HR for Excellence TU Delft Actionplan 2021 - 2023

Nr	Description of actions	GAP Principles	Timing	Responsible Unit	Indicator(s) Target(s)	Status	Remarks
1. Promoting transparency							
1	Online publication of ancillary activities.	1. Research Freedom 2. Ethical Principles 3. Professional responsibility 4. Professional attitude	Q3 2015	Executive Board (supported by HR)	- Implementing rules for ancillary activities - Publication of ancillary activities by employees according to rules	Completed	
2	Establish a confidential advisor for academic integrity and a contact for whistle-blowers.	1. Research Freedom 2. Ethical Principles 3. Professional responsibility 4. Professional attitude 7. Good practice in research	Q2 2013	Executive Board (supported by Legal Services and Strategic Development)	- Decision by the Executive Board (EB) on establishing a confidential advisor - Recruit a confidential advisor.	Completed	
3	Revise the TU Delft Regulations on Academic Integrity. The regulations should be brought into line with the national model regulations for complaints about academic integrity.	1. Research Freedom 2. Ethical Principles 7. Good practice in research	Q2 2013	Executive Board (supported by Legal Services and Strategic Development)	- Decision by Executive Board on revised regulations	Completed	
4	Establish a Human Research Ethics Committee.	1. Research Freedom 2. Ethical Principles 3. Professional responsibility 4. Professional attitude 7. Good practice in research	Q3 2016	Legal Services	- Decision by Executive Board to establish HREC - Installing HREC	Completed	
29	Develop a recruitment policy framework for scientific and professional staff: OTM - Recruitment Guide	3. Professional responsibility 10. Non-discrimination 12. Recruitment 13. Recruitment (code) 14. Selection (code) 15. Transparency (code) 16. Judging merit (code) 17. Variations in the chronological order of CV's (code) 18. Recognition of mobility experience (code) 19. Recognition of qualifications (code) 20. Seniority (code) 21. Postdoctoral appointments (code) 29. Value of mobility 32. Co-authorship	Q1 2019	HR Recruitmentservices	- Develop a recruitment policy framework - Evaluate and improve the framework on a regular basis	Completed	
30	Implement Applicant Tracking system: bring ATS technical live, pilots, evaluate, implement for all TU Delft.	3. Professional responsibility 10. Non-discrimination 12. Recruitment 13. Recruitment (code) 14. Selection (code) 15. Transparency (code) 16. Judging merit (code) 17. Variations in the chronological order of CV's (code) 18. Recognition of mobility experience (code) 19. Recognition of qualifications (code) 20. Seniority (code) 21. Postdoctoral appointments (code) 29. Value of mobility 32. Co-authorship	Q4 2021	HR Recruitmentservices HR Information Management	- Develop a programme of requirements for a standardised recruitment system - Configure the recruitment system Pilot recruitment system - Implementing recruitment system	In progress	
31	Develop a gender-neutral recruitment tool: extended Recruitment Guide	3. Professional responsibility 10. Non-discrimination 12. Recruitment 13. Recruitment (code) 14. Selection (code) 15. Transparency (code) 16. Judging merit (code) 17. Variations in the chronological order of CV's (code) 18. Recognition of mobility experience (code) 19. Recognition of qualifications (code) 20. Seniority (code)	Q2 2021	HR Recruitmentservices	- Develop a gender-neutral recruitment tool - Spread the tool throughout the university	Completed	The wervingwaaier will be integrated in action 45: Make a toolkit for selection available for vacancy holders and selection committees
32	Recruitment of scientific (and support) talent by execution of the Long-term HR Agenda 2018-2024 for recruiting talented academic and support staff.	10. Non-discrimination 12. Recruitment 13. Recruitment (code) 14. Selection (code) 15. Transparency (code) 16. Judging merit (code) 17. Variations in the chronological order of CV's (code) 18. Recognition of mobility experience (code) 19. Recognition of qualifications (code) 20. Seniority (code) 29. Value of mobility	Q4 2024	HR Recruitmentservices and several people and teams within HR linked to a specific part of the Long Term HR agenda 2018 - 2024	- Execution of the Long-term HR Agenda 2018-2024, for recruiting talented academic and support staff	In progress	
33	Set up a Diversity & Inclusion office to create an all-embracing culture towards diversity, with two dedicated policy advisors on D&I.	2. Ethical principles 3. Professional responsibility 23. Research environment 24. Working conditions 27. Gender balance 28. Career development	Q4 2021	Strategic Development, Diversity & Inclusion Office	- Set up the Terms of Reference Diversity & Inclusion - Decision of Executive Board on Terms of Reference Diversity & Inclusion - Recruit a quartermaster - Recruit dedicated policy advisors - Set up D&I office	In progress	
34	Installing an Ombudsman for personnel.	23, Research environment 24, Working Conditions 34. Complains/ appeals	Q4 2018	HR	- Decision by Executive Board on installing an Ombudsman - Recruit an Ombudsman	Completed	see the ombudsman for students: https://www.tudelft.nl/en/student/legal-position/central-complaints-desk-for-

HR for Excellence TU Delft Actionplan 2021 - 2023

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							students/the-ombudsman-for-students
37	Improve visibility of the NVP Recruitment code by publishing the code on the TU Delft website, including procedures for complaints.	10. Non - discrimination 12. Recruitment 13. Recruitment (code) 15.Transparency (code) 16. Judging merit (code) 17. Variations in the chronological of CVs (code)	Q1 2021	HR Recruitmentservices	- Publish the code on the TU Delft website, including procedure for complaints	New	
38	Make a 'selection toolkit ' available for vacancy holders and selection committees, including improving BIAS awareness.	10. Non - discrimination 13. Recruitment (code) 14. Selection (code) 15. Transparency (code) 16. Judging merit (code) 18. Recognition of mobility experience (code) 19. Recognition of qualifications (code) 20. Seniority (code) 24. Working conditions 27. Gender balance 28. Career development	Q1 2021	HR Recruitmentservices and Talent & Development	- Design toolkit and present to HR MT - Develop toolkit, including training selection and BIAS - Create #howto with focus on BIAS in selection process - Make toolkit available for all staff through intranet - Inspiration sessions around BIAS - Support training available around BIAS	New	
39	Renew structure of confidential advisors for undesirable behavior.	34. Complaints/ appeals	Q3, 2021	D&I Office	- Renew structure of confidential advisors for undesirable behaviour	New	
40	Structurally embed Ombud's office for staff after 2-year pilot; simultaneously revise Ombud's office for students.	34. Complains/ appeals	Q3 2021	D&I Office	- Structurally embed Ombud's office for staff after 2-year pilot; simultaneously revise Ombud's office for students	New	
41	Develop and implement Integrity roadmaps for staff and students - which includes existing confidential counsellors in Academic Integrity and Undesirable Behaviour.	3. Professional responsibility 6. Accountability 34. Complaints/ appeals	Q4 2021	Integrity Office	- Creating new integrity roadmaps for staff and students - Implement roadmaps.	New	
42	Renew dilemma game, a tool for the TU community to stimulate open conversation and reflection on (academic, social and organisational) integrity dilemmas.	2. Ethical Principles	Q4 2021	Integrity Office	- Renew dilemma game - Implement by communicate about the dilemma game	New	
43	Renew and publish the OTM – Recruitment guide	10. Non - discrimination 14. Selection (code) 15. Transparency (code) 16. Judging merit (code) 19. Recognition of qualifications (code) 20. Seniority (code)	Q4 2021	HR Recruitmentservices	- Renew and republish the OTM - Recruitment Guide and OTM- R Checklist	New	
44	Make selection process clear to the (potential) candidate.	15. Transparency (code)	Q4 2021	HR Recruitmentservices	- Decide process and where to make selection process clear - Implement and communicate	New	
45	Consult and propose on wider research ethics needs and solutions.	2. Ethical Principles	Q4 2021	D&I Office	- Consult and propose on wider research ethics needs and solutions	New	
46	All staff will be informed regarding code of Conduct and Health and Safety Catalogue as part of their onboarding program.	1. Research freedom 3. Professional responsibility 4. Professional attitude 6. Accountability 7. Good practice in research 34. Complaints/appeals	Q4 2022	HR Talent & Development and HSE	- Integrate code of Conduct and Health and Safety Catalogue in on boarding program - Offer onboarding program to all new staff	New	
47	Setting up a continues evaluation recruitment process, the candidate journey (Employee Monitor central plan of approach).	12. Recruitment 14. Selection (code)	Q2 2022	HR Recruitmentservices	- Describe evaluation process based upon the candidate journey (Employee Monitor central plan of approach) - Evaluate on regular basis	New	
48	Implement new developments (to promote reach and quality) in the existing HREC processes	2. Ethical Principles	Q4 2022	D&I Office	- Implement new developments (to promote reach and quality) in the existing HREC processes	New	
2. Improve ability to assess scientific research according to indicators							
5	Establish guidelines (assessment indicators) to allow international comparisons of Master's thesis research. This is happening in collaboration with ETH Zurich and RWTH Aachen (three partners in the IDEA league).	6. Accountability	Q2 2013	Legal Services	- Develop common rules for TUD, ETH and RWTH -decision of EB to apply rules within TUD	Completed	
6	Share guidelines in the CESAER network.	4. Professional Attitude 6 Accountability	Q2 2014	Legal Services	- Share guidelines within the CESAER network	Completed	
7	Develop workshops for tenure-track staff to help them provide good supervision to their PhD students throughout their doctoral programmes.	6. Accountability 36. Relation with Supervisors 37. Supervision and managerial duties 38. Continuing professional development 40. Supervision	Q2 2016	Graduate School: Change of responsible actor. This will be led by the HR department Talent & Development starting in 2016	- Develop workshop with a trainer and offer it to TT staff	Completed	
8	First tenure-track staff members attend workshops on supervising doctoral programmes.	6. Accountability 36. Relation with Supervisors 37. Supervision and managerial duties 38. Continuing professional development 40. Supervision	Q3 2013	Graduate School: Change of responsible actor. This will be led by the HR department Talent & Development starting in 2016	- Create Mastering PhD Supervision - Workshops wil be offered to Tenure Track staff	Completed	
9	Strengthen the implementation of our policies and criteria by which a career within the university can also be based on teaching merits. Strengthened by the Recognition and Reward initiative, to improve the possibility to diversify academic careers and acknowledgment of the value of experience outside of academia.	16. Jugging merit (code) 17. Variations in the chronological of CVs (code) 18. Recognition of mobility experience (code) 19. Recognition of qualifications (code) 20. Seniority (code) 22. Recognition of the profession 28. Career development 33. Teaching	Q3 2024	HR and Education and Student Affairs (ESA)	- Develop vision on teaching merits by starting projects and pilots (Education in the Spotlight and Teaching Excellence) - Develop policy based on outcome - Strengthen the policy with the Recognition and Reward initiative to improve the possibility to diversify academic careers - Enrolling policy	in progress	

HR for Excellence TU Delft Actionplan 2021 - 2023

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3. Evaluate current working time regulations according to the needs of staff member							
10	Evaluate current working time regulations according to the needs of staff members.	10. Non-discrimination 24. Working conditions 27. Gender balance 28. Career development	Q2 2013	HR	- Evaluate working time regulations and adjusting them according to needs and national legislation	Completed	
4. Develop the valorisation profile further							
11	Develop a form of annual reporting in the area of knowledge valorisation.	3. Professional responsibility 8. Dissemination, exploitation of results 9. Public Engagement 26. Funding of salaries	Q4 2013	Valorisation Centre	- Develop annual report - Report annually	Completed	
12	Develop a 2013-2020 valorisation agenda for the supervision of supporting activities in the area of valorisation.	3. Professional responsibility 8. Dissemination, exploitation of results 9. Public Engagement	Q4 2013	Valorisation Centre	- Develop a valorisation agenda 2013-2020 - Publish valorisation agenda	Completed	
13	Select indicators in order to improve the visibility of performance in terms of valorisation and to use them for national and international comparisons.	6. Accountability 8. Dissemination, exploitation of results 9. Public engagement	Q3 2013	Valorisation Centre	- Coordinate common indicators within Dutch Universities - Select and use indicators	Completed	
14	Further strengthen regional networks in the area of public-private partnerships. In concrete terms, the objective is to establish a regional development in the Zuid-Holland region.	8. Dissemination, exploitation of results 9. Public engagement 23. Research environment	Q1 2014	Valorisation Centre (in collaboration with the cities of Delft, The Hague, Leiden and Rotterdam, as well as with the universities in Delft, Rotterdam and Leiden)	- Develop plans within de region of Zuid-Holland - Find and develop partnerships -develop and concretise projects	Completed	
15	The formulation of an innovation strategy by all faculties, as an integral part of the strategic planning of the faculty.	8. Dissemination, exploitation of results 9. Public engagement	Q2 2014	Deans	- Formulation of faculty innovation strategy - Decision by faculty board on strategy - Implementation of strategy within faculty	Completed	
16	Investigate the possibility of establishing a multi-talent transitional building on campus for start-ups.	8. Dissemination, exploitation of results 9. Public engagement 23. Research environment	Q1 2017	Facility Management & Real Estate with Valorisation- Centre	- Investigate the possibilities - Establish a building for start-ups	Completed	
5. Improve Results & Development cycle							
17	Include a 360-degree feedback instrument in the Result and Development (R&D) interview.	11. Evaluation / appraisal systems	Q4 2014	HR	- Evaluate R&D cycle - Discuss and develop 360-degree instrument - Implement instrument	Completed	
49	Evaluate and redesign the Results & Development Cycle	11. Evaluation/ appraisal systems 38. Continuing professional development	Q4 2021	HR	- Evaluate Results & Development Cycle - Redesign Result & Development Cycle	New	
50	Implement Strategic Personnel Planning as part of the Results & Development Cycle.	11. Evaluation / appraisal systems 22. Recognition of the profession	Q4 2021	HR	- Design process Strategic Personnel Planning and tooling - Implement integrated with the Results & Development Cycle	New	
6. Increase the percentage 6 of women scientists to 20% by 2020							
18	Investigate the options for childcare on or in the direct vicinity of the campus.	24. Working conditions 27. Gender balance 28. Career development	Q4 2013	HR	- Investigate options of childcare in the vicinity of the campus - If possible establish childcare in the vicinity of the campus	Completed	
19	Start 2nd round of the TU Delft Fellowship: Create and fill ten new vacancies especially for women scientists.	25. Stability and permanence of employment 27. Gender balance 28. Career development	Q4 2014	HR Guido Schipper, Caro Coemans / Dewis	- Execute second round for DTF and fill ten new vacancies for women scientists	Completed	
20	Establish a dual-career programme: This programme helps the partners of new employees to find suitable employment in the Netherlands	27. Gender balance 28. Career development 30. Access to career advice	Q2 2016	HR and Central International Office Sara Veldhorst	- Develop vision on dual career program - Establish dual career program	Completed	
21	Create Gender Equality Plans (GEPs) at TU Delft and support to research organisations to implement Gender Equality Plans (ENGINE Project).	27. Gender balance 28.Career development	Q4 2021	HR, ENGINE project	- Create Gender Equality Plans (GEPs) - Execute Gender Equality Plans (ENGINE project)	Completed	
7. Increase the percentage of women scientists to 25% by 2025							
51	Increase the targets set of 25% of full professors on the basis of the LNVH Monitor (Q4 2025)	27. Gender balance 28. Career development	Q4 2025		- Move to an annual campaign o the TU Delft Fellowship: Create and fill ten new vacancies especially for women scientists (every year until Q4 2025).	New	
8. Improve the quality of intellectual property							
22	Establish regulations for intellectual property.	5. Contractual and legal obligations 31. Intellectual Property Rights	Q3 2016	Legal Services	- Develop regulations on IP - Implement and publish the regulations	Completed	
23	Develop a training programme on intellectual property for academic staff.	31. Intellectual Property Rights 38. Continuing professional development	Q3 2014	Valorisation Centre and Legal Services	- Develop a training programme on IP for academic staff - Publish availability of programme - Execute programme with academic staff participants	Completed	
9. Ongoing personal and professional development							
24	Develop and evaluate several personal and professional development courses for our (support) staff.	37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision	Q1 2024	HR	- Develop, execute and evaluate several professional development courses for support staff	In progress	

HR for Excellence TU Delft Actionplan 2021 - 2023

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25	Broaden the offer of leadership development courses for professional staff.	37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision	Q1 2022	HR	- Develop a vision on broadening the offer of leadership development courses for professional staff - Incorporate vision in the Service Quality project - Develop courses and offer them to professional staff	In progress	
26	Implementing eLearning for all staff.	28. Career development 30. Access to career advice 38. Continuing professional development 39. Access to research training and continuous development	Q4 2021	HR	- Decision on funding an d desirability by EB. - Give access to e-learning courses for all personnel	in progress	
52	Offering to supervisors (including PI, New Tenure Track, new managers) supervision training and correct tooling and skills to enhance the career development of their staff.	6. Accountability 28.Career development 30. Access to career advice 36. Relation with Supervisors 37. Supervision and managerial duties 38. Continuing professional development 40. Supervision	Q4 2021	HR, Graduate school	- Analyse all offers regarding supervision trainings for all supervisors - Determine when and where and in what programs are suited target like PI, Tenure Track, new managers - Create clear offerings per target audience - Offer training to target audiences	New	
53	Tenure Track Evaluation and advise for Tenure Track policy.	34. Complaints/appeals 36.Relation with supervisors 38. Continuing professional development	Q4 2021	HR Talent & Development	- Evaluate Tenure Track - Write advice on Tenure Track - Present evaluation and advise to Executive Board - Distribute evaluation and advise	New	
54	Improve accessibility of all training and development possibilities for all staff by an easily findable and accessible development curriculum: providing access to a learning experience platform for all personnel.	28.Career development 30. Access to career advice 33.Teaching 38. Continuing professional development 39. Access to research training and continuous development 40. Supervision	Q4 2022	HR Talent & Development, ESA TLS, Library, Valorisation Centre, Language Centre	- Determine requirements learning experience platform - Start project with configuring learning experience platform - Configure learning experience platform - Add content to learning experience platform - Launch learning experience platform - Evaluate	New	
55	Collaboration between TU Delft and Academic Transfer in relation to career development for PhD students in and outside of academia.	28.Career development 29.Value of mobility	Q4 2022	HR Recruitmentservices and Academic Transfer	- Define guiding principles for career development PhD students in and outside academia - Implement - Evaluate	New	
56	Assessment framework for dual employment relationships with external partners.	28. Career development 29. Value of mobility	Q4 2022	HR Services	- Create assessment framework for dual employment relationships with external partners	New	
57	Continues leadership development for all staff by implementing the Leadership Profile (including the DIRECT core values).	4. Professional attitude 6. Accountability 22. Recognition of the profession 28. Career development 38. Continuing professional development 39. Access to research training and continuous development	Q1 2024	HR Talent & Development	- Launch leadership profile - Create positive energy regarding leadership profile - Create common language regarding leadership profile - Create toolkit for leadership profile - Translate leadership profile to insights and actions on individual, team and organisational level	New	
58	Faculties and teams will be equipped to form diverse teams based on both the strategic direction of the organisation and the talent of the team members (see also Long-term HR Agenda 2018-2024 and Central plan of approach Employee Monitor).	11. Evaluation/ appraisal systems 22. Recognition of the profession	Q4 2025	HR	- Develop ambition for TU Delft recognition and reward, including academic outreach - Translate into WP Criteria TU Delft - Implement	New	In line with the new Recognition and Reward initiative, develop possibilities for academics to diversify career paths with various accents on research, education, valorisation and leadership.
10. Tackling working pressure							
27	Develop standardized tools to measure working pressure and stimulating an integral working pressure policy and stimulate an integral working pressure policy.	24. Working conditions	Q3 2016	HR Talent & Development	- Develop / use a standardised tool - Develop integral working pressure policy	Completed	
28	Develop a program of requirements and setting up a policy framework to tackle the working pressure in an efficient and adequate manner.	24. Working conditions	Q2 2018	HR Talent & Development	- Develop a programme of requirements - Develop a policy framework - Roll out the policy framework and keep repeating the employee monitor	Completed	
11. Increase wellbeing of employees							
35	Triennial Employee Survey monitor.	24. Working conditions	Q4 2020	HR	- Decision by Executive Board on which employee-satisfaction Survey to use - Execute employee-satisfaction Survey - Analyse outcome and set up a policy to tackle issues within faculties - Repeat triennially	In progress	
36	Supporting Postdocs in developing a PostDocDelft Network.	4. Professional attitude 22. Recognition of the profession 28. Career development 35. Participation in decision-making bodies	Q4 2018	HR	- Start dialogue with Postdocs at TU Delft - Set up Terms of Reference by PostDoc Network TU Delft - Enhance Terms of Reference in dialogue between HR and Postdocs at TU Delft - Decision by EB on Terms of Reference (ToR) PostDocDelft Network, with an annual budget	Completed	

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59	Developing a mentoring programme for specific target groups across faculties and service departments.	37. Relation with supervisors 38. Continuing professional development	Q4 2021	HR Talent & Development and Graduate School	- Develop mentoring program - Inventory who are the special target groups - Make mentoring program available for specific target groups - Evaluate mentoring program	New	
60	Availability of a pool of qualitative (team-) coaches and mentors	28.Career development 30. Access to career advice	Q4 2022	HR Talent & Development	- Evaluate current coach pool - Create guidelines for coaching and mentoring - Create mentor pool - Make coaching and mentoring available for staff	New	
61	Onboarding of new managers.	36. Relation with supervisors 37. Supervision and managerial duties	Q4 2022	HR Talent & Development	- Design onboarding program for managers - Develop onboarding program for managers - Make onboarding mandatory for new managers - Evaluate onboarding program for managers	New	
62	During and after Covid 19 giving structural attention on well-being for all employees.	24.Working conditions	Q4 2022	HSE and HR Talent & Development and Communications	- Install workgroup Work and Wellbeing - Communicate on possibilities - Develop inspiration sessions and workshops - Roll out inspiration sessions and workshops - Evaluate and keep what is working	New	
63	Roll out initiatives to support creating a safe environment with social security and feedback culture.	40. Supervision	Q4 2022	HSE and HR Talent & Development	- Start small, there where the need is - Evaluate - Make initiatives available	New	
64	Implementing and monitoring the Employee Monitor Central Plan of Action for 2020-2022.	23.Research environment 24. Working conditions	Q2 2023	HR and HSE	- Implement the actions of Employee Monitor - Monitor the actions	New	