

# Long-term HR Agenda 2018-2024

## Impact for and with people



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**Contents**

- Long-term HR Agenda 2018-2024 ..... 1
- Impact for and with people ..... 1
- 1. Introduction..... 3
  - 1.1 TU Delft Strategic Framework (strategic plan) 2018-2024..... 3
  - 1.2 Long-term HR Agenda 2018-2024 ..... 4
- 2. TU Delft Vision/Mission/Values ..... 5
- 3. HR objectives and key projects ..... 6
  - 3.1 Talent recruitment ..... 6
  - 3.2 Talent development and sustainable employability ..... 8
  - 3.3 Safe and challenging work environment..... 9
  - 3.4 Efficient HR support ..... 11
  - 3.5 Organisational development..... 12
- 4. Roles in the HR domain ..... 14
  - 4.1 Staff member ..... 14
  - 4.2 Direct manager ..... 14
  - 4.3 HR ..... 14
- 5. HR organisation ..... 15
  - 5.1 Service model for HR Services as front office..... 15
  - 5.2 Advisory teams ..... 16
  - 5.3 Expertise centres ..... 16
  - 5.4 Organisation chart..... 16
  - 5.5 HR Staffing 2020 ..... 16

# 1. Introduction

## 1.1 TU Delft Strategic Framework (strategic plan) 2018-2024

TU Delft’s strategic framework for 2018-2024 **Impact for a better society** describes its compass for the coming years based on four core activities: Students & Education, Research & Innovation, People & Community, and Campus & Services. These activities are based around the specific principles of excellence, impact, involvement and openness. To summarise:

	Excellence	Impact	Involvement	Transparency
Students & Education	We reinforce our ambitious study culture, which is characterized by content, challenges and academic breadth.	We prepare students for solving social challenges and lead the responsible leaders of tomorrow in science, technology, design and innovation.	We invest in permanent (“continuous”) education and offer a relevant portfolio in a global environment.	We promote and facilitate Open Education. We strengthen our online education.
Research & Innovation	We aim to increase the number of scientific priorities.	We make a significant contribution to the solution of societal challenges by combining science, technology and design in a responsible manner.	We promote communication with the (local) public and strengthen international involvement through joint research initiatives.	We promote and facilitate Open Science and Open Innovation. We increase the number of large-scale public-private partnerships.
People & Community	We challenge our students and employees to get the best out of themselves, and provide them with the support they need.	We support students and employees with the joint creation and provision of solutions for social issues.	We ensure stronger involvement of our alumni and people from the environment. We build around each other TU Delft a ‘community for life’.	We regard diversity as a cornerstone for innovation. We aim to integrate internationalization within all our core activities.
Campus & Services	We develop excellent and efficient services that are aimed at the user.	We develop the campus as a ‘Living Lab’ in which education, research and innovation contribute to solving societal challenges.	We gear our facilities and services to our aim to make a sustainable and socially responsible contribution to the region, the Netherlands and the world.	We develop our campus in such a way that we are more open to interested people from the region and the municipality of Delft.

The strategic framework has been established with the contribution of numerous internal and external stakeholders, making it an accurate reflection of what our staff, students and other stakeholders expect and aspire to achieve.

## 1.2 Long-term HR Agenda 2018-2024

This long-term HR Agenda reflects the goals and concrete projects (maintenance as well as change) that, together with faculties and service departments, HR wishes to implement in order to achieve the objectives and basic principles of TU Delft. For HR, what is important is to continually safeguard the quality and development of staff, managers and the organisation as a whole and to enable them to perform to their best ability, hence the title **Impact for and with people**. The Long-term HR Agenda should be seen as a series of broad HR objectives which will be fine-tuned further each year through administrative work agreements, programmes and projects, both for maintenance and for change. It builds on the results of the previous HR strategy, Freedom to excel 2010-2014, which focused on high-quality staff, self-motivation, coaching leadership and a flexible, learning organisation. In the subsequent HR 2016-2017 plan, projects were defined and implemented that have together contributed to creating a stronger HR basis (see, for example, the HR Annual Report 2017). Additionally, HR contributes to the Integrated Services Programme (2017-2019) aimed at providing clear one-stop-shop services from the various service departments, the Service Quality Impulse programme (2018-2020) and the University Services Agenda 2020 and 2021.

This year, the COVID-19 pandemic and resultant necessary lockdown measures have shown what staff and managers are capable of when it comes to ensuring that TU Delft achieves its objectives even under unusual circumstances. This was achieved through unparalleled flexibility and loyalty, and has yielded some lessons for the future: keep investing in the well-being of all staff members, in people-centred managers, in a good work-life balance, and in a flexible and hybrid concept for allowing all staff to work from home.

## 2. TU Delft Vision/Mission/Values

The Long-term HR Agenda is based on the mission, vision and values of TU Delft as expressed in the strategic framework **Impact for a better society**.

### Vision

TU Delft contributes to solving global challenges by educating new generations of socially responsible engineers and by pushing the boundaries of the engineering sciences.

### Mission

- We conduct world-class research by bringing together science, technology and design in a socially responsible manner. By doing this, we promote and distribute the benefits of technology.
- We develop and increase the expertise of the technical leaders of tomorrow and train professional, high-quality and principled engineers throughout their career.
- We help develop and offer technological and innovative solutions for social problems through collaboration with leading national and international partners, while staying firmly anchored in Delft.
- We continually improve our joint effectiveness, performance and organisational resilience based on the principles of professionalism, cooperation and openness.

### Our values

- Diversity
- Integrity
- Respect
- Engagement
- Courage
- Trust



addition, we must focus more than before on the candidate, rather than the vacancy. The current international job market is extremely competitive in terms of employment preconditions, such as a stimulating organisational culture, clear career paths and good career development opportunities, excellent research facilities and equal labour relations. Starters in the job market are very keen on these aspects. More than in the past, we will have to use strategic personnel planning to identify the recruitment challenges we face and the recruitment channels we can use. A strategic recruitment plan per faculty or service department can help us respond to expected shortage, growth or outflow in a more timely and more efficient manner. Everyone within the organisation is encouraged to use internal and external networks to scout for suitable candidates. Alumni and campus recruitment can also be used for this. Once the candidate and TU Delft have found each other, our next priority is to make the 'employee journey' – from appointment to onboarding and starting work – a pleasant experience, where the new member of the TU Delft community receives appropriate support and feels a sense of bonding and connection.

*HR instruments include:*  
 Strategic Personnel Planning (SPP)  
 Recruitment channels  
 Vacancies site  
 Talent intake programmes

### *Talent recruitment projects<sup>1</sup>*

1. Positioning TU Delft as a favourite top employer: via employer branding, campaigns, presence at job fairs, young talent programmes, etc. This involves positioning the TU Delft 'brand' and its components more clearly in the national and international job market	2018-2020	😊
2. Intensifying recruitment support: by implementing an ATS, experimenting with an inhouse recruiter and sharing best practices, among other things	2019-2020	😊
3. Facilitating the creation of a 'customised start package' for operating in a tight job market	2019	😊
4. Determining various intake options (fixed, temporary, flexible, external hiring) and weighing them against one another when filling vacancies	2019-2020	😞
5. Professionalising the recruitment and selection process: collecting best practices from faculties and organising workshops	2020	😐
6. Evaluating talent intake programmes such as Delft Technology Fellows (aimed at female academics), Tenure Track (aimed at promising academics), LDE <sup>2</sup> trainees (aimed at support), Leading Fellows and continuing with these after adjustments	2019-2020	😊
7. Using Strategic Personnel Planning per faculty/service department to identify future staffing needs (9-Box Grid, Sustainable Employability model)	2019-2020	😐

<sup>1</sup> Maintenance and change projects: 😊 Proceeding according to plan or finalised 😐 Proceeding satisfactorily, needs attention 😞 Not proceeding satisfactorily, requires change of approach.

<sup>2</sup> LDE = Leiden Delft Erasmus

8. Maintaining the cooperation with Academic Transfer in order to position the Netherlands as an attractive location for academic talent	2018-2019	😊
9. Further expanding the Hospitality and Partner Career Services in collaboration with LDE	2020	😊
10. Further developing the Digital Onboarding process in collaboration with service departments and faculties (for academic and support staff)	2020-2021	😊
11. Developing a mentoring programme for specific target groups across faculties and service departments	2021	

### 3.2 Talent development and sustainable employability

Today all our professionals operate in a challenging, competitive and often unpredictable environment. Performing amidst these dynamics, where one's ability to find solutions and one's perseverance is put to the test daily, specifically demands a pioneering spirit. Our ambition to belong to the top technical universities worldwide places high demands on all our staff and on the way we organise the combined action of science, education, innovation and support. Achieving sustainable success within the environment in which we operate requires everyone to be aware of their unique talents and making optimal use of these. That is why we give priority to continuous talent development and an active steering of the pace and direction of development. Quality above all, especially when it comes to people. Everything at TU Delft is focused on enabling our professionals to be successful together. There is a great sense of pride and satisfaction when objectives are achieved and ambitions are fulfilled. However, this does not happen automatically. It requires an acute awareness of individual preference and style, insight into your own behaviour, a heightened sense of focus and knowing where the solution lies so that you can perform optimally. It requires self-management and self-reflection, as well as managers (and academics performing this role) who help achieve this. The manager, as a people manager, has a distinctive role to play and the role of the annual R&D cycle is also critical, provided that it is carried out with an emphasis on quality. It is also crucial to teach professionals how to deal with work and other types of pressure both from the outside and from themselves. As a manager, you ask your staff questions such as 'Where are you now?', 'Are you still developing?', 'What do you need so that you can continue to grow?', 'How are you going to achieve that?' and 'How can we support you in this process?' Here too, it is all about creating synergies within each team. Do you appreciate each other's differences, have admiration for each other's talents and are you working towards a common goal? At TU Delft, managers also talk to their staff members about matters such as whether it might be time to look somewhere else, whether their ambitions might go further than Delft or whether they are contributing less than they used to. However, it is important that this is done respectfully and in a kind way.

*HR instruments include:*  
Annual R&D cycle  
PhD Graduate School  
Sustainable employability  
Performance criteria for academic staff



### Projects for talent development and sustainable employability

12. Digitising the R&D cycle through the implementation of Talent Services, annual improvements and regular updates	2018-2021	😊
13. Determining and implementing the English Language Skill policy	2019-2020	😊
14. Adapting the (criteria for an) academic career based on a greater appreciation of education, open science, innovation and <i>ius promovendi</i> (Education in the spotlight)	2019	😊
15. Clarifying and monitoring study programme budgets (in terms of money and time)	2019	😊
16. Broadening the range of leadership development possibilities: both in academic and support staff careers, spanning more levels and starting earlier in the career, with increasing attention for people management skills	2019-2020	😞
17. Offering wider possibilities for career development for support staff and sustainable employability, including different types of outflow options and ownership of your personal development	2019-2021	😞
18. Providing specific support to target group networks, such as Young Delft (for young professionals), Promood (for PhD candidates), Postdocs, Technici and Zieso (for secretaries), with customised solutions for talent development	2018-2020	😞
19. Digitising Learning and Development	2020-2021	😊
20. Improving the quality of R&D meetings, with more attention for 360-degree feedback, teamwork, impact, education, and development, evaluation of the R&D system, coherence of criteria for academic staff, Tenure Track policy	2020-2021	😊
21. Implementing Strategic Personnel Planning throughout TU Delft in order to encourage discussions on sustainable employability	2019-2020	😞
22. Continuing the Education in the spotlight programme within the framework of the VSNU memorandum on Acknowledgement and Appreciation.	2020-2022	😊
23. Annually reviewing the study programmes on offer based on evaluations	2021	
24. Developing a vision on talent and management development	2021	
25. Implementing this vision	2022	

### 3.3 Safe and challenging work environment

The work environment of our staff largely determines the extent to which their talents yield results. Hard work creates energy if you have the determination and drive to give it your all. Especially when

you are committed to something and feel that what you strive for has meaning within a larger context of social relevance. Wanting to be ‘the best’ together means being dedicated, eager to learn, never satisfied, and on the ball. It also requires resilience and mental flexibility – deriving pleasure from overcoming obstacles. A conscious work-life balance forms the basis for this. That is why vitality and work pressure are key priorities for us. No matter how good you are, you can never get results working alone. The best performances are achieved in teams, where the energy flows and vibrates. Teams where the prevailing attitude is one of learning together, learning from one another and offering a helping hand. The sharing of both passion and compassion. Being a team member at TU Delft means showing active commitment towards others (through behaviour), working on cohesion, constructive communication (dialogue instead of monologue) and synergy (using the power of differences). It also means not avoiding conflicts, but using these constructively. And making clear agreements about talking to each other about desirable and undesirable behaviour. TU Delft wants to be an employer that allows people from various backgrounds to develop to their fullest potential. By striving for diversity in the broadest possible sense, we serve not only the interests of society and the individual but also those of the organisation. Our HR policy is focused on stimulating diversity in all its aspects, (age, culture/nationality, gender and the less obvious aspects such as social background, sexual orientation or disability). Moreover, our policy implies that the physical work and learning environment and the TU Delft campus support and project these ambitions, based on (socially) safe and healthy working conditions.

### *Projects for a challenging work environment*

26. Setting up a Diversity and Inclusion team led by the Chief Diversity Officer	2018	😊
27. Implementing the Employee Survey (Medmon) Six-Point Plan of Action 2017 (including safety profile/ombudsman, undesirable behaviour)	2018-2019	😊
28. Recalibrating the in-house emergency response/internal emergency response policy in collaboration with the Safety and Security department and ICT & FM department	2019	😊
29. Developing a plan of action for participation of staff with a disadvantaged position on the job market (implementation of the Quota Act)	2019	😊
30. Implementing the Participation Act Action Plan	2020-2024	😐
31. Determining and implementing the HSE Customisation Scheme 2.0	2019-2020	😐
32. Initiating ombudsman pilot scheme	2019	😊
33. Developing and implementing TU Delft's Mobility and Accessibility Programme together with Campus and Real Estate	2019	😊
34. Expanding the Health Coach Programme to include specific target groups, e.g. PhD candidates	2019-2020	😊
35. Internal audit of the Health and Safety system (HSE system per faculty and service department)	2020	😊
36. Contributing to the Diversity & Inclusion Plan of Action	2020-2024	😊
37. Bringing the absenteeism policy up to date	2020	😐
38. Increasing HSE expertise with respect to renovation and new construction projects	2020	😐

39. Developing the vision on integrity in an awareness programme	2019	😊
40. Evaluating the position of the confidential advisor, staff ombudsman	2020	😊
41. Implementing the smoke-free campus	2020	😊
42. Market exploration for Health Coach Programme	2020	😊
43. Monitoring the TU Delft environmental permit	2020	😊
44. Repeating the triennial employee survey and updating the plan of action	2020, 2023	😊
45. Developing the Labservant roadmap	2020	😐
46. Providing support to health and safety officers settling in to new role, evaluating the model	2021	
47. Strengthening safety culture campus-wide in collaboration with the Safety&Security institute	2021	

*HR instruments include:*  
 HR Services  
 Talent Services  
 Collective Labour Agreement implementation

### 3.4 Efficient HR support

As an organisation, TU Delft is compact and capable of responding to the pace of change. We cooperate with external partners in a smart way. In order to remain agile and lean, we critically review the structure, control and number of links in the chain processes. For this, our support staff members are organised in a versatile manner and their efforts are always focused on relieving the pressure on professionals through user-friendly one-stop-shop services and up-to-date technology (e-HRM). As befits high-quality academics and professionals, they do not allow themselves to get automatically bogged down in structures and processes. That is why at TU Delft we strive to ensure that the necessary uniformity, efficiency and manageability of the organisation is not achieved at the cost of taking away room for individual staff and their development. We test and check this in advance, discussing the intended developments with users. The priorities we are working on are checked in advance with deans and directors. Subsequently, in conjunction with the faculties and service departments, they are implemented and carefully evaluated and optimised. We continue to work with hybrid forms of employment relationships and appointments, in order to guarantee the necessary flexibility. The HR policy is not only aimed at permanent staff but also at the temporary workforce and staff who have other employers in addition to TU Delft or duties outside of TU Delft.

#### *Projects for efficient support*

48. Further digitising the basic HR processes by implementing Talent Services modules: R&D, Recruitment, Learning and Development	2018-2020	😊
49. Integrating the international HR process within HR Services and improving these with the help of VisaCare system, for example	2018-2019	😊
50. Professionalising the risk management process for contracts	2019	😊

51. Implementing the HR Benchmark with respect to Caesar partner(s) through educational trip	2019	😊
52. Implementing the new Collective Labour Agreement in a timely manner	2019-2020	😊
53. Starting the Leadership for Support Staff course	2018-2019	😊
54. Clarifying HR components in process budget	2019	😊
55. GDPR-proofing of HR processes and systems	2019-2020	😊
56. Developing the HR ICT Roadmap, in conjunction with Finance and ICT, taking into account the latest technological developments	2019	😊
57. Implementing PoC robotisation	2019-2020	😡
58. European invitation to tender for salary processing/Core HR	2020	😊
59. Implementing the HR services development plan	2019-2020	😊
60. Implementing Core HR in annual plateaus	2020-2022	😊
61. Optimising HR service model (standard vs customised, process owners, HR Advice for temporary workforce)	2020-2021	😊
62. Fully implementing the process of hiring external staff by HR-Finance	2020	😐
63. European invitation to tender for employment agency, STUD and Broker contracts	2020, 2021	😐
64. Further professionalisation of data analysis and management information in conjunction with DWH SD, FIC, HR Advice, HR Services and Finance	2019-2021	😐
65. Annually aligning the Long-term HR Agenda with deans and directors and establishing priorities	2018 and later	😊
66. Implementing the HR ICT Roadmap	2020-2024	😊
67. Implementing the Public Servants (Standardisation of Legal Status) Act	2018-2019	😊
68. Ensuring that HR Advice has the necessary impact: HR advisor as a partner for strategic personnel planning, strategic recruitment and organisational development	2019-2021	😐
69. Implementing Pre-Employment Screening	2021	

### 3.5 Organisational development

As an organisation, TU Delft is capable of responding to the pace of change in society and in higher education. We cooperate with external partners in a smart way. In order to remain agile and lean, we critically review the structure, management philosophy and number of links in the chain processes, and we adapt these where necessary. Given these facts, the Integrated SSC programme was developed and implemented, for example, and has been followed by the Service Quality Impulse Programme and the University Services Agenda 2020. The organisational changes in the service departments and the establishment of QuTech as a separate entity must also be seen in this light. In the years ahead, the intensification of TU Delft's collaboration with Erasmus MC and LUMC will require customised advice from HR. Within TU Delft, the role of change agent<sup>3</sup> is not an automatic one for HR, but it is one that, given its importance, HR will have to assume/retain and perform in a

<sup>3</sup> See page 14

systematic, transparent and organic fashion. This will involve the requisite culture and organisational changes in respect of, for example, 'Acknowledgement and Appreciation': from a pyramid structure to a PI structure, from excellence to relevance, the changing role of the research group leader and department Head, team science, flexible learning tracks, support for TRIs/institutes. And finally, the effect of the COVID-19 pandemic on internationalisation and sustainability.

### *Projects for organisational development*

70. Renewing the HR Excellence in Research certificate	2018-2019	😊
71. Developing and implementing the I-SSC programme	2018-2019	😊
72. Service Quality impulse programme: trailblazer, SG member, pillars of HR digitisation, leadership, Service alerts	2019-2020	😊
73. Bundling knowledge and experience in respect of 'Reorganisation'	2019-2020	😊
74. Positioning QuTech as a separate organisational component	2019	😊
75. Hybrid organisational model vs academic staff positions (joint appointments, criteria for academic staff)	2020-2021	😞
76. Adapting Regulation on University Services Sub-Mandates	2020	😊
77. Evaluating and if possible simplifying the TU Delft reorganisation procedure	2020	😊
78. Preparing the Delft-Rotterdam-Leiden Convergence	2020	😊
79. Augmenting knowledge and experience of change and organisational development within HR	2019-2020	😊
80. Developing policy on working from home in answer to the COVID-19 pandemic	2020	😊
81. Introducing chain process management	2021	
82. Reviewing the TU Delft management philosophy (integral management, research group, department, team science, PI)	2021	
83. Open Science (HR as change agent)	2020-2021	

## 4. Roles in the HR domain

Formulation of a proper HR policy occurs in cooperation between three parties: staff, managers (including academic), and HR (advice and support). This process is especially effective when each player performs their role in an active and professional manner. TU Delft visualises these roles as follows:

### 4.1 Staff member

Both in the area of academic and support activities, the staff member is well-trained, intrinsically motivated and actively assumes responsibility for their continued career (and wider) development, sustainable employability and vitality. They reflect on things, request support if necessary and cooperate constructively with colleagues and managers. The staff member stays up-to-date with the applicable legislation, regulations and rules, makes use of digital applications and adheres to the agreed frameworks. They are open to feedback from colleagues and solve problems constructively. Each staff member deserves to have a dedicated manager and a professional HR advisor.

### 4.2 Direct manager

The direct manager at TU Delft may be a departmental director, head of a research group or department manager within a service department, but they may also often be a principal investigator, supervisor or project leader with managerial duties. A dedicated direct manager (academic in this role) develops a vision for personnel and makes and implements decisions. They have the right skills and knowledge of the job content to manage staff, steer them in the right direction or even let them go. They ensure a balance between the organisation's needs and what staff members can contribute while working in a high-quality manner and with pleasure. The direct manager promotes talent development, cooperation within teams and focuses on the prioritisation and achievement of goals. They make efforts to ensure mutual trust, diversity and inclusion, set a good example in this respect and are principled and respectful when communicating something, even if it is bad news. They regularly give compliments and feedback and are also open to receiving these in return. The direct manager conducts annual R&D meetings with each staff member. Each manager deserves to have a feasible span-of-control, proactive staff and a professional HR advisor.

### 4.3 HR

TU Delft gives priority to good employment practices, and the HR advisor plays an important, independent and professional role. The HR advisor is a solid professional who supports managers in the design and implementation of the HR policy, has a broad repertoire of professional knowledge and competences, is interested in and familiar with the primary process and can easily switch between the four different HR roles, while the role of Administrative Expert is mainly fulfilled by HR Support and HR Services:



Fig. 2 Dave Ulrich Model for HR tasks

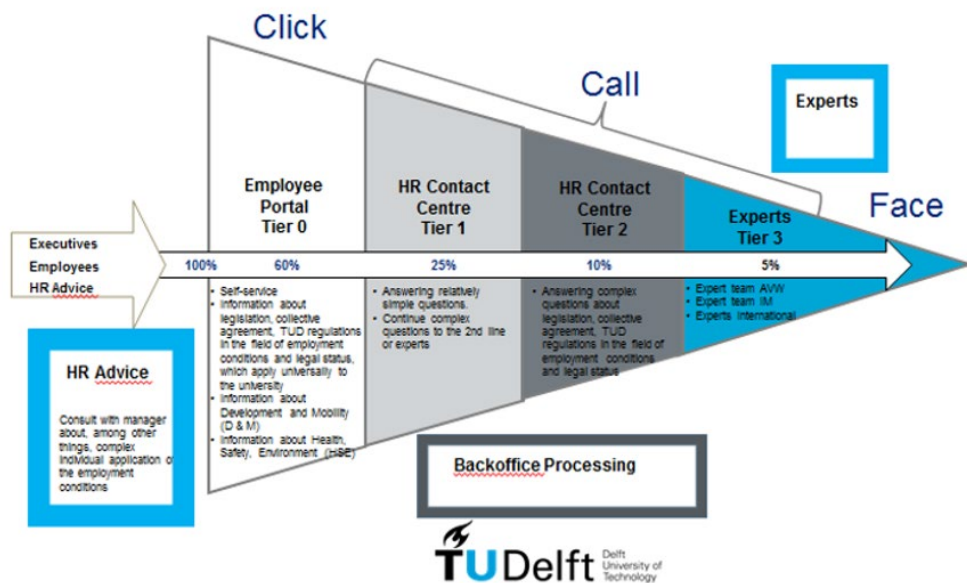
Listens to staff and managers, identifies issues and connects with the right people. Is able to handle the-sometimes-conflicting interests in a professional yet kind way. Each HR advisor deserves to have staff who direct their career and work proactively, a feasible span-of-control and managers who take their HR tasks seriously.

## 5. HR organisation

### 5.1 Service model for HR Services as front office

HR works in accordance with the service model agreed within TU Delft, where a 'click-call-face' route is followed as far as possible when dealing with standard as well as other types of questions from staff and managers: consult the HR Portal, call the HR Contact Centre and then contact the expert or

#### HR Service model



HR advisor.

Fig.3 HR SSC service model

## 5.2 Advisory teams

Advisory teams, consisting of a number of HR advisors and an HR manager (dedicated or shared), are employed at the faculties and at University Services. The ratio used for composing these teams is one (FTE) HR advisor per 300 'heads'. The advisory teams determine their work agenda together with their faculty or service department and in conjunction with the strategic agenda and developments within the relevant faculty or service department. All HR managers participate in the six-weekly HR-MT and the faculty HR managers in the six-weekly Faculty HR-MT.

## 5.3 Expertise centres

HR has the following four expertise centres:

- Terms of Employment team, which is part of HR Services;
- Information Management team, which is part of HR Services;
- Health, Safety and Environment team, which acts an expert team in the areas of safety, health and well-being and as part of which university health services doctors and university social services staff also work;
- Talent & Development team, which provides expertise in the areas of talent recruitment, talent development and mobility.

## 5.4 Organisation chart

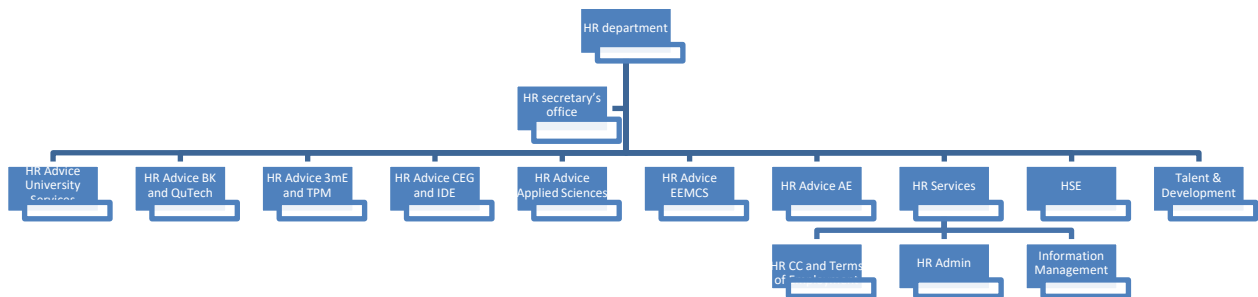


Fig. 4 HR organisation chart

## 5.5 HR Staffing 2020

	voluntary staff		paid		Total number of staff members	Total FTEs
	Number of staff members	FTEs	Number of staff members	FTEs		
HR advice	6	4.40	38	31.68	44	36.08



<b>HSE</b>	23 <sup>4</sup>	3.03	13	11.44	36	14.47
<b>HR other<sup>5</sup></b>	6	0.82	2	2.00	8	2.82
<b>HR secr</b>			1	0.80	1	0.80
<b>HR services</b>	14	6.54	46	40.72	60	47.26
<b>Talent &amp; Development</b>	3	0.27	6	4.90	9	5.17
	52	15.06	106	91.54	158	106.60

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<sup>4</sup> These are mainly external parties involved in Health Coach Programme and Labservant development

<sup>5</sup> Members of Local Consultation Body