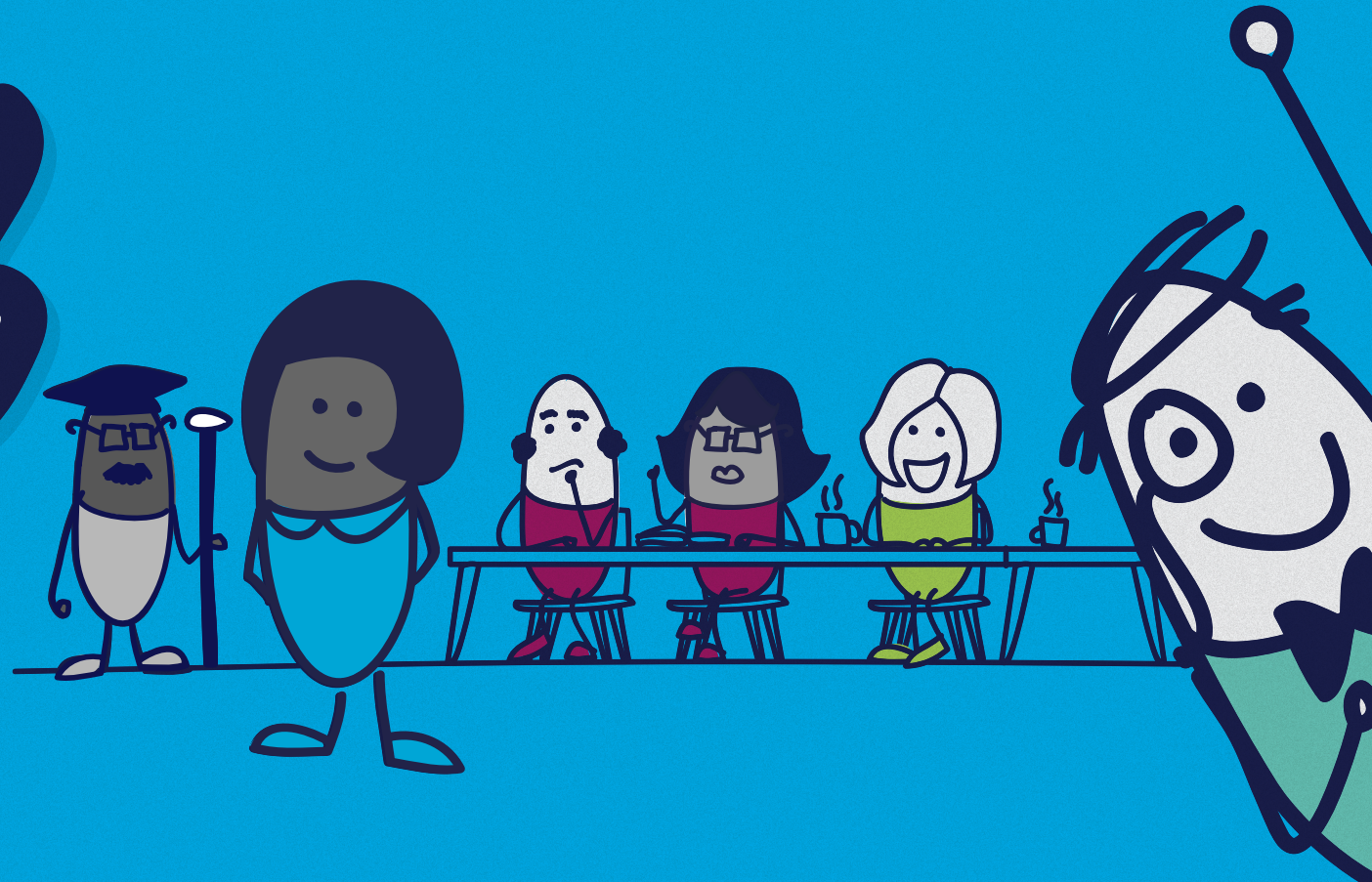• meeting guidelines   • roles & responsibilities   • doctoral education guidelines   • forms

IDE GRADUATE SCHOOL
2023
MEETING MANUAL

CONTENT & INTRODUCTION

MEET THE MANUAL

Doing a PhD is a collaboration. Central to this is the PhD candidate, but many other people are involved too. They collaborate with the PhD candidate in order to make it as successful as possible: supervisors, PhD mentors, and representatives of the departments and Graduate School. Throughout the PhD process, the collaboration includes a number of milestones; the mandatory progress meetings. These serve to facilitate and document the research progress. The meetings are the place to explain things, make plans and evaluate results. Depending on the type of meeting, different people collaborating in a PhD process are involved.

This manual describes who is present at which meeting, and explains who does what before, during, and after each meeting. And why. In the first year, five meetings serve to ensure that the PhD project gets a strong definition and gets off to a good start. In the later years up to the doctoral defence, there is a yearly progress meeting where the candidate gets feedback on the development of his skills.

And of course, in addition to these meetings, the candidate and supervisors have regular meetings about the research, the project, writing papers, and further development. But those are not in this manual.

You can find a digital copy of this manual, and the forms that are needed for each of the meetings, on the IDE-GS webpage (**www.tudelft.nl/en/ide/research/graduate-school/**) under *Process & Forms*.

Let's meet...

THE MEETINGS

On page three, please find an overview of the meetings along the planning of a PhD project from the moment the department registers the candidate with the Graduate School until the final exam: the doctoral defence. These meetings are mandatory for all PhD candidates at the faculty of Industrial Design Engineering. Most of the meetings are organised within the faculty, with exception of the **0-2 months PhD Startup Course** and the **doctoral defence**. These are university-wide affairs (hence these meetings are depicted in grey instead of blue).

The timing for these meetings is meant as a final deadline for when these meetings can take place. This is especially the case for the **9 months meeting** and the **12 months meeting**.

Each meeting is described on the following pages. The column on the left gives the general when, where, why, and how of the meeting, the diagram shows who is present at the meeting, and what each of them should do. When there are other people involved but not present (e.g., the department secretaries in setting up a meeting), these are mentioned in the text, but not visualized. There is also a pointer to the documents needed for the meeting (these can be found in the back of this manual and on the IDE-GS webpage).

In case any of the information in this document is in conflict with either the Doctoral Regulations or the Implementation Decree on the Doctoral Regulations, the latter 2 documents are leading.

MEETING OVERVIEW

	0-2 MONTHS meeting with the mentor **Get on board.**	**0-2 MONTHS** registration and onboarding **Enter the system.**	**3 MONTHS** phd-agreement meeting **Plan how to work together.**	**9 MONTHS** review meeting **Check if we're on course.**	**12 MONTHS** go/no-go meeting **Decide if we expect we can make it.**	**24/36/.. MONTHS** yearly progress meeting **Share feedback on performance.**	**DOCTORAL DEFENCE** **Get back to reality.**
PhD candidate							
Supervisory team							
PhD mentor							
Department head							
IDE-GS director							
External expert							
UGS							

ROLES & RESPONSIBILITIES

THE PHD CANDIDATE

The PhD candidate carries out the research plan as agreed with the supervisory team. This research has to eventually lead to a PhD dissertation. The TU Delft requires all PhD candidates in the Graduate School to not only develop their research skills through their research project, but to also work on their personal and professional skills with the Doctoral Education (DE) programme. Furthermore, the PhD candidate has to prepare the required progress reports, document progress in DMA and attend the organised events (e.g. PhD-day).

The PhD candidate has two areas of responsibility: research and teaching. At least 85% of the time should be devoted to research and related activities. The faculty guideline is that the PhD candidate is expected to take part in teaching up to 10% of his/her time (for in-house standard or contract PhD candidates).

In order to keep track of the progress of the PhD candidate a number of mandatory progress meetings are set up. An important meeting in this system is the **12 months meeting**. During this meeting the research results and competence development as well as the plan for the remainder of the PhD research will be evaluated. Upon a Go decision the PhD project is set to continue. In case of a No-Go decision, the PhD project, supervision and employment of the PhD candidate will be terminated.

THE SUPERVISORY TEAM

The supervisory team (consisting of promotor(s), co-promotor(s) & daily supervisor(s)) is responsible for the academic quality of the research. The supervisory team supervises the PhD candidate in both academic and personal development. The academic development of the PhD candidate into a creative and independent researcher plays a central role in this. The supervisory team is also responsible for monitoring the PhD candidate's progress, encouraging the taking of responsibility and stimulates the PhD candidate to write and publish academic articles throughout the PhD period. Transparency towards the PhD candidate in terms of progress and quality evaluation is key in this.

Each year, the supervisory team commits up to a total of 200 hours for supervising the PhD candidate (these hours should be divided among the supervisors). During the **3 months meeting**, agreements are made on the division of these hours among the supervisory team and on how these hours are planned in a meeting schedule.

THE PHD MENTOR

The IDE Graduate School assigns a PhD mentor to each PhD candidate. This is done at the start of the PhD project. PhD mentors are staff members with experience in doing a PhD and supervising PhD candidates. The PhD mentors act as a sounding board, provide PhD candidates with support in the process and alert them on potential bottlenecks and difficulties. The PhD mentor will also be present during all mandatory progress meetings within the PhD trajectory up to and including the **24 months meeting.** They ensure all topics are discussed and monitor the progress, but are not involved in the scientific content of the project.

THE DEPARTMENT (HEAD)

The department is responsible for the work done in the department, which includes research and supervision, recruitment and selection of people carrying out that work. For those reasons the department head takes part in the selection procedure of new PhD candidates and the **12 months meeting**.

THE DEPARTMENT SECRETARY

The secretary of the department of the PhD candidate schedules and arranges most meetings (as specified in the meeting details). The secretary is also responsible for the collection of all forms.

THE IDE GRADUATE SCHOOL (DIRECTOR)

The IDE GS director is responsible for policy and management of the Faculty Graduate School at Industrial Design Engineering (IDE-GS). The IDE GS director chairs the **12 months meeting**.

THE UNIVERSITY GRADUATE SCHOOL (UGS)

The UGS office handles university-wide matters for the Board for Doctorates. These include the **3 months onboarding course** and the procedure after the thesis manuscript has been approved by supervisors.

THE EXTERNAL EXPERT

The external expert who is invited to be present at the **12 months meeting** should meet the following criteria:

• Is not related to, or involved in, the research conducted by the PhD candidate.
• Is independent of the supervisors.
• Has expertise in the research area of the PhD candidate.
• Has at least obtained a doctorate degree.

The role of the external expert within the **12 months meeting** is to give advice about the progress of the candidate based on their expertise.

GRADUATE SCHOOL, JARGON & SPECIAL CIRCUMSTANCES

UNIVERSITY GRADUATE SCHOOL (UGS)

All TU Delft PhD candidates fall under the Graduate School. As a PhD candidate at the faculty of IDE you'll face both the University Graduate School (UGS) and the IDE Graduate School (IDE-GS). What's the difference between these two? How do they relate? And when to contact which one?

The UGS is the central organisation, responsible for all TU-wide affairs in relation to PhD candidates, Doctoral Education and the doctoral defence. Typically you'll get in touch with the UGS at the start of your PhD programme (for registration and onboardig) and at the end of your PhD programme (in order to arrange your defence). Besides that the UGS offers a wide range of Doctoral Education courses.

website: **graduateschool.tudelft.nl**

email: **graduateschool@tudelft.nl**

IDE GRADUATE SCHOOL (IDE-GS)

The IDE Graduate School is the faculty graduate school for Industrial Design Engineering and falls under the umbrella of the UGS.

The IDE-GS arranges PhD matters specific to the Faculty of Industrial Design Engineering. It organizes events for PhD candidates in the faculty, gives a number of courses, and arranges connections to the IDE research community. Typically, the meetings in this manual (the ones in blue on page 3) are organized by staff at IDE. We also provide information for candidates on opportunities and regulations, such as this meeting manual. Because not all faculties arrange meetings in the same way, look to IDE-GS for guidance on these meetings.

For questions about this document, please contact the IDE Graduate School.

website: **www.tudelft.nl/en/ide/research/graduate-school/**

email: **graduateschool-IDE@tudelft.nl**

JARGON

Affiliated documents - At most meetings (some of the) participants are asked to fill out a form or produce a report based on guidelines. These forms and guidelines are available at **www.tudelft.nl/en/ide/research/graduate-school/** under *Process & Forms*.

Board for Doctorates - The Board for Doctorates determines the doctoral regulations, appoints (co)promotor(s) and doctoral committees (forms A and C).

Department - Within the faculty of IDE we have 3 departments; Sustainable Design Engineering (SDE), Human-Centered Design (HCD) and Design, Organisation and Strategy (DOS).

DMA (Doctoral Monitoring Application) - dma.tudelft.nl - Online application, used to monitor the progress of PhD candidates.

Doctoral Education (DE) - A programme of courses and learning on the job activities, aimed at the development of your personal and professional skills. Mandatory for all PhD candidates at TU Delft. More information on page 17-18 of this manual.

Doctoral Regulations and Implementation Decree - The leading rules, regulations and guidelines for the PhD programme at TU Delft. The regulations are available on the UGS website.

Forms A,B,C,D - These forms are the milestones for the finalisation process of the PhD. *Form A* proposes the supervisory team, and comes into play after the **12 month meeting** (see page 28). Forms B,C,D are used at the end, after the final manuscript is approved and the doctoral committee is formed (forms not shown in this booklet).

PhD category - There are various types of PhD candidates: Standard-, Contract-, Internal-, and External PhD candidates. A detailed description of these categories is given on **www.tudelft.nl/en/ide/research/graduate-school/** under *Application & Admission*. This Meeting Manual applies to all.

SPECIAL CIRCUMSTANCES

The time frames in this document are based on calendar years. The times mentioned apply to all PhD candidates, also those external candidates working parttime on a longer track. If unforeseen circumstances (e.g. illness) require a shift, this should be arranged immediately with the IDE Graduate School director.

The previous page listed a number of roles which may be held by the same person, e.g. when a PhD mentor, department head, or GS director themselves are (co-) promotor. In that case appropriate delegation should be arranged in advance with the IDE Graduate School.

0-2 MONTHS MEETING WITH THE MENTOR

AIM OF THE MEETING
The aim of this meeting is for the PhD candidate and the mentor to get to know each other, to inform the PhD candidate about the way we work at IDE and what is expected from the PhD candidate during the PhD-agreement meeting.

MEETING SCHEDULE
• This meeting should take place as soon as a PhD mentor is assigned to the candidate, but at the latest **within 2 months** after the start of the project.
• This is a **1 hour** meeting.

MEETING INITIATION
The IDE Graduate School assigns a PhD mentor to the PhD candidate, and informs the PhD candidate, PhD mentor and the department secretary via email. Upon receiving this email the **PhD candidate** should contact the mentor to plan this meeting.

MEETING ATTENDEES
• PhD candidate
• PhD mentor

MEETING AGENDA
1. Introduction by the mentor
2. Role of the mentor
3. Role of the supervisors
4. Scope of the PhD project and embedding
5. Doctoral Education & how to earn credits
6. How all forms & approval systems protect the PhD candidate
7. What is expected from the PhD candidate in the mandatory meetings
8. How to prepare for the PhD-agreement meeting (the PhD Agreement form)
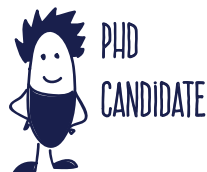
	PREPARATION	DURING THE MEETING	COMPLETION
PHD CANDIDATE	• Make the appointment with the mentor. • Read this document.	• Explain the scope of the PhD project and how it is embedded within a larger context. • Inform the mentor on the planned structure and frequency of supervision.	
PHD MENTOR		• Introduce the meeting. • Make sure all relevant topics are discussed. • Keep the agenda.	

0-2 MONTHS REGISTRATION AND ONBOARDING

AIM

Soon after your start you will receive an email from the UGS about registration and onboarding. You will be invited to submit all documents required for Graduate School registration and to participate in the PhD Startup course.

This course is meant to both inform you about the TU Delft PhD Programme, as well as engage you to share experiences, expectations and questions and answers about the things you run into, especially at the beginning of your PhD trajectory.

3 MONTHS PHD-AGREEMENT MEETING

AIM OF THE MEETING
The aim of this meeting is to set agreements for the PhD project. Specifically to agree upon the content of the PhD Agreement form and the Doctoral Education planning. If you'd want to apply for dispensation or exemption from (part of) the Doctoral Education programme, you should send your request during this meeting.

MEETING SCHEDULE
- This meeting should take place within **3 months** after the start of the project.
- This is a **1 hour** meeting.

MEETING INITIATION
This meeting is planned by the **department secretary** of the PhD candidate, as soon as the IDE-GS has informed the department on who will be the PhD mentor.

MEETING ATTENDEES
- PhD candidate
- Supervisory team (promotor(s), co-promotor, daily supervisor)
- PhD mentor

MEETING AGENDA
1. Introduction by the mentor
2. The research topic & its embedding in the research conducted at the faculty of IDE
3. Project planning
4. Doctoral Education planning, exemption/dispensation request (if applicable)
5. Teaching activities
6. Competency development
7. Supervision
8. Funding, costs & additional (external) agreements
9. Data Management Plan
10. Sign the *PhD Agreement form*
11. Fill out the *DE Exemption request form* / write the *DE Dispensation request letter* (if applicable)
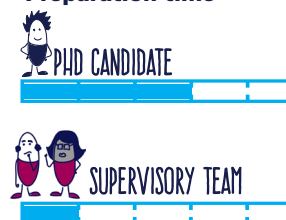
PHD-AGREEMENT FORM
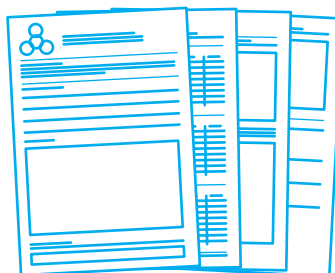
Description
In this form you put down the agreements on the research plan, competence assessment, Doctoral Education, supervision and teaching activities for the PhD project.
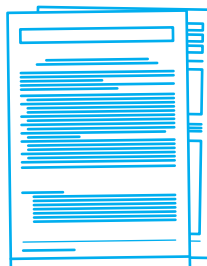
Preparation time

PHD CANDIDATE

SUPERVISORY TEAM

Tips & Tricks
- Don't forget to include the Research Plan in the attachment of this form.
- Make sure the form is signed by all parties during the meeting.
- The department secretary will get this form and its attachments to the IDE-GS director for signature.

DE EXEMPTION REQUEST FORM (IF APPLICABLE)

Description
If you've already completed some doctoral level course work prior to starting your PhD, you can request an exemption from part of the Doctoral Education programme via this form (can be found on https://www.tudelft.nl/io/onderzoek/graduate-school/process-forms/).

DE DISPENSATION REQUEST LETTER (IF APPLICABLE)
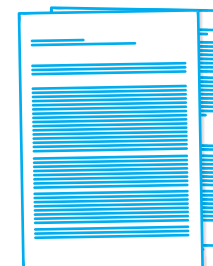
Description
In exceptional cases you might be granted full dispensation from the Doctoral Education programme. In order to apply for this you have to send a request letter to the IDE-GS, specifying your prior experience and how this relates to the Doctoral Education programme.

More information on exemption and dispensation from the Doctoral Education programme and how to apply for this can be found on the UGS website, under *Doctoral Education Programme, in the document 'DE Requirements, Conditions & Costs'*.

Don't forget to hand the forms to the department secretary **within 1 week** after the meeting, please.

3 MONTHS PHD-AGREEMENT MEETING

	PREPARATION	DURING THE MEETING	COMPLETION
PHD CANDIDATE	• Fill out the *PhD Agreement form*. • Discuss the content of the *PhD Agreement form* with the supervisors. • Forward the final version of the *PhD Agreement form* to all meeting attendees **1 week** prior to the meeting	• Discuss the content of the *PhD Agreement form* with the supervisory team. • Come to an agreement on the (structure and frequency of) supervision, the research proposal, the DE programme and other aspects of the PhD project. • Fill out the *DE Exemption request form* / write the *DE Dispensation request letter* (if applicable).	• Send the *DE Exemption/Dispensation request* to the IDE-GS with a CC to your supervisors within **1 week** (if applicable)
SUPERVISORY TEAM	• Give input for the *PhD Agreement form* of the PhD candidate. • Read the *PhD Agreement form* sent by the PhD candidate. • Prepare feedback on the competence development.	• Approve the plans of the PhD candidate or discuss alterations. • Prepare the PhD candidate for the **9 months meeting** by making agreements on the criteria for this meeting and the way in which assessment will take place. • Sign the *PhD Agreement form*. • Fill out the *DE Exemption request form* / write the *DE Dispensation request letter* (if applicable).	• Promotor: Hand in the signed *PhD Agreement form* to the department secretary within **1 week**.
PHD MENTOR	• Read the *PhD Agreement form* sent by the PhD candidate.	• Introduce the meeting. • Keep the agenda. • Give advice for courses and project outlines (refer to the Doctoral Education coordinator of the IDE Graduate School). • Make sure all relevant topics have been discussed.	

9 MONTHS REVIEW MEETING

AIM OF THE MEETING
The aim of this meeting is to evaluate the progress of the PhD project and to prepare for the Go/No-Go meeting.

MEETING SCHEDULE
- This meeting should take place within **9 months** after the start of the project.
- This is a **1 hour** meeting.

MEETING INITIATION
This meeting is planned by the **department secretary** of the PhD candidate, as soon as the IDE-GS has informed the department on who will be the PhD mentor.

MEETING ATTENDEES
- PhD candidate
- Supervisory team (promotor(s), co-promotor, daily supervisor)
- PhD mentor

MEETING AGENDA
1. Introduction by the mentor
2. Presentation by the PhD candidate (20 mins)
3. Reflection on the preceding period (research, personal development & Doctoral Education) (10 mins)
4. Evaluation of the supervision (10 mins)
5. Evaluation of the PhD candidate's progress by the supervisory team, giving a provisional Go/No-Go (including explicit statement of what needs to be done to achieve a 'Go') (10 mins)
6. Evaluation of competency development
7. Fill out and sign the review form (5 mins)
8. Decide upon 2 options for the external expert* for the Go/No-Go meeting (5 min)

*: External expert role is defined on page 4

9 MONTHS REPORT (GUIDELINES)
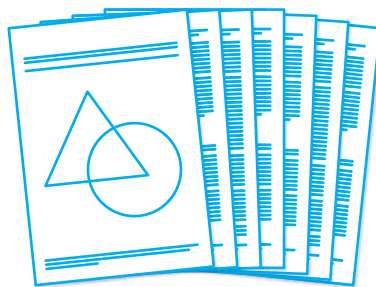
Description
In the *9 months report* (and presentation based on the report) the PhD candidate provides the supervisory team the information needed to assess the quality of progress of the PhD candidate.

Preparation time
PHD CANDIDATE

SUPERVISORY TEAM

Tips & Tricks
- Stick to the topics and number of pages described in the *9 months report guidelines*.
- Consult with the supervisory team while writing this report.
- Don't forget to prepare a 20 mins presentation on the content of the report.

REVIEW FORM

Description
The *review form* is filled out during the **9 months meeting**. In this form the supervisory team states what needs to be done in order for the PhD candidate to get a Go at the **12 months meeting**.

Preparation time
PHD CANDIDATE

SUPERVISORY TEAM

Tips & Tricks
- Make the agreements on the form actionable and measurable.
- Make sure the form is signed by all parties during the meeting.
- Consult HR in case of a provisional No-Go decision.

Don't forget to hand the forms to the department secretary **within 1 week** after the meeting, please.

9 MONTHS REVIEW MEETING

	PREPARATION	DURING THE MEETING	COMPLETION
PHD CANDIDATE	• Write the *9 months report* based on the *9 months report guidelines*. • Discuss the *9 months report* with the supervisors. • Forward the final version of the *9 months report* to all meeting attendees **1 week** prior to the meeting. • Prepare a presentation (20 mins) about the contents of the *9 months report*. • Prepare reflection on the competence development (see also p32-34 of this manual).	• Give a presentation on the contents of the *9 months report* (20 mins).	• Incorporate the additions and alterations from this meeting into the *12 months report* (which is built upon the *9 months report*).
SUPERVISORY TEAM	• Give input for the *9 months report* of the PhD candidate. • Read the *9 months report* sent by the PhD candidate. • Prepare feedback on the competence development (see also p32-34 of this manual).	• Hear the presentation. • Ask questions and give advice. • Give an evaluation of the candidate's progress, and competence development; • state if the current progress would suffice for a Go, or would lead to a No-Go. Indicate what needs to be achieved for a Go and indicate how assessment will take place. • Fill out and sign the *review form*. • Decide on the external expert* (and backup) for the **12 months meeting**.	• Promotor: Invite the external expert* for the **12 months meeting**. • Promotor: In case of a provisional No-Go decision, consult with Human Resources. • Promotor: Hand in the *review form* to the department secretary within **1 week**.
PHD MENTOR	• Read the *9 months report* sent by the PhD candidate.	• Introduce the meeting. • Keep the agenda. • Hear the presentation. • Ask questions and give advice. • Make sure all relevant topics have been discussed.	

12 MONTHS GO/NO-GO MEETING

AIM OF THE MEETING

The aim of this meeting is to assess whether the progress and quality of the PhD project meet expectations and to supply the PhD candidate with advice and feedback. Based upon this the supervisory team decides on a Go or a No-Go for the remainder of the PhD trajectory. The mentor puts the main points of advice from this meeting in a Recommendation letter for the PhD candidate.

MEETING SCHEDULE

• This meeting should take place within **12 months** after the start of the project.
• This is a **2 hour** meeting.

MEETING INITIATION

This meeting is planned by the **department secretary** of the PhD candidate, as soon as the IDE-GS has informed the department on who will be the PhD mentor.

MEETING ATTENDEES

• PhD candidate
• Supervisory team (promotor(s), co-promotor, daily supervisor)
• PhD mentor
• Head of the department
• IDE-GS director
• External expert*

MEETING AGENDA

The PhD candidate should leave the room for points 4 and 5 on the agenda.

1. Introduction by the IDE-GS Director
2. Presentation by the PhD candidate (20 mins)
3. Discussion (40 mins)
4. Recommendation by committee (20 mins)
5. Formal Go/No-Go decision by promotors (5 mins)
6. Fill out and sign the Go/No-Go form and Form A (10 mins)
7. Conclusion (5 mins)

*: External expert role is defined on page 4

12 MONTHS REPORT (GUIDELINES)
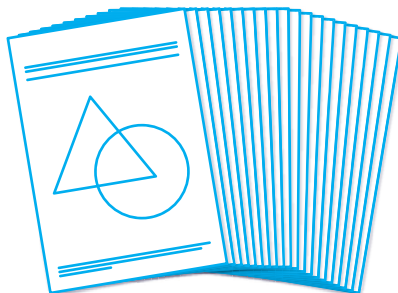
Description
The *12 months report* is an iteration of the *9 months report* which was prepared for the **9 months review meeting**. In the *12 months report* the PhD candidate elaborates on the progress that has been made so far.

Preparation time
PHD CANDIDATE
SUPERVISORY TEAM

Tips & Tricks
• Stick to the topics and number of pages described in the *12 months report guidelines*.
• Consult with the supervisory team while writing this report.
• Don't forget to prepare a 20 mins presentation on the content of the report.

GO/NO-GO FORM

Description
In the *Go/No-Go form* the decision of the supervisory team on the continuation of the project is stated. This decision is supported by a motivation. The advice of the committee members is also included in this form.
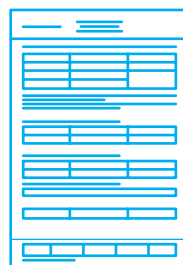
Preparation time
PHD CANDIDATE
SUPERVISORY TEAM

Tips & Tricks
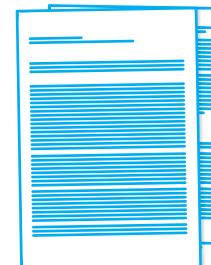• Make sure the form is signed by all parties during the meeting.

FORM A

Description
Form A is filled out during the meeting. This form is used to request the formal assignment of the supervisory team by the Board for Doctorates.

RECOMMENDATION LETTER

Description
The recommendation letter, which is signed by the PhD mentor and the Director of the IDE-GS, summarizes the recommendations and suggestions provided during the meeting. It is prepared by the mentor immediately after the meeting.

Don't forget to hand the forms to the department secretary **within 1 week** after the meeting, please.

12 MONTHS GO/NO-GO MEETING

	PREPARATION	DURING THE MEETING	COMPLETION
PHD CANDIDATE	• Write the *12 months report* based on the *12 months report guidelines*. • Discuss the *12 months report* with the supervisors. • Forward the final version of the *12 months report* to all meeting attendees **2 weeks** prior to the meeting. • Prepare a presentation (20 mins) about the contents of the *12 months report*.	• Give a presentation (20 mins). • Discuss the work with the committee. • Leave the room for points 4 and 5 on the meeting agenda.	• In case the candidate disagrees with a No-Go decision the PhD candidate can lodge an objection **within 6 weeks** after the decision (refer to the Doctoral Regulations for further details).
SUPERVISORY TEAM	• Give input for the *12 months report* of the PhD candidate • Read the *12 months report* sent by the PhD candidate. • Inform the PhD candidate, PhD mentor and Head of the department on the intended decision (at least **1 week** prior to the meeting)	• Hear the presentation. • Can ask clarifying questions. • Make the Go/No-Go decision. • Inform the PhD candidate on the decision. • Fill out the *Go/No-Go form*. • Fill out the appropriate version of *Form A*.	• Promotor: In case of a No-Go: **immediately** inform HR, the department secretary and IDE Graduate School. • Promotor: Hand in the *Go/No-Go form* and *Form A* to the department secretary **within 1 week**.
PHD MENTOR	• Read the *12 months report* sent by the PhD candidate. • Inquire with the supervisory team what the intended decision is.	• Keep the agenda. • Ask questions. • Does not pass judgement on the Go/No-Go review. • Make sure all relevant topics have been discussed. • Take notes for the *Recommendation letter*.	• Write a *Recommendation letter* of the meeting on behalf of the IDE-GS director and forward it **within 1 week** to the IDE-GS office (who will get this document signed by the IDE-GS director, forward it to all meeting attendees and upload it to DMA).
IDE-GS DIRECTOR	• Read the *12 months report* sent by the PhD candidate.	• Introduce and chair the meeting.	• Sign the *Recommendation letter*.
HEAD OF THE DEPARTMENT	• Read the *12 months report* sent by the PhD candidate.	**COMMITTEE** • Hear the presentation. • Act as an opponent in the discussion. • Give recommendations for the research project. • Advise the supervisory team on the Go/No-Go decision. This is recorded on the *Go/No-Go form*.	
EXTERNAL EXPERT	• Read the *12 months report* sent by the PhD candidate.		

24/36/.. MONTHS YEARLY PROGRESS MEETING

AIM OF THE MEETING
The aim of this meeting is to evaluate the progress of the PhD candidate and to discuss future goals. There are special attention points for the 24, 36 and 48 months (if applicable) meeting.

MEETING SCHEDULE
- This meeting should take place on a yearly basis within **24/36/.. months** after the start of the project. These meetings continue annually until the manuscript has been approved with *Form B*.
- This is a **1 hour** meeting.

MEETING INITIATION
The **department secretary** plans this meeting on a yearly basis after receiving the forms of the Go/No-Go meeting or Yearly Progress Meeting.

MEETING ATTENDEES
- PhD candidate
- Supervisory team (promotor(s), co-promotor, daily supervisor)
- PhD mentor (**only at 24 month meeting**)

MEETING AGENDA
1. Introduction by the mentor
2. Discuss self reflection
3. Discuss Doctoral Education progress
4. Discuss competences
5. Feedback on development
6. Agreements and planning for the upcoming period
7. Future plans and feedback on supervision
8. Fill out and sign the relevant *Progress Meeting form*

PROGRESS MEETING FORM

Description
On this form both the PhD candidate and the supervisory team assess the competences of the PhD candidate.

Preparation time

PHD CANDIDATE

SUPERVISORY TEAM

Tips & Tricks
- The competences on these forms are in line with the Doctoral Education competences. Courses from the Doctoral Education programme can be used to improve on these competences.

Don't forget to hand the forms to the department secretary **within 1 week** after the meeting, please.

24/36/.. MONTHS YEARLY PROGRESS MEETING

	PREPARATION	DURING THE MEETING	COMPLETION
PHD CANDIDATE	• Fill out the appropriate sections on the relevant Progress Meeting form. • Forward the *Progress Meeting form* to all meeting attendees 2 weeks prior to the meeting. • Prepare reflection on the competence development (see also p32-34 of this manual).	• Check and discuss the progress (see points 2-7 of the meeting agenda). • Special attention should be paid to the Doctoral Education progress. • Fill out and sign the *Progress Meeting form*.	• **After the 36 months meeting** - initiate the process of acquiring the *Doctoral Education certificate*.
SUPERVISORY TEAM	• Read the *Progress Meeting form* sent by the PhD candidate. • Prepare feedback on competence development (see also p32-34 of this manual).	• Check and discuss the progress (see points 2-7 of the meeting agenda). • Special attention should be paid to the Doctoral Education progress, in relation to the competences. • Fill out and sign the relevant *Progress Meeting form*.	• Promotor: Hand in the *Progress Meeting form* to the department secretary **within 1 week**.
PHD MENTOR (only at 24 months meeting)	• Read the *Progress Meeting form* sent by the PhD candidate.	• Introduce the meeting. • Keep the agenda. • Make sure all relevant topics have been discussed. *(At the 36M and further this is a task for the daily supervisor)*	

DOCTORAL DEFENCE

After finishing the thesis and the Doctoral Education programme, the Doctoral Defence takes place. The aim of this meeting is the defence and examination of the PhD dissertation. Details on this meeting are specified in the Doctorate Regulations, as this is a TU wide affair.

In preparation of this meeting the thesis and propositions need to be approved by the supervisors (Form B,C,D). Also, Doctoral Education has to be completed and approved by the supervisory team and the Graduate School before a date can be set. As soon as the PhD candidate has completed the Doctoral Education programme and filled out all activities in DMA s/he informs the IDE Graduate School (**graduateschool-ide@ tudelft.nl**). If the supervisory team has approved the programme and it fulfills all requirements, the Doctoral Education Certificate will be issued. You can always reach out to us if you need help (e-mail address above).

The Doctoral Defence is organised via the UGS.

FINISHING DOCTORAL EDUCATION

You can't get a date for your doctoral defence without your Doctoral Education certificate. So make sure you've completed your Doctoral Education programme with your application for the Doctoral Education certificate well before handing in your dissertation. More information on how to obtain the Doctoral Education certificate can be found on page 18.

PLANNING & PREPARATION

The entire process of planning and preparation for the doctoral defence is coordinated by the University Graduate School (UGS). So please refer to the UGS website (graduateschool. tudelft.nl) for information on the procedures for planning your doctoral defence.

DOCTORAL EDUCATION

Besides doing your research another important aspect of obtaining your PhD-degree at TU Delft is the Doctoral Education (DE) programme. In this programme you'll work on the development of your personal and professional skills via courses and learning on the job activities.

RELATION TO COMPETENCES & EVALUATION CRITERIA

Each year the progress of the PhD candidate is evaluated based on a specified set of competences and skills. The DE programme is set up to support the PhD candidate in improving these competences and skills.

PLANNING YOUR DOCTORAL EDUCATION PROGRAMME

In preparation for your **3 months PhD-agreement meeting** you create a plan for your personal Doctoral Education programme. You do this in consultation with your supervisory team. This planning isn't set in stone and can be adjusted to your needs along the way. But keep in mind that this always has to be done in consultation with your supervisory team.

You should keep track of your Doctoral Education activities in the Doctoral Monitoring Application (DMA).

OUTLINES

As a PhD-candidate at TU Delft, you're required to complete the Doctoral Education programme to an amount of 45 GS-Credits (1 GS-Credit = 8 hours of coursework + 4 hours

of preparation/assignments). The DE programme is divided into three skill categories:

Discipline related skills
The discipline related skills category focuses on giving you a greater breadth and depth of knowledge in the field of your doctoral research.

Research skills
The focus of the research skills category is to improve your ability to conduct scientific research, and improve your skills needed for a role as a researcher in an academic environment.

Transferable skills
The transferable skills category focuses on personal and professional development, which will help you now and in your future career.

HOW TO EARN CREDITS

In all three categories of Doctoral Education you can obtain credits by taking courses. In the research skills category you can also obtain credits by Learning on the Job.

Learning on the Job
Learning on the Job only applies to the research skills category. It consists of a number of research activities which are part of your PhD research, such as writing a research proposal or giving a presentation. You should complete a minimum of 5 (up to a maximum of 15) GS-Credits in the research skills category through Learning on the Job. The list of Learning on the Job activities and the credits associated with them is given in the Learning on the Job overview.

This is available for download on the IDE Graduate School website.

Courses
Courses can be taken for all three categories of Doctoral Education. For each course you can get a maximum of 5 GS-Credits. Courses can be obtained from a variety of providers.

• TU Delft University Graduate School
• IDE Graduate School
• MSc courses
• IDE Masterclasses
• Online courses
• Other providers

Check the IDE Graduate School website (**www.tudelft.nl/ en/ide/research/graduate-school/**) for more information on where to obtain courses.

MANDATORY COURSES

The following courses are obligatory for all IDE PhD candidates.

Discipline related
• IDE Research Course (IDE-GS course)

Transferable
• PhD Start-Up (UGS course)
• Career Development Course (1 GS-credit minimum, either via UGS courses, or elsewhere)

DOCTORAL EDUCATION

RULES & REGULATIONS
Please keep the following rules and regulations in mind when planning your Doctoral Education programme.

General
- The outlines of your Doctoral Education programme must be made in consultation with your supervisory team.

Learning on the Job
- Learning on the Job can only be used for the **Research skills** category.
- Only activities from the *Learning on the Job activities table* are eligible for Learning on the Job credits.

Credits
- You can obtain a maximum of 5 GS-credits per course.
- You can obtain a maximum of 4 GS-credits via language courses.
- You have to obtain a minimum of 5 GS-credits and a maximum of 15 GS-credits via Learning on the Job.
- You can usually find information on the workload of the course and translate that to GS credits: in general, 1 GS credit is 12 hours of work
- For MSc courses 1ECTS = 1 GS-credit, the credits may only be included if you pass the exam.
- You can only take each course once for GS-credits.

Registration of credits
- In order for to obtain credits for attending a course you have to get the *course attendance form* signed by the lecturer of the course. This applies to all courses and workshops. The only exception is Learning on the Job, for which no *course attendance form* is required.
- All Doctoral Education activities must be registered in DMA and be approved by your supervisory team.

COMPLETION
When you have finished your Doctoral Education, you have to apply for the Doctoral Education Certificate (which you need in order to get a date for your Doctoral Defence Ceremony). The process of applying for the Doctoral Education Certificate is as follows:

1. Make sure all your courses and Learning on the Job activities are registered in DMA correctly (for the courses make sure you have uploaded the course attendance forms as well)

2. Ask your supervisory team for approval of your Doctoral Education programme

3. Send an email to **graduateschool-ide@tudelft.nl** asking for a final check of your Doctoral Education programme

4. The IDE Graduate School checks your Doctoral Education programme. If you fulfil all requirements you'll get the Doctoral Education Certificate. If not, you'll be informed on how to proceed.

> Make sure you apply for the Doctoral Education certificate well on time, preferably around the **36 months meeting**.

The IDE Graduateschool occassionally organises a workshop on the requirements, common mistakes and frequently asked questions around finishing your Doctoral Education programme. Contact graduateschool-IDE@tudelft.nl for upcoming dates.

EXEMPTION & DISPENSATION
In some cases a PhD candidate can get a partial exemption from certain parts of the Doctoral Education programme, or complete dispensation from the entire Doctoral Education programme.

In order to qualify for exemption or dispensation the PhD candidate and supervisory team have to enter a request to the Board for Doctorates at the **3 months PhD-agreement meeting** (this request has to be received within 4 months after the start of the PhD project).

More details on the regulations for exemptions and dispensation can be found at the UGS website.
For your FGS approval, send your request to graduateschool-ide@tudelft.nl.

FORMS & GUIDELINES

On the next pages you'll find an overview of all forms and guidelines affiliated with the meetings of this manual.

Download the A4 printable version of these forms and guidelines from the IDE Graduate School website under *Process and Forms*.

www.tudelft.nl/en/ide/research/graduate-school/

3 MONTH PHD-AGREEMENT MEETING

9 MONTHS REVIEW MEETING

12 MONTHS GO/NO-GO MEETING

24/36/.. MONTHS YEARLY PROGRESS MEETING

COMPETENCES / DOCTORAL EDUCATION

3 MONTHS MEETING PHD AGREEMENT FORM

PHD-AGREEMENT FORM
to be filled out prior to/during the **PhD-agreement meeting** (@ 3 months)
details on this meeting are available in the IDE Graduate School Meeting Manual

WHY FILL OUT THIS FORM
At the beginning of the project the collaborating parties (e.g. PhD candidate & supervisory team) need a clear agreement on what to expect from each other, how the collaboration is arranged and whether special facilities are needed to secure the execution of the PhD-project.

PROJECT DETAILS

Full name of PhD candidate:

Employee number:

PhD start date:

Date PhD-agreement meeting:

Intended promotor(s):

Daily supervisor/intended co-promotor:

PhD-mentor:

DESCRIPTION OF THE RESEARCH
Please give a 200-300 words description of the research topic and its connection to the research portfolio of IDE.

RESEARCH PLAN
Please attach the planning for the research work. Clearly indicating planned studies, publications, milestones, other research activities and Doctoral Education activities with the timeframe in which these activities will take place.

attached file:

DEVELOPMENT OF COMPETENCES AND SKILLS
The TU Delft has defined a set of competences which suit the profile of a PhD candidate at this university. During your time as a PhD candidte at TU Delft you should work on developing these competences. The Doctoral Education programme is aligned with these competences. So link the development of these competences to the activities you plan to do in your Doctoral Education programme.

PhD candidate preparation
In preparation for the meeting please assess your development on the competences below in relation to the **UGS DE Competences Model**. And indicate where/how improvements can be made. Refer to the **UGS Competency Development Guide** for a definition of the competence levels.
Translate this assessment to a plan for your Doctoral Education programme, which should be included as an attachment to this form.

During the meeting
During the meeting the PhD candidate and the supervisory team discuss each competence, set priorities and formulate concrete goals and actions. Coming to a clear plan on which competences are to be developed during the first year.

1= needs further development, 2= at requested level, 3= exceeds requested level.

Competence:	Level:	Goals and actions:
Discipline related skills		
D1. Scientific Knowledge Acquires and internalises existing scientific knowledge in the field of the PhD project.	○ 1 ○ 2 ○ 3	
D2. Engineering & Design Acquires and internalises the design and engineering skills to execute the PhD project.	○ 1 ○ 2 ○ 3	
Research skills		
R1. Research Management Formulates and designs the research strategy including the planning and carrying out of the project and evaluation/validation.	○ 1 ○ 2 ○ 3	
R2. Academic Thinking Evaluates the value of a statement or a fact, to question matters and to make clear reasoned judgements. Is able to actively and creatively look for improvement.	○ 1 ○ 2 ○ 3	
R3. Academic Attitude Makes choices that reflect integrity and responsible behaviour and works in line with the TU Delft scientific code of ethics.	○ 1 ○ 2 ○ 3	
Transferable skills		
T1. Effective Communication Passes on ideas and opinions to diverse audiences in a clear language. Is able to prepare and give clear and fluent presentations in a confident manner.	○ 1 ○ 2 ○ 3	
T2. Working with Others Works well with academic staff, peers and supervisor; sets a tone of cooperation within the work group and across groups; coordinates own work with others; values working relationships; when appropriate facilitates discussion before decision-making process is complete.	○ 1 ○ 2 ○ 3	
T3. Teaching, supervising & coaching Inspires students to develop knowledge and skills.	○ 1 ○ 2 ○ 3	
T4. Self-management Manages time effectively and maintains a healthy work-life balance with an assertive, creative and confident attitude as well as being able to deal with change, stress and procrastination.	○ 1 ○ 2 ○ 3	

3 MONTHS MEETING PHD AGREEMENT FORM

TEACHING PLAN

The PhD candidate has two areas of responsibility: research and teaching. At least 85% of the time should be devoted to research and related activities. The faculty guideline is that the PhD candidate is expected to take part in teaching up to 10% of his/her time (for in-house standard or contract PhD candidates).

Please give a description and planning of the teaching and/or educational activities:

SUPERVISION PLAN

The supervisory team commits upto a total of 200 hours of supervision for each year as needed (to be divided among the supervisors). Please describe the way in which supervision will take place and how the supervision hours will be divided among the supervisory team.

ADDITIONAL (EXTERNAL) AGREEMENTS

Please describe any additional conditions for this project (e.g. scholarship-conditions, project-partner agreements, mandatory presence/absence, requested progress declarations, etc.)

DATA MANAGEMENT PLAN

TU Delft has an Open Data policy, which requires researchers to manage data responsibility. What type of data does the team expect to gather, how will it be stored, and how is privacy and security dealt with. If applicable, file for approval by the Human Research Ethics Committee (HREC).

AGREEMENT

As agreed upon by (please also sign attachments):

Signature intended promotor(s):

Signature daily supervisor/intended co-promotor:

Signature PhD candidate:

Signature PhD-mentor:

Signature IDE-GS director:

3 MONTHS MEETING DE EXEMPTION REQUEST FORM

Application form for DE Exemption Requests

Guidelines and Procedure for
Doctoral Education (DE) Exemption Requests

Please keep in mind that the idea behind the Doctoral Education programme is to allow PhD candidates to further develop themselves and invest in their professional growth. The aim of the Graduate School is to deliver excellent doctors on the labour market.
The DE Programme is expected to support them with their growth towards excellence. Exemption for parts of the DE programme will therefore only be granted by exception.

1. Doctoral Education exemption requests are made by the PhD candidate to the director of their Faculty Graduate School.
2. In order to request a Doctoral Education exemption, please formulate your request following the below exemption request guidelines, in consultation with your supervisor, and submit it to your Faculty GS. Please enclose copies of your course transcript(s)/certificates.
3. If your exemption request is complete, your request will be reviewed by your Faculty GS director.
4. The result of your exemption request will be sent to you no later than four weeks (with exception of the summer holiday) after the Faculty GS receives your application and has deemed it complete. This result will be sent to you via e-mail from your Faculty Graduate School. This e-mail will also be sent to your promotor and to the University GS.
5. The exemption request should be sent within the first year of your PhD.
6. The total exemption request should be for a minimum of 5 GS credits.
7. Per course, you can receive an exemption of maximum 5 GS credits.

Send your exemption form via e-mail to your Faculty Graduate School, cc to your promotor.

N.B.

- Please note that if you are granted an exemption for <u>more than 15 Graduate School credits, for courses</u>, you will no longer be eligible for the DE certificate. However, you are still required to complete the remainder of the DE programme.
- This form cannot be used for dispensation requests (i.e. complete exemption from all DE requirements). For more information about dispensation requests, please refer to the GS website.

Challenge the future

Name of PhD candidate

Employee nr.

Faculty Graduate School

Please give a general explanation as to why you are applying for a Doctoral Education exemption. (e.g. you started your PhD at another university and have followed courses there.):

Please state your precise exemption request by providing the following information:

- Specify the total number of GS credits you are requesting an exemption for per DE category (i.e. discipline-related, research or transferable skills);
- Describe the professional experience that you have gained /courses that you have followed that justify your exemption request. State the competence category that you have developed through this experience/course.

Example: May I have an exemption of 10 GS credits for the category Research-related skills. I am asking for this exemption because, while working as a researcher at company 'X' I have followed a 5-day course on Research Design at Research School 'Y' and 5-day course on Scientific Integrity for doctoral students at University 'Z'. Enclosed are copies of my course certificates.

9 MONTHS MEETING REVIEW FORM

TU Delft - Industrial Design Engineering Graduate School - 2020

REVIEW FORM

to be filled out during the **Review meeting** (@ 9 months)
details on this meeting are available in the IDE Graduate School Meeting Manual

WHY FILL OUT THIS FORM

In the run-up to the 12 months Go/No-Go meeting, it is important to make explicit what the supervisory team expects from the PhD candidate in order to give a Go for the remainder of the project.

PROJECT DETAILS

Full name of PhD candidate:

Employee number:

PhD start date:

Date Review meeting:

intended promotor(s):

Daily supervisor/intended co-promotor:

PhD mentor:

PROVISIONAL GO/NO-GO DECISION

Decision by supervisory team	intended promotor(s)	daily supervisor/intended co-promotor
⦿ Provisional Go	signature:	signature:
◯ Provisional No-Go	date:	date:

Agreements on what needs to be achieved for a Go and the means of assesment:

Seen by the PhD candidate:

Seen by the PhD mentor:

COMPETENCES

The left part of this section is to be filled out by the PhD candidate prior to the meeting. The right part is to be filled out by the supervisory team either prior to, or during the meeting. It is also possible to add competences which are not listed below. The competences below are in line with the **Doctoral Education competences.**

PhD candidate
Please identify your performance on all relevant competences and indicate where improvements can be made. Clearly state whether these competences are subject to further development, or are satisfactory developed in your opinion.

Supervisory team
Give feedback on all relevant competences, especially where difference of opinion with the PhD candidate appears. And provide the PhD candidate with scores on each of the relevant competences using the following scoring system:
1= needs further development, 2= at requested level, 3= exceeds requested level

PhD candidate reflection:	Competence:	Supervisory team score:	feedback:
	D1. Scientific Knowledge Acquires and internalises existing scientific knowledge in the field of the PhD project.	⦿ 1 ◯ 2 ◯ 3	
	D2. Engineering & Design Acquires and internalises the design and engineering skills to execute the PhD project.	◯ 1 ◯ 2 ◯ 3	
	R1. Research Management Formulates and designs the research strategy including the planning and carrying out of the project and evaluation/validation.	◯ 1 ◯ 2 ◯ 3	
	R2. Academic Thinking Evaluates the value of a statement or a fact, to question matters and to make clear reasoned judgements. Is able to actively and creatively look for improvement.	⦿ 1 ◯ 2 ◯ 3	
	R3. Academic Attitude Makes choices that reflect integrity and responsible behaviour and works in line with the TU Delft scientific code of ethics.	⦿ 1 ◯ 2 ◯ 3	
	T1. Effective Communication Passes on ideas and opinions to diverse audiences in a clear language. Is able to prepare and give clear and fluent presentations in a confident manner.	⦿ 1 ◯ 2 ◯ 3	
	T2. Working with Others Works well with academic staff, peers and supervisor; sets a tone of cooperation within the work group and across groups; coordinates own work with others; values working relationships; when appropriate facilitates discussion before decision-making process is complete.	⦿ 1 ◯ 2 ◯ 3	
	T3. Teaching, supervising & coaching Inspires students to develop knowledge and skills.	⦿ 1 ◯ 2 ◯ 3	
	T4. Self-management Manages time effectively and maintains a healthy work-life balance with an assertive, creative and confident attitude as well as being able to deal with change, stress and procrastination.	⦿ 1 ◯ 2 ◯ 3	
		◯ ◯ ◯	

9/12 MONTHS MEETING REPORT GUIDELINES

9 MONTHS & 12 MONTHS REPORT
GUIDELINES

All PhD candidates are required to prepare these reports based on these guidelines (format & lay-out are free) prior to respectively the **review meeting** (@ 9 months) and the **Go/No-Go meeting** (@ 12 months) Details on these meetings are available in the IDE Graduate School Meeting Manual

WHY ARE THESE REPORTS WRITTEN?
In the **9 months review meeting** and the **12 months Go/No-Go meeting**, the supervisors and the committee need to assess the quality of progress of the PhD candidate. In the report (and the presentation), the PhD candidate provides the information for making this assessment.

HOW ARE THESE REPORTS RELATED
In short the *12 months report* (prepared fot the **Go/No-Go meeting**) should build on the *9 months report* (prepared for the **Review meeting**). Both reports cover the same topics, with the *12 months report* going more in depth and based on 3 months more wisdom.

FORMAT, LAY-OUT & SIZE OF THE REPORTS
For both reports you should keep the order of the topics as is provided in these guidelines. The format and lay-out of the report are free. There is a maximum to the number of pages for each of these reports (appendices not included):
- 9 months report - 7 pages (approx. 2500 words)
- 12 months report - 15 pages (approx. 5500 words)
  Please take these limitations seriously. The committee has limited time for reading.

DEADLINES
Both reports should be sent to all meeting attendees prior to the respective meeting.

9 months report
Needs to be sent **1 week** prior to the Review meeting to the following persons:
- Supervisory team
- PhD mentor

12 months report
Needs to be sent **2 weeks** prior to the Go/No-Go meeting to the following persons:
- Supervisory team
- PhD mentor
- Head of the department
- IDE GS director
- External expert

CONTENT OF THE REPORT
Each of the reports should cover the following topics (in which the 12 months report is supposed to be more elaborate than the evaluation report). Note: **dark blue text** are required sections, *text in italics* explains the purpose of each section and the bulletpoints are suggested topics to address (which may be used as subheadings).

General information
The front page of your report summarizes the administrative details of the project.
- Name of the PhD candidate
- Department
- Starting date of the PhD
- Supervisory team (promotor, 2nd promotor, co-promotor(s), daily supervisor(s))

Research topic
Explain what the research is about, what problem or phenomenon is studied. Indicate what results you are aiming for with your research (and design, if that is part of your thesis). Indicate what new knowledge your research will bring, by giving the research questions. And explain the direct and indirect contribution to science (new knowledge) and society (products, methods, tools,…).
- Background of the research, problem statement
- Research goal, intended outcomes (design goal)
- Research questions
- Scientific relevance and societal relevance

Research methodology
Describe the approach and methods that you use in your research, e.g., experimental methods, case studies, observation techniques, surveys, hypothesis testing, research-through-design. Indicate why these methods are appropriate means answer the research questions stated earlier.
- Research approach and methods

Framing and embedding
Research is not done in a vacuum, but typically positioned within one, sometimes more fields and communities of researchers. Similarly the research questions were framed in a disciplinary perspective, e.g., engineering, psychology, marketing, philosophy, which each come with their own journals, conferences. Indicate which are relevant sources for your research, and which ones you are planning to use as publication channels for your results.
- How does the research fit to the research within the research themes of the faculty of IDE? Which groups or individuals work on related questions?
- How does the research fit into the larger project as a whole? (only if this PhD project is part of a larger project)
- What are the relevant journals and conferences for the research. How do the fields overlap?
- Literature review and state of the art

Progress in the 1st year
Indicate what has been done in the past period, to show how well the research and other progress is on track.
- Research actions that have been completed (literature research, lab experiments, field studies, writing papers, visiting conferences)
- Other activities (doctoral education, teaching)

Planning
Indicate what the next steps are that lead to the completion of the PhD. Which studies will be conducted, what will be published when and where, show when things will be completed, and where special attention is needed. Use a graphic format, or a table to show the timing and relations between different activities. Two examples are given below. Also discuss the following subjects:
- Timeline of planned studies, conferences, journal articles, teaching periods, doctoral education etc.
- Crucial steps, hazards and safeguards: what may go wrong, and what can be done about it?

Data Management Plan
As part of their research, PhD candidates are expected to systematically collect, analyze and disseminate the data they use as evidence for their studies. Together these form a data management plan (DMP), the contents of which will vary depending on the topics covered and methods used in the PhD research. Every candidate includes a DMP as part of the 12 month report. Note that it is a plan. It is expected that details will change as the work evolves. The DMP can be updated accordingly and then used to underlie the methods portion of publications or future grant applications.

Appendices
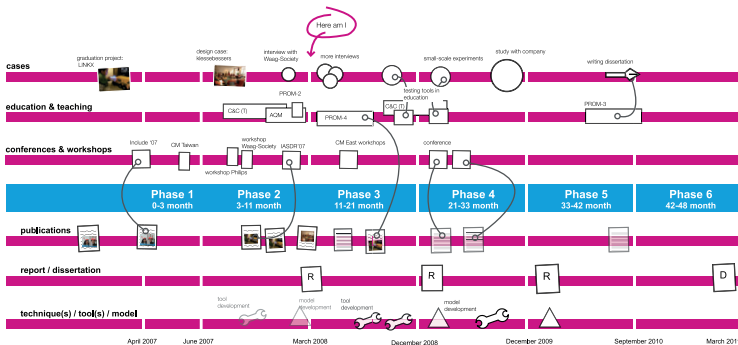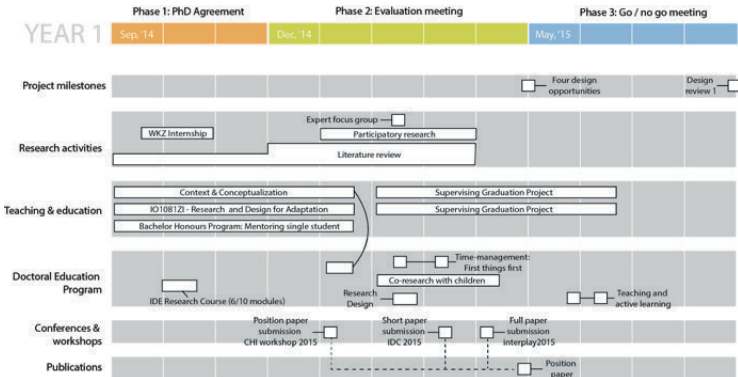- All submissions and publications so far.
- Any other relevant information

9/12 MONTHS MEETING REPORT GUIDELINES

EXAMPLES OF GRAPHIC FORMATS FOR PLANNING
Feel free to choose a format that better fits your project.

12 MONTHS MEETING GO/NO-GO FORM

TU Delft - Industrial Dsign Engineering Graduate School - 2020

GO/NO-GO FORM
to be filled out during the **Go/No-Go Meeting** (@ 12 months)
details on this meeting are available in the IDE Graduate School Meeting Manual

WHY THIS FORM EXISTS
At the Go/No-Go meeting the decision is made to either continue or terminate the PhD project. This decision is taken by the intended promotor, based on the progress of the PhD candidate and the advice of the committee members. With this form the advice of the committee and the decision of the promotor are made explicit.

HOW TO FILL OUT THIS FORM
During the Go/No-Go meeting the committee members articulate their Go or No-Go advice to the intended promotor. Based upon this advice the intended promotor will come to a Go or No-Go decision.
The filled out and signed form has to be forwarded to the department secretary of the PhD candidate.

PROJECT DETAILS

Full name of PhD candidate: Employee number:

PhD start date: Date Go/No-Go meeting:

SUPERVISORY TEAM

Intended promotor(s):

Daily supervisor/intended co-promotor:

PhD-mentor:

COMMITTEE MEMBERS

IDE-GS director:

Head of the department:

External expert:

ADVICE BY COMMITTEE MEMBERS

Advice by IDE-GS director
● Go
○ No-Go

IDE-GS director
Signature:

Date:

Motivation for the advice and feedback/advice for the PhD candidate:

Advice by department head
○ Go
○ No-Go

Department head
Signature:

Date:

Motivation for the advice and feedback/advice for the PhD candidate:

Advice by external expert
○ Go
○ No-Go

External expert
Signature:

Date:

Motivation for the advice and feedback/advice for the PhD candidate:

12 MONTHS MEETING GO/NO-GO FORM

GO/NO-GO DECISION

Decision by (proposed) promotor

○ Go

○ No-Go

(proposed) promotor

Signature:

Date:

Motivation for the decision and feedback/advice for the PhD candidate:

In case of a GO decision, please include agreements and goals until 24 month YPM (Yearly Progress Meeting and do not forget to complete and hand in Form A)

Seen by PhD-candidate:

Seen by PhD-mentor:

The PhD candidate can lodge an objection to this decision within six weeks after the date of this decision by emailing a letter (PDF-document) to: jz@tudelft.nl. The letter of objection must at least contain your name and address, the date of objection, a copy of the decision form to which you are objecting and the reasons for your objection. This letter must be signed.

Please submit the filled out and signed form to the department secratary within **1 week** after the meeting

3/3

12 MONTHS MEETING FORM A

FILL IN **DIGITALLY**. MAKE SURE TO SIGN THIS FORM USING **MICROSOFT WINDOWS OS** AND **THE LATEST VERSION OF ADOBE ACROBAT**; DO NOT PRINT THIS FORM.

May 2023

Please fill out this form and email it to your Faculty Graduate School immediately after your Go decision as you cannot upload the form in DMA yourself.

Form A

Supervisory Team
Request for formal admission to the Doctoral Programme
and for the appointment of (co)promoters

Having come to a Go decision in accordance with Article 7.4. of the TU Delft Doctoral Regulations, I, the undersigned **intended promotor,**

Mandatory: Mark 1 corresponding promotor
The corresponding promotor can be either a promotor or copromotor and will be resposible for communication with the doctoral candidate, the Faculty and University Graduate School, the Board for Doctorates and other parties.

☑	**Promotor**			**Ius Promovendi[1]** ⦿ Yes (required)	
	All titles:	All initials:	Last name:	Institute(s) of Higher Education & Research:	Faculty:
	Email address:		(Mobile) phone number:	Date:	Signature:

☐	⦿ **Promotor** ⦿ **Copromotor**			**Ius Promovendi[1]** ⦿ Yes ⦿ No	
	All titles:	All initials:	Last name:	Institute(s) of Higher Education & Research:	Faculty:
	Email address:		(Mobile) phone number:	Date:	Signature:

☐	⦿ **Promotor** ⦿ **Copromotor**			**Ius Promovendi[1]** ⦿ Yes ⦿ No	
	All titles:	All initials:	Last name:	Institute(s) of Higher Education & Research:	Faculty:
	Email address:		(Mobile) phone number:	Date:	Signature:

request the Board for Doctorates to:
- grant the below mentioned doctoral candidate formal admission to the Doctoral Programme;
- appoint the above mentioned persons as (co)promotors in accordance with Articles 7.4., 8.2., 8.3. and 8.5. of the TU Delft Doctoral Regulations.

I, the undersigned **doctoral candidate**, accept and agree with the supervision of the intended (co)promotors.

All titles:	All initials:	Last name:	TUD ID number:	Date:	Signature:

We, the aforementioned, declare that we undertake to observe the stipulations of the TU Delft Doctoral Regulations.

I, the **head of the doctoral candidate's department**, support this request.

All titles:	All initials:	Last name:	Faculty:	Date:	Signature:

Ius Promovendi: *Full professors and doctors with the ius promovendi have the right to promote PhD candidates i.e. grant them the title of doctor. External supervisors with the ius promovendi must attach proof that the ius promovendi has been granted by the university they are currently employed at, e.g. a formal confirmation letter issue by the Board for Doctorates of said university.*

Date Form A received:	Initials GSO Officer:	Comments GSO:	Approved on behalf of the BfD:

TUDelft | University Graduate School

Form A - Supervisory Team

page 1 of 1

24 MONTHS MEETING PROGRESS MEETING FORM

Yearly Progress Meeting (24 months)

Half-way point: time to look back and define the next steps.

Full name doctoral candidate:	
Employee number:	
Faculty / Department / Section:	

Promotor(s):	
Daily supervisor(s) / Copromotor(s):	
Start date:	
Date yearly progress meeting:	
Expected date dissertation completed:	

Evaluation of the progress of the candidate

0 Unsatisfactory	1 Satisfactory	2 Good / Very good	3 Excellent
☐	☐	☐	☐

	Doctoral candidate:	Promotor(s):	Daily supervisor(s) / Copromotor(s):	External member (if present):
Date:				
Signature:				

Preparation by doctoral candidate

- Building on the agreements made during the Go/No Go meeting, self-assess the progress with respect to the Doctoral Plan.
- Provide a preliminary table of contents of the thesis (= draft plan) and assess the advancement of the various chapters.
- Fill in the appropriate parts of section 1, 4, 5, 7 (optional), 8 of this form. The remaining sections and parts will be filled in during or right after the meeting.
- Update the Doctoral Education Planning tab in DMA and provide a summary in Section 5.
- Submit this form and attachments (if applicable) to the supervisor(s) at least two weeks before the meeting.

Meeting agenda

1. Evaluation of the Doctoral Programme progress in relation to the Go/No Go agreements.
2. Feedback of the supervisors on progress and performance.
3. A look ahead: discussion on the development of existing plans and on new initiatives.
4. Discussion on the development of competences and skills.
5. Evaluation of the status and plans with respect to the Doctoral Education Programme.
6. Agreements on the Data Management Plan.
7. Career perspective (optional).
8. Reflection of the candidate on the agreements; feedback to the supervisory team.

If the candidate does not agree with the results of this assessment, the candidate can consult with the Director of the Faculty Graduate School. More information regarding disagreements between candidates and supervisory team can be found in Article 19 of the *TU Delft Doctoral Regulations*.

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1. Evaluation of the progress of the Doctoral Programme in relation to the Go/No Go agreements (Items A-B must be addressed)

A. Overview of results achieved since the Go/No Go meeting.

B. Progress of the Doctoral Programme: is the project on track or delayed? If delayed, why? What measures have been taken to address the delay?

2. Feedback of the supervisory team on the progress and performance of the doctoral candidate

Comments by the doctoral candidate on the feedback of the supervisory team:

24 MONTHS MEETING PROGRESS MEETING FORM

3. A look ahead: development of existing plans and plans for new activities. Preliminary table of contents of the dissertation.

Which (new) research topics will be further investigated (if any)? What activities are planned for the next 12 months?

Elaborate on possible risks and bottlenecks of existing and new plans.

Are there research topics that may be dropped because they are deemed to pose a risk with respect to the timely completion of the dissertation?

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4. Development of competences and skills

The doctoral candidate briefly evaluates their performance in relation to these competences and indicates which improvements can be realized and how. Discuss each competence during the meeting. Please refer to the Competency Development Guide for details.
The supervisor(s) give(s) feedback and indicate(s) how improvements can be realised. Record any new agreement on the last page of this form.

Definition of skill level in relation to the development expected after completion of the Doctoral Programme

1 = needs further development; 2 = at requested professional level; 3 = exceeds requested professional level

doctoral candidate		Competences		Supervisors
Self-assessment	Level		Level	Feedback
		Discipline related skills		
	1 ☐ 2 ☐ 3 ☐	**D.1 Scientific Knowledge**	1 ☐ 2 ☐ 3 ☐	
	1 ☐ 2 ☐ 3 ☐	**D.2 Engineering & Design**	1 ☐ 2 ☐ 3 ☐	
		Research skills		
	1 ☐ 2 ☐ 3 ☐	**R.1 Research Management:** Designing, project management, problem solving, valorisation	1 ☐ 2 ☐ 3 ☐	
	1 ☐ 2 ☐ 3 ☐	**R.2 Academic Thinking:** Conceptual thinking, analytical thinking, synthetic skills, critical thinking, creativity & innovation	1 ☐ 2 ☐ 3 ☐	
	1 ☐ 2 ☐ 3 ☐	**R.3 Academic Attitude:** Societal context, ethics	1 ☐ 2 ☐ 3 ☐	
	1 ☐ 2 ☐ 3 ☐	**R.4 Research Data Management**	1 ☐ 2 ☐ 3 ☐	
	1 ☐ 2 ☐ 3 ☐	**Skills development by learning-on-the-job activities (LOJ)**	1 ☐ 2 ☐ 3 ☐	
		Transferable skills		
	1 ☐ 2 ☐ 3 ☐	**T.1 Effective Communication:** Presenting, writing skills, storytelling, language skills, listening, online presence	1 ☐ 2 ☐ 3 ☐	
	1 ☐ 2 ☐ 3 ☐	**T.2 Working with Others:** Networking, collaboration, negotiation, leadership	1 ☐ 2 ☐ 3 ☐	
	1 ☐ 2 ☐ 3 ☐	**T.3 Teaching, Supervising & Coaching:** Teaching, supervising students, coaching	1 ☐ 2 ☐ 3 ☐	
	1 ☐ 2 ☐ 3 ☐	**T.4 Self-Management:** Autonomy, time management, flexibility, perseverance, dealing with risk and uncertainty, entrepreneurship, personal development	1 ☐ 2 ☐ 3 ☐	

24 MONTHS MEETING PROGRESS MEETING FORM

5. Doctoral Education Programme

Summarize the Doctoral Education Programme and discuss about the progress, e.g., obtained GS credits, planning, courses to be added or dropped. **Please update DMA accordingly.**

6. Data Management Plan (DMP)

Discuss with your supervisory team your DMP and, if needed, the actions that must be taken, e.g., training on Data Management, further consultation with the faculty data steward, creation of a DMP using DMPonline, open online publication of data and software in combination with scientific articles.

7. Career perspective (optional)

Discussion on career perspective (industry / academia) and the required support or advice by the supervisory team.

8. Feedback by the doctoral candidate

Provide feedback on the quality of the supervision (e.g., would changes in the type and or frequency of meetings be desirable for the coming year?). Comment on the trajectory of the Doctoral Programme in general (e.g., DE programme). Provide information on well-being and circumstances contributing to your well-being. Provide suggestions on the University and Faculty Graduate Schools or any other points worth mentioning. Please do not refrain from mentioning differences in opinion, if applicable.

Comments by supervisor(s) on doctoral candidate's feedback. If applicable, record agreements for coming year.

Please fill in this form and email it to your Faculty Graduate School along with the necessary attachments. You cannot upload the form to DMA yourself. This form must be signed by the promotor(s), the (co)promotor / daily supervisor(s), the external member (if present) and the doctoral candidate.

36 MONTHS MEETING PROGRESS MEETING FORM

Yearly Progress Meeting (36 months)

Finalizing the dissertation: making sure the thesis is complete within the next 12 months.

Full name doctoral candidate:	
Employee number:	
Faculty / Department / Section:	

Promotor(s):	
Daily supervisor(s) / Copromotor(s):	
Start date:	
Date yearly progress meeting:	
Expected date dissertation completed:	

Assess progress of doctoral candidate:

0 Unsatisfactory	1 Satisfactory	2 Good / Very good	3 Excellent
☐	☐	☐	☐

	Doctoral candidate:	Promotor(s):	Daily supervisor(s) / Copromotor(s):	External member (if present):
Date:				
Signature:				

Preparation by doctoral candidate
- Provide the draft of the current table of contents of the thesis and assess the progress of the various chapters.
- Make a critical analysis (problems and solutions) about the progress of the writing of the dissertation (chapters of the dissertation can be scientific articles published in journals or conference proceedings).
- Fill in sections 1, 2, 3, 4, 6, 7 of this form. Other sections will be filled in during or right after the meeting.
- Update the Doctoral Education Planning tab in DMA if needed.
- Submit this form and attachments (if applicable) to the supervisor(s) <u>at least two weeks before the meeting</u>.

Meeting agenda
1. State of the draft of the dissertation.
2. Plans to finalize the dissertation.
3. Evaluation of the status and plans with respect to the Doctoral Education Programme.
4. Agreement on the Data Management Plan.
5. Agreements for the coming year.
6. Career perspective.
7. Reflection of the candidate on agreements; feedback on the supervisory team.

If the candidate does not agree with the results of this assessment, they can consult with the Director of the Faculty Graduate School. More information regarding disagreements between candidates and supervisory team can be found in Article 19 of the *TU Delft Doctoral Regulations*.

---

1. State of the dissertation

Provide a detailed assessment of the state of the dissertation: include the current table of contents and a short description of the progress of each chapter. What has changed (if anything) with respect to the plans outlined in last year's YPM?

2. Finalizing the Doctoral Programme trajectory (Dissertation, DMP)

You are at the end of the 3rd year and should have obtained most of the content forming the dissertation and drafted most of it. Provide a plan for completing the writing of the dissertation in the coming year, with particular emphasis on criticalities.

Comments by the supervisory team on the assessment of the candidate and on the plans:

36 MONTHS MEETING PROGRESS MEETING FORM

3. Doctoral Education Programme

At this stage, (nearly) all required GS credits should have been acquired. Provide a summary of the Doctoral Education Programme and a list of the missing credits (if any). If needed, provide a plan on how to obtain the remaining credits in the coming months.

4. Data Management Plan (DMP)

At this stage, the DMP has been finalized and (most of) the data and codes (if any) have been already properly stored in a repository according to the FAIR principles.

Describe the situation and the actions that need to be taken to ensure this information is neatly organised and accessible.

5. Agreements for the coming year

Together with the supervisory team, define the milestones which will bring the dissertation to completion within the next 12 months.

6. Career perspective

Discuss the career perspective (industry / academia) after obtaining the doctoral degree. Discuss also the support or advice that the supervisory team may provide.

36 MONTHS MEETING PROGRESS MEETING FORM

7. Feedback by the doctoral candidate

Provide feedback on the quality of the supervision (e.g., would changes in the type or or frequency of meetings be desirable for the coming year?). Comment on the trajectory of the Doctoral Programme in general (e.g., DE programme). Provide information on well-being and circumstances contributing to your well-being. Provide suggestions on the University and Faculty Graduate Schools or any other points worth mentioning. Please do not refrain from mentioning differences in opinion, if applicable.

Comments by supervisor(s) on doctoral candidate's feedback. If applicable, record agreements for coming year.

Please fill in this form and email it to your Faculty Graduate School along with the necessary attachments. You cannot upload the form to DMA yourself. This form must be signed by the promotor(s), the (co)promotor / daily supervisor(s), the external member (if present) and the doctoral candidate.

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48 MONTHS MEETING PROGRESS MEETING FORM

Yearly Progress Meeting (48 months)

Action needed! Obtaining your doctoral degree is taking longer than expected.

Full name doctoral candidate:	
Employee number:	
Faculty / Department / Section:	

Promotor(s):	
Daily supervisor(s) / Copromotor(s):	
Start date:	
Date yearly progress meeting:	
Expected date dissertation completed:	

	Doctoral candidate:	Promotor(s):	Daily supervisor(s) / Copromotor(s):	External member (if present):
Date:				
Signature:				

Preparation by doctoral candidate
- Develop a critical analysis (problems and solutions) about the progress of the writing of the PhD thesis.
- Assess the progress of the various chapters.
- Fill in sections 1 - 6 of this form.
- Update the Doctoral Education Planning tab in DMA if needed.
- Submit this form and attachments (if applicable) to the supervisor(s) at least two weeks before the meeting.

Meeting agenda
1. State of the dissertation.
2. Plans to finalize the dissertation.
3. Evaluation of the status and plans with respect to the Doctoral Education Programme.
4. Agreements on the Data Management Plan.
5. Career perspective.
6. Reflection of the candidate on agreements; feedback on the supervisory team.

If the candidate does not agree with the results of this assessment, they can consult with the Director of the Faculty Graduate School. More information regarding disagreements between candidates and supervisory team can be found in Article 19 of the *TU Delft Doctoral Regulations*.

---

1. State of the dissertation

You are at the end of the 4th year of the PhD trajectory and the dissertation should have been finalized already. This is not the case? Provide an assessment of the situation: include the current table of contents and a short description of the progress of each chapter, identifying reasons for the delay. What has changed (if anything) with respect to the plans outlined in last year's YPM?

2. Plans to finalize the dissertation

Outline a plan to complete the dissertation within the next few months. Make the plan as specific as possible.

Comments by the supervisory team on the assessment of the candidate and on the plans:

48 MONTHS MEETING PROGRESS MEETING FORM

3. Doctoral Education Programme

At this stage, all required GS credits should have been acquired. Provide a summary of the Doctoral Education Program and (if any) missing credits. If needed, plan on how to obtain the remaining credits in the coming months.

4. Data Management Plan (DMP)

At this stage, the DMP has been finalized and (most of) the data and codes (if any) have been properly stored in a repository according to the FAIR principles.

Describe the situation and the actions that need to be taken to ensure this information is neatly organised and accessible.

5. Career perspective

Discuss the career perspective (industry / academia) after obtaining the doctoral degree. Discuss also the support or advice that the supervisory team may provide.

6. Feedback by the doctoral candidate

Provide feedback on the quality of the supervision (e.g., would changes in the type and or frequency of meetings be desirable for the coming year?). Comment on the Doctoral Programme in general (e.g., DE programme). Provide information on well-being and circumstances contributing to your well-being. Provide suggestion on the University and Faculty Graduate Schools or any other points worth mentioning. Please do not refrain from mentioning differences in opinion, if applicable.

Comments by the supervisory team on the feedback of the doctoral candidate:

Please fill in this form and email it to your <u>Faculty</u> Graduate School along with the necessary attachments. You cannot upload the form to DMA yourself. This form must be signed by the promotor(s), the (co)promotor / daily supervisor(s), the external member (if present) and the doctoral candidate.

DOCTORAL EDUCATION COMPETENCES MODEL

Doctoral Education competences model

TU Delft | Graduate School

March 2020 Version
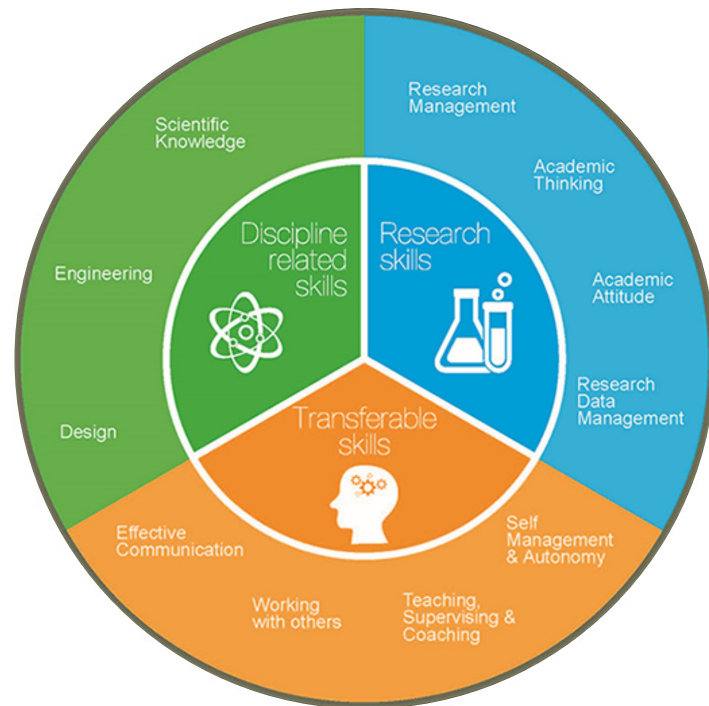
PhD Competences & Skills Definitions

Discipline related skills: Has the breadth and depth of knowledge required in the field of doctoral research.

D.1 Scientific Knowledge
acquires and internalises existing scientific knowledge in the field of the PhD project.

D.2 Engineering
acquires and internalises the engineering skills to execute the PhD project.

D.3 Design
acquires and internalises the design skills to execute the PhD project.

Research skills: Has the ability (research skills) to conduct scientific research.

R.1 Research Management
formulates and designs the research strategy including the planning and carrying out of the project and evaluation/validation.
  a. **Designing:** understands and defines the sequence of steps to be taken in the 4 year PhD project.
  b. **Project-management:** objectively monitors the progress in each step and to achieve defined goals.
  c. **Problem solving:** objectively takes decisions and finds solutions regarding termination of research steps and moving forward.
  d. **Valorisation:** understands the processes for funding and evaluation of research; contributes towards the formulation of research proposals in line with the department plan.

R.2 Academic Thinking
evaluates the value of a statement or a fact, to question matters and to make clear reasoned judgements. Is able to actively and creatively look for improvement.
  a. **Conceptual thinking:** applies creative, conceptual and inductive reasoning to identify patterns and correlations, which are not self-evident, and to deduce from them specific suggestions and original and practicable solutions.
  b. **Analytical thinking:** understands problems / situations by gradually examining them and by systematically studying and identifying causes, key factors and constituent parts.
  c. **Synthetic skills:** smoothly combines data and integrates a complex multitude of data into a coherent whole. Is able to present alternatives and to develop them into a convincing conclusion.
  d. **Critical thinking:** evaluates the value of a statement or a fact and questions matters. Is able to actively and creatively look for room for improvement.
  e. Creativity & Innovation: proposes novel ideas and integrates different perspectives in a creative way. Is able to recognise the need for renewal and to go beyond the status quo.

R.3 Academic Attitude
makes choices that reflect integrity and responsible behaviour. Within the TU Delft, scientific integrity implies that the researcher commits to the principles of conduct stated within the TU Delft scientific code of ethics.
  a. **Societal context:** positions the project in a dynamic societal context.
  b. **Ethics:** spots and answers ethical dilemmas in the project.

R.4 Research Data Management
evaluate, design and develop efficient workflows to improve research data and software quality that ensures its re-usability and supports research reproducibility and transparency.
  a. **Valorisation:** understand the value and the importance of producing Research Data and software following the FAIR principles (Findable, Accessible, Interoperable and Re-usable) and considering relevant policies and regulations.
  b. **Planning:** formulate and design a strategy to follow the FAIR principles when working with data/ software during the PhD project.
  c. **Research data and code skills:** acquire the knowledge on tools and workflows on how to produce FAIR data/reproducible software.

Transferable skills: Focuses on personal and professional development, facilitating growth now and in your future career.

T.1 Effective communication
passes on ideas and opinions to diverse audiences in a clear language. Is able to prepare and give clear and fluent presentations in a confident manner.
  a. **Presenting:** effective in a variety of formal presentation settings, both inside and outside the university; prepares in advance, commands attention, can manage group process during the presentation and can manage questions and objections.
  b. **Writing skills:** writes clearly and succinctly in a variety of communication settings and styles; can get messages across that have the desired effect.
  c. **Storytelling:** develops and creates stories that build a coherent picture of events.
  d. **Language skills:** ability to communicate effectively in reading, writing, listening and speaking in the English language (and other languages needed to carry out your work).
  e. **Listening:** Demonstrates attentive and active listening; listens to what someone has said and understands the meaning / value, to engage in discussion.

T.2 Working with others
Works well with academic staff, peers and supervisor; sets a tone of cooperation within the work group and across groups; coordinates own work with others; values working relationships; when appropriate facilitates discussion before decision-making process is complete.
  a. **Networking:** builds and retains formal and informal relationships, thus creating a network of contacts with people who are (or could be) interesting or useful for achieving one's goals.
  b. **Collaboration:** cooperates with people (including supervisor) from diverse backgrounds to reach common goals.
  c. **Negotiation:** negotiates skilfully in tough situations with both internal and external partners; can win concessions without damaging relationships; can be direct as well as being diplomatic; gains trust quickly of other parties to the negotiations; has a good sense of timing.
  d. **Leadership:** clearly formulates goals and priorities when directing others.

T.3 Teaching, supervising & coaching
inspires students to develop knowledge and skills.
  a. **Teaching:** supports (groups) of students; gives & reviews assignments and exams; gives (work) lectures; develops course materials.
  b. **Supervising students/coaching:** guides, transfers knowledge and motivates appointed students/ supervisees.

T.4 Self-management
manages time effectively and maintains a healthy work-life balance with an assertive, creative and confident attitude as well as being able to deal with change, stress and procrastination.
  a. **Autonomy:** Able to be independent in one's own thoughts and actions and willing to take responsibility for one's own actions and accomplishments, to correct failures and improve achievements
  b. **Time management:** adequately estimates available time, means and guidelines, and uses that information to make and carry out an adequate, effective and realistic planning to achieve the goals set out.
  c. **Flexibility:** adjusts own behaviour and thinking according to the context so as to attain the desired goal. Able to adapt and function efficiently under changing circumstances and with different groups or people.
  d. **Perseverance:** pursues everything with energy, drive and a determination to finish; seldom gives up before finishing; especially in the face of resistance or setbacks.
  e. **Dealing with risk and uncertainty:** decides and acts without having the total picture; isn't upset when things are up in the air; can comfortably handle risk and uncertainty.
  f. **Entrepreneurship:** action-driven and pro-active. Notices and anticipates opportunities and threats.
  g. **Personal development:** personally committed to display an ongoing commitment to learning and self-improvement. Thinks about the next career step and takes action to prepare for applying for jobs inside or outside academia.

March 2020 Version

DOCTORAL EDUCATION COMPETENCES MODEL

Doctoral Education Programme, description of the 3 categories

In order to obtain your PhD degree at TU Delft, following doctoral education is mandatory. At the defence ceremony, the DE certificate and supplement are awarded to the PhD candidate.

To obtain a TU Delft Doctoral Education Certificate, a PhD candidate's educational programme should comprise of three elements: Research Skills, Discipline related skills and transferable skills. A minimum of 15 GS credits should be obtained per category. Per category, competences have been selected that suit the profile of a PhD candidate at TU Delft.

The definitions of these competences and underlying skills can be found in the definitions document. The DE certificate includes a supplement, which states all DE activities and courses that have been done by the PhD candidate as registered in DMA.

Discipline related skills
Has the breadth and depth of knowledge required in the field of doctoral research.

These skills represent added value and/or greater breadth regarding the scientific Knowledge, Engineering and Design involved in the doctoral research (relating to the substance of the discipline and field). They depend on the relevant field of research and are therefore determined per faculty.

Research skills
Has the ability (research skills) to conduct scientific research.

Skills to improve the basic quality of the research, aimed at the PhD candidate in his/her role as researcher and include the competences Research management skills, Academic thinking and Academic attitude. Learning on-the-job activities belonging to this category are: scientific presenting and interacting, writing and publishing and teaching and supervision. An overview of all activities and the allocated number of credits per activity is shown on the GS website. These skills are also partly dependent on the type of research and are consequently determined per faculty and/or supervisory team.

Transferable skills
Focuses on personal and professional development, which facilitates your growth now and in the future career.

Skills concern the development of the PhD candidate's personal skills. These skills are important to daily-life PhD activities and to prepare PhD candidates for their future careers. The main competences you can further develop as a PhD candidate are Autonomy & Self-management, Working with others, Teaching, Supervising & coaching, Effective Communication. The Transferable skills courses are largely coordinated and facilitated by the University GS.

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COMPETENCY DEVELOPMENT GUIDE

Competency Development Guide

	RESEARCH SKILLS			TRANSFERABLE SKILLS				DISCIPLINE RELATED SKILLS	
	Research Management	Academic Thinking	Academic Attitude	Effective Communication	Teaching, Supervising & Coaching	Working with Others	Self-Management & Autonomy	Engineering & Design	Scientific Knowledge & Skills
Level 3	Formulates and designs the research strategy including planning and carrying out of the project and evaluation/ validation with no supervision.	Consistently evaluates the value of a statement or a fact, to question matters and to make clear reasoned judgements. Is able to actively and creatively look for improvement without support from supervisor.	Consistently makes choices that reflect integrity and responsible behaviour. Within the TU Delft, scientific integrity implies that the researcher commits to the principles of conduct stated within the *TU Delft scientific code of ethics*.	Regularly delivers ideas and opinions to diverse audiences. Regularly prepares and gives clear and fluent presentations in a confident manner. Inspiring and succinct communications targeted for the audience. Fluent ability in English language (reading, writing and speaking). Experienced in a variety of formal presentation settings, both inside and outside of the university (including international conferences).	An experienced teacher who is able to inspire students to develop knowledge and skills. Designs curriculum and/or teaches different courses. Experience of participating in DE group coaching activities. Ideally completed DE courses on teaching and applied within a teaching assistance role.	Works well with academic staff, peers and supervisor; sets a tone of cooperation within the work group and across groups; coordinates own work with others; values working relationships; when appropriate facilitates discussion before decision-making process is complete. Builds and retains formal and informal relationships naturally, thus creating a network of contacts with people who are (or could be) interesting or useful for progressing research or finding the next career step. Maintains multi-research collaborations.	Manages time effectively and maintains a healthy work-life balance with an assertive, creative and confident attitude as well as being able to deal with change, stress and procrastination. Able to be independent in one's own thoughts and actions and willing to take responsibility.	Consistently demonstrates the ability to acquire and internalise the design and engineering skills to execute the PhD project.	Consistently demonstrates the breadth and depth of knowledge required in the field of doctoral research.
Level 2	Formulates and designs research strategy including the planning and carrying out of the project and evaluation/ validation with regular supervision.	Evaluates a statement or a fact. Requires limited support from supervisor to actively and creatively look for improvement.	Is aware of principles of conduct stated within the *TU Delft scientific code of ethics* and demonstrates good choices that reflects integrity and responsible behaviour. Receives no negative feedback from scientific community.	Delivers ideas and opinions to a limited audience. Prepares and gives clear and fluent presentations in a confident manner. English language skills requires some correction. Clear and succinct communications targeted for the audience.	Requires minimum guidance when teaching. Experience of supervising and coaching Master students. Experience of reviewing assignments. Ideally completed the DE course on coaching of individual students and project groups.	Works well with academic staff, peers and supervisor and requires minimum supervision. Understands the importance of networking; pays attention to building informal relationships. Proposes and initiates new collaborations Creates and maintains research collaborations	Requires minimum guidance to manage time effectively and maintain a healthy work-life balance. Positive evidence of dealing assertively, creatively and confidently with change. Positive evidence of working autonomously and taking responsibility	Positive evidence of acquiring and internalizing the design and engineering skills to execute the PhD project with minimum guidance from supervisor.	Demonstrates the breadth and depth of knowledge required in the field of doctoral research with limited support from supervisor. Is able to independently source relevant materials.
Level 1	Executes projects in line with supervisor instructions. Defines the research question and able to scope and plan the project steps. Completed one of the DE courses within the Research Management section.	Basic evaluation of a statement or a fact and limited skills in analysing and assessing them. Requires support from supervisor to actively and creatively look for improvement.	Is aware of principles of conduct stated within the *TU Delft scientific code of ethics* and limited reflection on their integrity and behaviour. Requires guidance from supervisor.	Limited experience of delivering ideas and opinions to an audience. Requires support from supervisor to prepare a clear and fluent presentations. Confidence requires development. Reads English literature but English speaking ability is basic. Confident presenting to small teams/peers in the university Communications require supervision.	Limited experience of teaching. Delivers guest lectures. Experience of supervising and coaching at Bachelor student level.	Requires guidance regarding working with academic staff, peers and supervisor. Introspective approach to the scientific community; Limited networking skills. No clear goal for building formal relationships. Participates in pre-established collaborations.	Requires guidance to manage time effectively and maintain a healthy work-life balance. Skills in dealing assertively, creatively and confidently with change to be developed. Needs to develop skills to work autonomously.	Requires regular supervision on the design and engineering skills to execute the PhD project.	Basic breadth and depth of knowledge required in the field of doctoral research. Relies on supervisor for transfer of knowledge.

What's the purpose of the competency guide?
To help PhD candidates and their supervisors to review their competences and their performance:
1. Define which competences require attention | 2. Discuss with you supervisor and assess your current performance level | 3. Define competency development actions. There are courses available but of course there are also other actions you can take to work on your skills and competences (learning on-the-job activities, online courses, reading, discussing with peers, online learning, observing, 360 feedback, feedback from peers)
If you have suggestions or feedback on this guide please contact Maddy Peters *m.m.peters@tudelft.nl*

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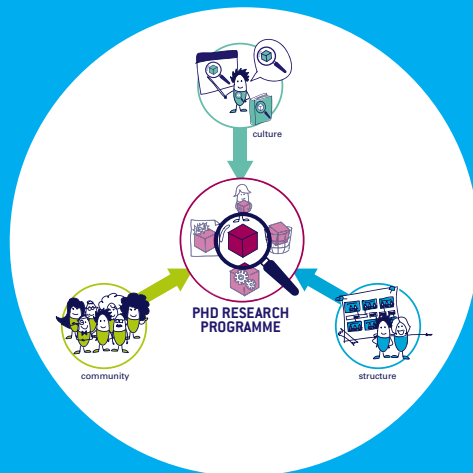
IDE GRADUATE SCHOOL - MEETING MANUAL

This manual is meant as a guidebook for all PhD candidates and supervisors at Industrial Design Engineering. Along the PhD process there are a few mandatory progress meetings. This manual should help guide all involved parties in what to expect and what is expected. Besides all meetings, this manual also covers the Doctoral Education programme, roles and responsibilities.

In case you've got any questions after reading this manual, head to the IDE Graduate School website (**https://www.tudelft. nl/en/ide/research/graduate-school/**), or send us an email (**graduateschool-IDE@tudelft.nl**)

JUNE 2023