HR Excellence in Research

TU Delft Renewal Internal Assessment

TU Delft is in the renewal phase for receiving HR logo 'Excellence in Research Award.' The "HR Excellence in Research" award gives public recognition to research institutions that have made progress in aligning their human resource policies with the principles set out in the "Charter & Code". Institutions that have been awarded the right to use the icon can use it to highlight their commitment to implement fair and transparent recruitment and appraisal procedures for researchers. For the renewal phase TU Delft chooses to do a GAP analyses to see if TU Delft meets the requirements for these 40 principles. To continue bearing the logo, universities must demonstrate compliance every 36 months.

Introduction HR for Excellence in Research

Delft University of Technology endorses the principles of the European Charter for Researchers ("the Charter") and European Code of Conduct for the Recruitment of Researchers ("the Code"). We are very proud that, in 2013, the European Commission awarded Delft University of Technology the Excellence in Research logo.

Charter and Code

To create an open and transparant European research climate, the European Commission has adopted a European Charter for Researchers and a Code of Conduct for the Recruitment of Researchers. These two documents, addressed to researchers as well as to employers and funders in both the public and private sectors, are key elements in the European Union's policy to make research an attractive career. Click here for more information about The European Charter and Code for Researchers.

HR strategy for Researchers (HRS4R)

The HR Strategy for Researchers (HRS4R) encourages research institutions to implement the Charter and Code in their policies. The HR Excellence in Research logo is awarded to research institutions that are acknowledged by the European Commission for making significant progress in implementing the Charter & Code. Because Delft University of Technology believes an open and transparent European research climate to be important, the University joined the HRS4R project in 2013 with the aim of incorporating the Charter & Code.

Renewal Internal Review

On 13 February 2020, just before the lock down due to COVID 19, TU Delft hosted a site visit for the renewal phase of the logo. The outcome was that TU Delft was complimented with what is already in place regarding the implementation of the Charter and Code. However, the renewal is pending with minor modifications. To address these modifications, we have performed an internal review of renewal assignments with a deadline of 30-3-2021.

This assignment has required that we:

1. deliver a GAP analysis based upon the 40 principles for Excellence in Research
2. deliver a new action plan based upon this GAP analysis
3. make the HR for Excellence logo page visible and findable for all employees on TU Delft.nl (click here)
4. install a steering group and describe the process of how this group oversees the progress.

This current document is the Renewal Internal Review. Please note that the actual audit is carried out online at https://euraxess.ec.europa.eu/jobs/hrs4r. and will be digitally submitted on the EURAXESS site under HRS4R, case: 2018NL363401.The Renewal Internal Review and revised HR Strategy and Action plan will also be published on TU Delft website upon completion of the internal assessment.

Renewal Internal Review

1: Name Organisation under review: Delft University of Technology

2: Organisation's contact details: Sasja van Warmerdam, S.vanwarmerdam@tudelft.nl

3: Web-link to published version of organisation's HR Strategy and Action Plan: https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/why-work-at-the-tu-delft/hr-excellence-in-research

4: Web-link to organisational recruitment policy (OTM-R principles): https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/why-work-at-the-tu-delft/hr-excellence-in-research

5: Web-link to recruitment site Working at TU Delft: https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft

SUBMISSION DATE TO THE EUROPEAN COMMISSION: BEFORE 30 MARCH 2021

1. ORGANISATIONAL INFORMATION

Please provide an update of the key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS 1st of February 2021	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	*3.686*
Of whom are international (i.e. foreign nationality)	*2.176*
Of whom are externally funded (i.e., for whom the organisation is the host organisation).	*1.311*
Of whom are women	*1.021*
Of whom are stage R3 or R4[1] = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*577*
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*1.598*
Of whom are stage R1 = in most organisations corresponding with doctoral level	*1.511*
Total number of students (if relevant)	*26.176*
Total number of staff (including management, administrative, teaching and research staff)	*6.054*
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	*761.900.000*
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure…)	*240.100.000*
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	*129.600.000*
Annual funding from private, non-government sources designated for research	*82.600.000*
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
Delft University of Technology (TU Delft) is a multifaceted institution offering education and conducting research in the technical sciences at an internationally recognised level. Founded over 170 years ago, it is in the West of the Netherlands. Education, research, and design are strongly oriented towards practical applications. TU Delft develops technologies for future generations, focusing on sustainability, health, safety, and economic vitality. With 6054 employees and 26176 students (numbers from 1st of February 2021) TU Delft is the largest university of technology in the Netherlands, and comprises eight faculties, unique laboratories, research institutes and schools.	

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[1] http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

2. STENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE (NARRATIVE)

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Ethical and professional aspects (max 500 words)

TU Delft attaches great importance to academic, social and organizational integrity.

The Executive Board (EB) published the new TU Delft Code of Conduct in February 2020. This code of conduct is intended to help employees, students, and guests to act in complex situations according to the TU Delft core values: Diversity, Integrity, Respect, Engagement, Courage and Trust ("DIRECT"). The code also refers to the TU Delft Vision on Integrity 2018-2024, to which everyone is expected to adhere, and details the responsibilities of employees, students and guests, and of TU Delft as an organization. Examples for promoting the Code to the TU Delft community are its publication on the internet, its focus for organised meetings, and its integration into our onboarding program. Additional activities include the development of the Dilemma Game to promote and discuss complex decision-making, centred around integrity, with employees. We carried out actions 1- 4 and added actions 41, 42, 46.

In addition, the TU Delft Integrity Office was established in mid-2020. This consists of a team of employees who are collectively responsible for the three pillars of the integrity policy: academic integrity, social integrity, and organizational. The task of the Integrity Office is to translate the TU Delft Vision on Integrity 2018-2024 into a concrete integrity policy based on the priorities set by the Executive Board. The Integrity Office has been established and three Policy Advisors recruited to deliver the additional programmes of work (on academic, social, and organisational integrity respectively) (action 33).

Regarding ethical principles: The Integrity Office will consult and propose wider research ethics needs and solutions (action 45). And will implement new developments (to promote reach and quality) in the existing HREC process (action 53).

TU Delft is legally required to comply with the GDPR. Alongside the activities of the privacy team and establishment of the Data Stewards, TU Delft started in 2019 with the inventory/register of all processed personal data by HR Systems.

Remarks (max 500 words)

Valuing teaching

The trend currently observed is that among academic staff within TU Delft, broader career paths are seen as more desirable than the traditional paths which are primarily based on outstanding academic research. This is also in keeping with the development whereby research employees are able to specialise in other directions than research. Because teaching is also an important pillar of the academic profile, an investigation has been carried out into whether, say, a 30:70 research-teaching ratio could lead to an academic career (to full professor), whereas previously the approach was more or less the reverse.

A TU Delft project, 'Education in the Spotlight & Teaching Excellence', has resulted in a guide with a set of indicators describing the career paths towards associate professor and full professor, and the direction towards a career path and appointment, with an emphasis on teaching. The guide was adopted by the Executive Board in March 2019, having received widespread support following consultation with employees and with the consent of the employee participation bodies.

A next step in the diversification of career paths is the programme, run by the VSNU, called: Recognition and Reward. 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. 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 (Q4 2025) (action 73).

Improving the Results & Development cycle

In 2020 we started a review of the current R&D cycle as a response to the results of the Engagement Survey: the Employee Monitor, being carried out in 2020 as well as part of the findings in the recognition and reward project. Based on the feedback we will revise the cycle accordingly. First preliminary results have led us to put more emphasis on the way the conversation is held; more development focused and forward looking. New training-courses for both employees and supervisors have been rolled out starting February of 2021 (action 17, 49).

Recruitment and selection (max 500 words)

There is still fierce competition for international talent. Attractiveness as an employer is important in that regard, as are indeed informal networks. These networks and personal contacts play a major role in the willingness of talented individuals to join TU Delft. More so, an excellent candidate journey for all candidates during the recruitment process will reinforce that attractiveness and give all job applicants the opportunity to explore their possibilities in the best way possible.

OTM-R is the basis to ensure that job applicants have a level playing field by excluding unconscious bias (assumptions and prejudices) during the application assessment and selection process. Through raising awareness of the Appointments Advisory Committee, efforts will also be made to address unconscious prejudices and assumptions (action 38). This means that besides objectivity, the OTM-Recruitment Guide (action 29) will be promoting diversity at TU Delft. We have concluded that although we have published and promoted the OTM-Recruitment Guide, not all hiring staff and HR advisors are fully aware of its content. Therefore we have launched a new action providing all hiring staff and HR advisors with "easy to access" information in an extended Recruitment Guide and we will enhance the communication around it (action 38).

Inclusive language is of particular importance to encourage candidates to enter the recruitment process and to ensure that all candidates will have an excellent candidate journey, independent of whether they were hired or not. In 2020, at the beginning of 2021, the OTM-Recruitment guide has been reviewed and adjusted (action 43).

In the future, the extended Recruitment Guide will be continually refined and updated based on our experience and insights from working with it. The aim is to further integrate the principles of the Guide in the digital Applicant Tracking System (Lumesse Recruit) (action 30) and to keep improving Recruitment services by creating and implementing a Recruitmentservices roadmap, based upon the Long-term HR Agenda 2018-2024. Since June of 2020 we have added three talent acquisition specialists to the central recruitment services team. They are working rigorously on the implementation of all principles while adding specific and "easy to access" information on good

practice principles on recruitment for all hiring staff (action 48). At the same time since Recruitment services has evolved during the last couple of years, also the OTM-R Checklist will be renewed and republished (action 43).

Finally, we will improve the visibility of the NVP Recruitment code by publishing the Code on the TU Delft website (including procedures for complaints). (action 37). As a final action TU Delft wants to make the selection process clearer to (potential) candidates (action 44).

Delft Technology Fellowship

TU Delft would like to attract more female academic employees. The Delft Technology Fellowship (DTF), which is targeted at outstanding female academics and has been held on a biennial basis on six occasions, has led to the appointment of 40 talented female academics at different phases of their careers. DTF candidates are appointed for a period of five years. An analysis from the intake in the DTF programme shows that two DTF candidates have gone on to be full professors. This shows that the programme is also helping TU Delft to meet its goal of employing 15% female professors by the end of 2020 (excluding the Westerdijk positions) as well as employing 20% of female professors by the end of 2020. TU Delft is actively seeking to continue to raise the percentage of female scientists to 25% by 2025 based upon the LNHV monitor.

The target of 25% female professors in 2025 will be achieved in practice if, on average, 35% of new professors in 2020-2025 are female. By way of comparison, in the period 2016-2020 (see table 3 in the appendix), an average of 25% of the professors entering TU Delft were female. In 2017 and 2018, the percentage was even 35% (action 51).

In January 2019, the Executive Board decided that the DTF should take place annually for a period of five years in order to encourage and support the continued intake of talented female scientists. At the time of their appointment as assistant professor, associate professor, or full professor, Delft Technology Fellows receive a budget that depends on the phase of the female scientist's career. They receive a sum of €100K, €200K, or €300K respectively, which they may spend as they see fit. In 2019 the government has made additional resources available to hire extra academic staff to improve the student-staff ratios specifically in the technical fields (the 'sector plans'). TU Delft will take advantage of this opportunity to also increase the proportion of female academic staff.

Round	Applicants	Appointed	Professor	Associate Professor	Assistant Professor
1. 2012	128	10	2	2	6
2. 2014	131	9	-	2	7
3. 2016	352	9	1	2	6
4. 2018	298	13	1	3	9
5. 2019	240	10	-	1	9

Remarks (max 500 words)

The HR 2018-2024 Long-Term Plan, 'Impact for and with people' (a further specification to the TU Delft Strategic Framework 2018 - 2024) describes another twelve measures for recruiting talented individuals (action 32). The Long-Term Plan should be seen as a series of broad HR objectives, which will be fine-tuned each year through administrative work agreements, programmes and projects. This is a continuation from the results from the previous HR strategy, 'freedom to excel 2010-2014'.

The extension of the HR Excellence in Research Logo has of course been included in the Long-Term Plan as a point of action. The other eleven points of actions are:

1. positioning TU Delft as a leading employer
2. intensifying support during recruitment (including the implementation of a recruitment software system (Talent Management Suite) (action 30)
3. custom-made Starter package for new employees
4. establishing and weighing up intake variants when filling vacancies
5. evaluating talent intake programmes, and adapting them as necessary
6. using strategic personnel planning for identifying future employment needs (action 50)
7. strengthening collaboration with Academic Transfer in order to position the Netherlands as an attractive location for talented academic individuals (action 55), as well as such aspects as expanding hospitality and partner career services, onboarding, and a mentor programme (action 59).

This is all aimed at making TU Delft more accessible for talented scientists to join the University. Our "Coming to Delft" services are highly appreciated as a recent evaluation revealed and we are working on continuous improvement of this service to ensure a smooth transition for international candidates. Furthermore, a new project to onboard all new employees as smoothly as possible has been launched from December 2020. In 2021 and 2022 we will work on improving the (remote) onboarding of all personnel supported by an online environment to meet socially and a learning management system to ensure we set up our employees for success as well as support their development along the course of their careers (action 54).

As mentioned, digital support is being sought for each of the aforementioned action points in order to focus on quality (process and outcome). Included is a more data-driven approach for HR in general.

Working conditions (max 500 words)

Dual Career Programme

The university also offers a Coming to Delft Service & Partner Career Advice (CTDS). Since 2016, they have been providing tailored advice and information to newly appointed employees, their partners and families at the start of their time at TU Delft. Various workshops and information meetings are organised to help international employees adapt to life in the Netherlands. Examples include Dutch culture, tax meetings, etc.

The Dual Career Network (DCN) was launched within an LDE context in late 2018 and will be continued and continuously improved in the coming years.

TU Delft will also create an assessment framework for dual employment relationships with external partners (action 56).

Additions to Tenure Track policy

Tenure Trackers are offered appointments for a period of six years. The decision on whether to convert them from a temporary appointment is taken before the end of the 5th year. Tenure Trackers whose appointments are not converted into a permanent position then have a year to look for employment elsewhere, during which time they are assisted by TU Delft.

Tenure Trackers may take maternity leave, adoption leave, or parental leave. Since 2017, it has been possible to extend appointments for these reasons to a maximum of eight years. This enables Tenure Trackers to meet the conditions of their appointment without suffering any disadvantages.

In 2020 the Tenure Track policy has been thoroughly evaluated. A report of the evaluation and recommendations was presented to the EB in Jan 2021. Actions to further improve and implement the policy will follow this evaluation procedure (action 52, 68).

Employee Monitor – the engagement survey

In 2020, a survey among TU Delft employees was held, in which they were asked about how they experienced their work, workload, vitality, and internal support (actions 27 and 28). This has led to a university-wide plan of action, which incorporated the faculty action plans and those of the departments, with their own measures (action 64). Employee Monitors are held every three years (action 35).

Hybrid working

COVID-19 has taught us all that working from home is possible although maybe not preferable for such a long time. However, in order to create the best conditions possible under less-favourable circumstances all employees have been able to set up a working-from-home office and we will explore whether this way of working may increase working conditions for employees after this pandemic is over.

Remarks (max 500 words)

Integrity and Diversity & Inclusion

At the beginning of 2020, the Executive Board expressed the desire to streamline the priorities regarding the integrity policy and diversity policy in three related decisions. To this end, the Executive Board has decided to set up a TU Delft Integrity Office and a TU Delft Diversity & Inclusion (D&I) Office. The two offices will operate in functional coordination with the Executive Board, the Integrity Board, and the newly established Diversity Board. There is also close cooperation with the faculties, the relevant management boards, as well as with existing initiatives within TU Delft in the fields of Integrity and D&I.

Integrity

The Executive Board published the new TU Delft Code of Conduct in February 2020. This code of conduct is intended to help employees, students and guests to act in complex situations according to the TU Delft core values: Diversity, Integrity, Respect, Engagement, Courage and Trust ("DIRECT"). The code also contains the TU Delft Integrity Statement, to which everyone is expected to adhere, and details the responsibilities of employees, students and guests, and of TU Delft as an organization.

In addition, the TU Delft Integrity Office was established in mid-2020. This consists of a team of employees who are each individually responsible for one of the three pillars of the integrity policy: academic integrity, social integrity, and organizational integrity. The task of the Integrity Office is to

translate the TU Delft Vision on Integrity 2018-2024 into a concrete integrity policy based on the priorities set by the Executive Board.

Diversity & Inclusion (D&I)

As of September 1, 2020, Professor David Keyson has been appointed Diversity Officer at TU Delft. As chairman of the yet to be established Diversity Board, he will provide the Executive Board with solicited and unsolicited substantive advice on diversity issues. The focus is on the implementation of the "Terms of Reference Diversity & Inclusion TU Delft, 2018-2024", but the Diversity Board can also put topics on the policy agenda itself.

The D&I Office supports the Diversity Board in the further, practical development and implementation to create an all-embracing culture towards diversity, with two dedicated policy advisors on D&I. The Office will consist of two policy advisers who are due to start in early 2021 (action 33).

Ombuds office for staff

TU Delft has appointed an Ombuds officer for staff as part of a pilot scheme for two years, starting March 2019 (action 34). The Ombuds officer is part of TU Delft's help structure, with a mandate in areas including undesirable behaviour, administrative integrity, conflicts of interest or dereliction of duty. The Ombuds officer will investigate, give (requested or unrequested) impartial and independent advice and act as a facilitator of conversations. The Ombuds officer also has a role in signalling patterns. Structurally embed Ombud's office for staff after 2-year pilot; simultaneously revise Ombud's office for students (action 40).

Support with establishment of PostDocDelft Network

In 2018, HR assisted with the founding of a Postdoc Network TU Delft (action 36). The Postdoc Network TU Delft states in its Terms of Reference that it acts as a voice for post-doctoral researchers and as an explicit discussion partner to the EB. Also explicit is that it seeks the same role vis-à-vis other relevant parties at TU Delft, such as HR, in relation to topics that affect it. The EB has stated that the PostDoc Network TU Delft will be consulted if a relevant subject is to be discussed. For example, the PostDoc network, as well as the PhD network (Promood) are taking part in the Recognition & Rewards committee.

The PostDoc Network TU Delft will reach out to postdoc networks from other universities to exchange knowledge and to be inspired. Our Postdocs will be supported in their careers both within and outside TU Delft.

Training and development (max 500 words)

Today all our professionals, academic and non-academic, operate in a challenging, competitive and often unpredictable environment. Performing well against this dynamic background requires a pioneering spirit and problem-solving ability.

Employees are offered training courses, learning paths, and workshops from various quarters: Communications, HR, Graduate School, Strategic Development, Valorisation Centre, Library, Teaching and Learning Services, Institute for Languages and Academic Skills, and the LDE Alliance (Leiden – Delft – Erasmus). Tailored training is also possible. HR has included the following actions in the HR 2018-2024 Long-Term Plan, 'Impact for & with people'. Also mentoring specific target groups (action 59) and the availability of a pool of qualitative (team-) coaches and mentors (action 60) are part of the professional development offer for our employees.

Management Development

Managers have a knowledge of management, know the processes at TU Delft and ensure that the right things are done. A learning path has been established for this, which is still being developed. It involves both basic training courses and more in-depth modules.

During the next few years, the vision for management development will continue to be developed. The first action in 2021: to onboard new managers. The key goal it to provide new managers with all relevant information to do an excellent job, not only in managing their teams/departments/faculties, but also in supporting their employees to build on their talent (action 61).

Development of leadership development

TU Delft is working to expand the range of available training courses for leadership development. For all staff, this recently resulted in a leadership development matrix, containing the aspects of leadership that are important at TU Delft for all employees. Examples of successful programmes for scientific staff include the Academic Leadership Course for professors, and the Personal Development Programme for Tenure Trackers. Against the background of the TU Delft Service Quality project, leadership development is being strengthened with a vision and plan of action. The first result has been that the Leadership development programs have been evaluated and expanded to non-academic staff resulting in a framework applicable to all. An implementation plan has been presented at the EB in October of 2020 and will be executed in 2021 and 2022 (action 25,57).

Range of career development options for support staff

The range of career development options for support staff and the sustainable employability of support staff are being expanded and constantly evaluated. It is already possible for the employees of TU Delft to follow trainings offered by Leiden University and Erasmus Univariate. Also a development plan for more experienced non-academic staff is developed and will be implemented in 2021. Specific attention is being paid to support the further development of leadership skills of the non-academic staff (action 24).

Work-life balance and sustainable employability

The supervision of employees is key to enhance career development and monitoring a good work-life balance. In addition, all supervisors ((including PI, New Tenure Track, new managers) will be offered supervision training and correct tooling and skills to enhance the career development of their staff (action 52).

Since 2013 TU Delft has been supporting Tenure Tracks, to enable them to make substantial progress through their tracks, and to not lose sight of the importance of a healthy work-life balance, despite the demanding environment in which they operate (action 7,8,54).

Recently, the Social Safety programme has been rolled out for all employees, and the 'Control over your career' programme (for those aged 55+ and those at the mid-point of their careers) set up. The training in this area has been a success and will be continued.

Studytube

Since early 2019, every employee with a NetID has had free access to 150 e-learning courses via Studytube (action 26). The courses are aimed at the development of skills relating to sustainable employability: communication, work-life balance, management skills, and ICT skills. Because of the

> freely available access, the number of applications for training programmes increased from 70 in the first two months of 2018 to 400 in 2019. In 2020 1070 courses were completed.

Remarks (max 500 words)

> Apart from the aforementioned training and development-related actions, TU Delft is committed to three areas that can also be strengthened through training (action 26).
>
> ### Diversity & Inclusion
>
> An inventory has been made of the range of Diversity & Inclusion programmes available for TU Delft employees. In the near future, an overview will be posted online and offered to employees or groups of employees (such as lecturers) according to category. The purpose is to be able to clearly communicate the range of training programmes available, given that inclusion is unfortunately still a topic that needs continuous attention.
>
> ### Micro-aggression
>
> Micro-aggression is defined as everyday behaviour or comments that are not intended to be insulting or discriminatory, but which may be construed as such. There are plans to renew the structure of confidential advisors for undesirable behaviour (action 39) and to devise and deliver an online training course on micro-aggression. The course will seek to raise awareness of behaviour and the possible effects it could have, as well as to reduce micro-aggression. The overall goal is to further promote inclusion. We will roll out initiatives to support creating a safe environment with social security and feedback culture. The course will be aimed at the entire TU Delft community (action 63).
>
> ### Training course on giving feedback
>
> This training course was instigated by the Works Council. The responses to it have been so positive that it has been decided to include it as part of the regular range of HR programmes. This is currently being done. The importance of the training course has also been enhanced as a result of the findings from the Employee Monitor, in which the pressure of work (action 27, 28), undesirable behaviour, and micro-aggression featured prominently. Learning to give feedback (or to do so more effectively) can help reduce these three aspects. The results of the 2020 survey have indicated that we are not there yet; new actions have been stated and will be carried out in 2021-2023 (see Central Plan of Action 2020 Employee Monitor 7-10-2020).
>
> ### Focus on building on talent by team development
>
> TU Delft wants to enhance building on talent, team science and inclusion. 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) (action 73).

Have any of the priorities for the short- and medium term changed? (max 500 words)

> The priorities for the short and medium term have not changed. They can be found in the Strategic Framework 2018-2024. However, some organisational realignment has occurred because of the addition of new projects and new priorities to the HR Long-Term Plan 2018-2024. Also, in response

to the worldwide impact of COVID 19, 6 strategic response teams with academic and non-academic staff and experts, have been installed to carry out a mid-term review of the strategy (Feb. 2021) (action 62). These teams will report back to the Executive Board in July of 2021 and if the results are as such that changes are necessary the strategic framework will be adjusted accordingly. Some of the actions have a deadline beyond the horizon of our current strategic framework. We expect that they will be picked up in our new strategic framework. If not, we will bring this point to the attention of the steering group and adjust accordingly.

Have any of the circumstances in which your organisation operates changed and as such have had an impact on your HR strategy? (max 500 words)

The growth of the university to more than 25,000 students is a challenge on many fronts. Facilities are limited in terms of lecture rooms, study corners, and the like. The pressure on academic staff to make sure all students receive proper attention and training is demanding. Of course, no-one foresaw the pandemic of Covid-19 to add to this topic. Now the challenge is to redesign all education to on-line alternatives while making sure that we remain the lively and close-knit community that we want to be.

Thanks to the 'sector plans', additional funds have been made available for the recruitment of academics in the science and engineering sectors. Professional recruitment to help fill these scientific positions has therefore become even more important and has been addressed by the establishment of a central recruitment office and additional tooling (ATS system).

Of course COVID-19 has also a significant impact on how we work together in the now "on-line" community. Several actions are worth mentioning since they will be continued post-Covid 19:

1. A Work and Wellbeing committee and website have been established
2. Continuous attention to staying connected, the role of the supervisor and the specific skills needed to do so (hybrid leadership, on-line tooling) (action 73)
3. All staff can acquire the desirable home office equipment, delivered at home, to stay healthy (desk, chair, computer screens and docking stations)
4.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

There are currently no strategic decisions anticipated that could affect the action plan.

However, as response to the worldwide impact of COVID 19, 6 strategic response teams with academic and non-academic staff and experts, have been installed to carry out a mid-term review of the strategy (Feb. 2021). These teams will report back to the EB in the summer of 2021 and if the results are as such that changes to the strategy are necessary and as such have an impact on our action plan, the action plan will be adjusted accordingly. The steering group will oversee that process.

3. ACTIONS

Please consult the <u>list of all actions</u> you have submitted as part of your HR strategy.

Please add to the overview the <u>status of these actions as well as the status of the indicators</u>. If any actions have been altered, omitted, or added, please provide a commentary for each action.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings:

The status of the actions is colour coded: green = new, orange = in progress, grey = completed.

TU Delft has categorised the actions. The table below gives an overview of the categories, number of actions and their status.

The former action plan contained 36 actions, with 28 actions completed, 8 in progress. We used the same categories for our new action plan, to which we added 28 new actions.

Summary actions:

Nr	Action category	Completed	In progress	New	TOTAL
1	Promoting Transparency	7	3	12	**22**
2	Improve the ability to assess scientific research according to indicators	4	1		**5**
3	Evaluate current working time regulations according to the needs of staff members	1			**1**
4	Develop the valorisation profile further	6			**6**
5	Improve Results & Development cycle	1		2	**3**
6	Increase the percentage of woman scientists to 20% by 2020	4			**4**
7	Increase the percentage of woman scientists to 25% by 2025			1	**1**
8	Improve the quality of intellectual property	2			**2**
9	Ongoing personal and professional development		3	6	**10**
10	Tackling working pressure	2			**2**
11	Increase the wellbeing of employees	1	1	6	**8**
	TOTAL	**28**	**8**	**27**	**63**

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)	Q1 2019	HR Recruitmentservices	- Develop a recruitment policy framework - Evaluate and improve the framework on a regular basis	Completed	

Nr	Description of actions	GAP Principles	Timing	Responsible Unit	Indicator(s) Target(s)	Status	Remarks
		29. Value of mobility 32. Co-authorship					
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	

Nr	Description of actions	GAP Principles	Timing	Responsible Unit	Indicator(s) Target(s)	Status	Remarks
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	

Nr	Description of actions	GAP Principles	Timing	Responsible Unit	Indicator(s) Target(s)	Status	Remarks
34	Installing an Ombudsman for personnel.	23, Research environment 24. Working Conditions 34. Complains/ appeals	Q4 2018	HR	- Decision by Executive Board t 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-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. Complains/ appeals	Q4 2021	Integrity Office	- Creating new integrity roadmaps for staff and students - Implement roadmaps.	New	

Nr	Description of actions	GAP Principles	Timing	Responsible Unit	Indicator(s) Target(s)	Status	Remarks
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	

Nr	Description of actions	GAP Principles	Timing	Responsible Unit	Indicator(s) Target(s)	Status	Remarks
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 offerded 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	
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							

Nr	Description of actions	GAP Principles	Timing	Responsible Unit	Indicator(s) Target(s)	Status	Remarks
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	

Nr	Description of actions	GAP Principles	Timing	Responsible Unit	Indicator(s) Target(s)	Status	Remarks
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	

Nr	Description of actions	GAP Principles	Timing	Responsible Unit	Indicator(s) Target(s)	Status	Remarks
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	
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	

Nr	Description of actions	GAP Principles	Timing	Responsible Unit	Indicator(s) Target(s)	Status	Remarks
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

Nr	Description of actions	GAP Principles	Timing	Responsible Unit	Indicator(s) Target(s)	Status	Remarks
							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	

Nr	Description of actions	GAP Principles	Timing	Responsible Unit	Indicator(s) Target(s)	Status	Remarks
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	

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:

https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/why-work-at-the-tu-delft/hr-excellence-in-research

Comments on the implementation of the OTM-R principles

OTM-R is the basis to ensure that job applicants have a level playing field by excluding unconscious selection (assumptions and prejudices) when their applications are assessed. Efforts will also be made at raising awareness on the appointments advisory committee regarding unconscious prejudices and assumptions (action 38). This means that besides objectivity, the OTM-Recruitment Guide (action 29) will be promoting diversity at TU Delft. This particular action is still to be completed and will be embedded in the new action providing all hiring staff and HR advisors with easy to access information in the extended Recruitment Guide (action 31, 38).

Inclusive language will be of particular importance to ensure all candidates will enter the recruitment process and to ensure that all candidates will have an excellent candidate journey, independent of whether they were hired or not. In 2020, at the beginning of 2021, the OTM-Recruitment guide and the OTM – R Checklist will be reviewed and adjusted (action 43).

The extended Recruitment Guide will be continually refined and updated on the basis of experience and insights from working with it.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/why-work-at-the-tu-delft/hr-excellence-in-research

4. IMPLEMENTATION

General overview of the implementation process: (max. 1000 words)

It is ensured that all actions are also included in the policy plans of HR, the D&I Office, the Integrity Office, and the Valorisation Centre. That way we have secured it being carried out and implemented from two "directions". Also, many of the actions are supported and secured by Dutch legislation and the Collective Labour Agreement on the one hand, and by TU Delft HR policy on the other. There has also been a clear increase in the focus on and strengthening the position of support staff in recent years. A leadership course has been launched, for example, and a learning path for secretaries has been set up. The range of courses available to support staff has been markedly expanded too. Also, the leadership profile for academic staff has been made applicable and available for support staff as well to serve as common ground.

Many of the actions stated in the action plan were the responsibility of the central HR expertise centrum of Talent and Development, the Diversity & Inclusion office and the Integrity office, all understaffed or established but not staffed at all. Now, with all three teams in place in 2021 and on boarded we can progress even further in our plans. Special attention is being paid to the actual implementation of the plans, practicality of the policy and tooling, and the evaluation of its effectiveness as well as the cooperation between all teams.

With regard to OTM-Recruitment Guide and the OTM-R Checklist
The OTM Recruitment Guide and the OTM-R Checklist will be updated and will again be brought to the attention of TU Delft employees via the deans, the departmental directors, the research group leaders and directors, and team leaders. It is posted onto the intranet and internet where it can be viewed by anyone (action 44, 45).

As was stated in previous sections: the recruitment team and tooling have been expanded in 2020 to further the implementation of the OTM-R principles and further improve the candidate journey of all applicants by adding practical tooling (How to-guide) for hiring managers, HR advisors and (HR-) assistants (action 38).

Make sure you also cover all the aspects highlighted in the checklist below:

How will the implementation committee and/or steering group regularly oversee progress?*

In 2021 we installed a steering group that oversees all HRS4R actions/projects.
The main tasks of the steering group are:
- To review the documents TU Delft submits for the HR for Excellence renewal phases
- To oversee yearly the progress of TU Delft regarding the Action plan
- With the odd exception, actions and projects are based on a project structure with a working group who are responsible for their implementation, in the case of large-scale projects, a steering group monitors progress and completion.

The steering group convenes twice per year:
- To review the proposed actions of that particular year as well as the KPI's to monitor completion.
- To determine progress on all actions of the past year.

If progress stalls the steering group can advise a course of action to complete the particular action or determine a new course of action. The steering group will also determine the process of internal review and/or site visit when needed for HRS4R; The steering group can call for extra meetings when they see fit.

The members of the steering group are a cross section of the organisation and all are invested in the themes/actions stated:
Dean, Valorisation Centre, Diversity & Inclusion Office, HR manager, Integrity policy advisor academic integrity, Graduate School, Associate Professor, HSE officer, and a secretary.

> HR itself also stays actively involved with carrying out projects for which it is responsible, and which make up the vast majority of the HRS4R projects.

How have you involved the research community, your main stakeholders, in the implementation process?

> All actions (depending on the subject) involve collecting 'tailor-made' information and feedback from the employees who stand to be affected by policies we are developing. Academics, stakeholders and other relevant parties are also sought out, according to the specific features of projects, in order to gain support and acceptance. Obviously, this is something we do meticulously, but decision-making bodies like the EB also join us in keeping a close eye to ensure that actions or projects follow the correct route before any definitive decisions are taken.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.

> The TU Delft vision, mission and values extensively feature the values of HRS4R. Transparency is one part of the mission, for example, as are the DIRECT values - Diversity, Integrity, Respect, Engagement, Courage, and Trust.
>
> The TU Delft Strategic Framework for 2018-2024 states explicitly: "We regard diversity as a cornerstone of innovation. We seek to integrate internationalisation in all our core activities."
>
> The Long-term HR Agenda 2018-2024 refers explicitly to the re-accreditation and a number of HR themes and actions that form part of the actions that have been formulated for previous years and for the next few years.

How will you ensure that the proposed actions are implemented?*

> Implementation is sometimes a long process. This is particularly so at an organisation like TU Delft, with its many employees, and not characterised by the imposition of centrally-based policies. It means implementation is a long-haul matter, even when the policy is endorsed by different tiers of the university. To ensure implementation we have, based on strategic personnel planning, increased the number of people working in HR that have project-management and change-management skills.

How will you monitor progress (timeline)*

The action plan will be monitored by the steering group as stated previously.

The actions mentioned in the action plan are also incorporated into the action plans of the Long-term HR Agenda 2018-2024 and its yearly updates, the Vision on integrity 2018-2024, the DoR on Diversity and Inclusion and the central plan as a result of the employee survey (Employee Monitor Central plan of action), to endorse implementation even more because progress is are also being monitored during the regular meetings that are held in the various offices. This means the monitoring process is also embedded in the day to day operations.

As a result, the monitoring of progress is guaranteed by the HR long-term plan and the annual plans, the annual report, and the administrative meetings on the subject that are held with the EB. The

progress being made in projects and plans is discussed there as well as monitored by the Steering group.

How will you measure progress (indicators) in view of the next assessment?*

The action plan will be monitored by the steering group as stated previously.

Each half year the steering group will come together to monitor the progress regarding the indicators.

Additional remarks/comments about the proposed implementation process: (max. 1000 words):

On 13 February 2020, just before the lock down due to COVID 19, TU Delft hosted a site visit for the renewal phase of the logo. The outcome was that TU Delft was complimented with what is already in place regarding implementing the Charter and Code. However, the renewal is pending with minor modifications. To address these modifications, we have performed an internal review of renewal assignments with a deadline of 30-3-2021.

This assignment has required that we:

- deliver a GAP analysis based upon the 40 principles for Excellence in Research
- deliver a new action plan based upon this GAP analysis
- make the HR for Excellence logo page visible and findable for all (future) employees on TU Delft.nl
- install a steering group and describe the process of how this group oversees the progress.

This current document is the Renewal Internal Review. The GAP analyses, Renewal Internal Review, revised HR Strategy and Action plan will also be published on TU Delft website upon completion of the internal assessment. The links are:

a. Working at TU Delft > Why work at TU Delft? under 3. Excellent facilities for research, education and innovation. Mention of HR for Excellence.
b. Working at TU Delft > Why work at TU Delft? at the bottom of the page, Mention of HR for Excellence.
c. Working at TU Delft > Why work at TU Delft? > HR Excellence in Research. HR for Excellence page including documents.

We have added the documents as extra documents upon completion:

- HR_for_Excellence_GAP_analyses_TUDelft_2021.pdf
- HR_for_Excellence_Renewal_Internal Review_TUDelft_2021.pdf
- HR_for_Excellence_Action_Plan_TUDelft_2021.pdf
- TU_Delft_Longterm_HRagenda_2018_2024.pdf
- TU_Delft_Employee_Monitor 2020
- TU_Delft_Central_plan_of_Action_2020 Employee_Monitor_20201007.pdf
- TUDelft_Leadership_profile.pdf

Please note that the revised HR strategy and Action Plan must also be published upon completion of the internal assessment.