

HR Excellence in Research

TU Delft Renewal Internal Assessment

TU Delft is in the renewal phase for receiving the 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 analysis 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 transparent 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 17th May 2021 TU Delft received the reaccreditation of the award, with the remark 'request for HR for Excellence Award accepted: the organisation is progressing with appropriate and quality actions as described in its Action Plan. There is evidence that the HRS4R is further embedded. The next assessment will take place in 36 months.'

We are now preparing the second award renewal phase by doing an internal review. This internal review consists of:

1. an internal review with organisational information, strengths and weaknesses of the current practice
2. a GAP analysis based upon the 40 principles for Excellence in Research
3. a new action plan based upon this GAP analysis.

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

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| 1: Name Organisation under review: Delft University of Technology |
| 2: Organisation's contact details: Diane Vedder, h.t.l.m.vedder@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 17 SEPTEMBER 2024

1. ORGANISATIONAL INFORMATION

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

| STAFF & STUDENTS 31st of December 2023 | FTE |
|--|-------------|
| Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research | 4.462 |
| Of whom are international (i.e. foreign nationality) | 2.755 |
| Of whom are externally funded (i.e., for whom the organisation is the host organisation). | 1.612 |
| Of whom are women | 1.347 |
| Of whom are stage R3 or R4 ¹ = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. | 675 |
| Of whom are stage R2 = in most organisations corresponding with postdoctoral level | 1.732 |
| Of whom are stage R1 = in most organisations corresponding with doctoral level | 2.055 |
| Total number of students (if relevant) | 26.065 |
| Total number of staff (including management, administrative, teaching and research staff) | 7.265 |
| RESEARCH FUNDING (figures for most recent fiscal year) | € |
| Total annual organisational budget | 968.807.000 |
| Annual organisational direct government funding (block funding, used for teaching, research, infrastructure...) | 593.953.000 |
| Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding) | 162.061.000 |
| Annual funding from private, non-government sources designated for research | 93.057.000 |
| 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 180 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 7.265 employees and 26.065 students (numbers from 31st of December 2023) TU Delft is the largest university of technology in the Netherlands, and comprises eight faculties, unique laboratories, research institutes and schools. | |

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

2. STRENGTHS 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.

In addition, the TU Delft **Integrity Office** was set up 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. In 2023, the Executive Board commissioned an analysis of TU Delft's integrity system, on the initiative of the Integrity Office. The report 'System analysis integrity TU Delft,' written by Berenschot consultancy, has been published in April 2024.

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.

The TU Delft motto on **Open Science** is: "Open by default: as open as possible, as closed as necessary".

We are fully committed to Lifelong Learning at TU Delft and pay specific attention to this issue in the **Results & Development cycle**. The R&D cycle has been revised based on the outcomes of the Employee Monitor and the Recognition and Reward project. The improvement of the R&D cycle will be a continuous effort.

TU Delft fully complies with principles 1-9 of the Charter and Code, which need no further actions. To better comply with the principles 10-11 of the Charter and Code the following actions will be undertaken:

- 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 (action 9, Q4 2025)
- 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 (action 58, Q4 2025).
- Implement a central and practical onboarding programme that supports (new) managers/supervisors in carrying out their managerial tasks, so that they are faster and better equipped to carry out their managerial tasks (action 61, Q4 2025).

- Improve recruitment of scientific (and support) talent and bias awareness for recruiting talented academic and support staff (action 65, Q4, 2024).

Remarks (max 500 words)

Open Science

'TU Delft holds a prominent position in Open Science and Open Education and envisions to expand in those areas. The TU Delft Open Science programme includes four Open Science initiatives (Open Publishing, FAIR Data & Software, Civic Engagement, Open Hardware), in addition to three Open Education initiatives (Open Educational Resources, Open Pedagogy, Open Learning Systems). The programme responds to important developments in society and within TU Delft. Core values include equity, privacy, safety and security. Important preconditions to these values are legal aspects, recognition and rewards, and knowledge security. TU Delft sees Open Science as a valuable means of contributing to a just society and an open research and education culture. The aim here is to operate as openly as possible and as closed as necessary. The Recognition and Rewards policy allows new positions that have been created as a result of this programme to be recognised as fully fledged scientific positions. Researchers who work according to responsible 'open' methods are thus also given the appreciation they deserve. The coming period will be dedicated to implementing the newly established strategic TU Delft Open Science programme for the years 2024-2028, which is an extension to the successful first programme.*)

Recognition and rewards

'TU Delft wants to hold on to the international recognition it receives for its excellent quality of education and research. The efforts and achievements of academic staff are still largely assessed internationally on quantitative factors, such as the number of published articles, citations, or through the H-index. TU Delft sees this as an undesirable reality of today's scientific system and believes it is important to broaden the methods for determining academic quality and impact. This requires a greater balance in valuing and recognising the broad spectrum of scientific activities and accomplishments of academics, whereby the focus can possibly also lie on societal and public engagement. Outstanding achievements in research, education and innovation are often the result of team efforts, but assessing such achievements often still focuses too much on the individual researcher. Over the next few years, TU Delft will work closely with other Dutch universities and research funders on a new method of assessing the quality and impact of research and education. Changing the current situation is a long-term process that can only be carried out jointly by universities. With that goal in mind, TU Delft has joined the national "Room for everyone's talent in practice" roadmap (In Dutch: Ruimte voor ieders talent in de praktijk) and its programme structure, and the international Declaration on Research Assessment (DORA). The TU Delft Perspective on Recognition and Rewards will be updated and brought in line with national frameworks in the coming period, thereby providing practical frameworks for recognising and rewarding team efforts. In addition, the Academic Career Track (ACT) will be reviewed and further developed.*)

*) From: Strategic Agenda TU Delft 2024-2030

Recruitment and selection (max 500 words)

The OTM-R (Open, Transparent, Merit-based Recruitment) checklist 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 selection committees, efforts have been made to address unconscious prejudices and assumptions. Early 2021, the OTM-Recruitment guide has been reviewed and adjusted. We improved the visibility of the NVP Recruitment code by publishing the Code on the TU Delft website. A swiftly

expanded recruitment team is working rigorously on the continuous implementation of all OTM-R principles while finetuning and improving the available information on good practice principles on recruitment for all hiring staff.

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.

A new mandatory **onboarding program** for managers has been launched, with 'good candidate experience' as the central theme of the recruitment module.

TU Delft would like to attract more female academic employees. The **Delft Technology Fellowship** (DelftTF), which is targeted at outstanding female academics, has led to the appointment of 80 talented female academics at different phases of their careers over the past nine (bi-)yearly rounds since 2012. An analysis from the intake in the DelftTF programme shows that five DelftTF candidates have gone on to be full professors. This shows that the programme is also helping TU Delfts strive to raise the percentage of female scientists to 25% by 2025 based upon the LNHV monitor.

TU Delft has implemented a **knowledge security policy** by following the EU Sanctions Map and the National Knowledge Security Guidelines. Therefore, the openness and transparency of the OTM-R principle should be limited to some extent.

TU Delft almost fully complies with principles 12-21 of the Charter and Code. To better comply with these principles the following actions will be undertaken:

- 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 (action 9, Q4, 2025)
- 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 (action 58, Q4 2025).
- Implement a central and practical onboarding programme that supports (new) managers/supervisors in carrying out their managerial tasks, so that they are faster and better equipped to carry out their managerial tasks (action 61, Q4 2025).
- Improve recruitment of scientific (and support) talent and bias awareness for recruiting talented academic and support staff (action 65, Q4, 2024).
- Embed restrictions on hiring due to knowledge security guidelines in the standard recruitment procedure (action 66, Q4 2024).
- Develop cooperation with Academic Transfer and 4TU in relation to recruitment of teaching staff (action 67, Q4, 2024).

Remarks (max 500 words)

Recruiting and retaining talent in an inclusive work environment

The international search for scientific staff might become even more competitive in the years to come. 'Moreover, the university is already faced with considerable challenges in recruiting professional facilitating staff for mostly specialised posts, which in some cases also puts pressure on the support of primary processes. It is clear that the demand for scientific and professional talent exceeds supply. With the university being just one of many players in this economic playing field, attracting and retaining scientific talent and skilled professionals is extremely demanding on the

organisation. As TU Delft wants to be seen internationally as an employer of choice, it is important to be able to present a distinctive as well as an attractive offer compared to other potential employers. To achieve this, it is imperative that TU Delft can provide a work environment where everyone is enabled to excel in their field, both for academic positions and professional facilitating staff. This not only requires excellent facilities, but also an inspiring organisational culture, robust development opportunities, and attractive career paths with good employment benefits. Actively facilitating an inclusive working environment, with explicit attention to workload and safe interaction, is and will remain an area of continuous focus. The management of TU Delft has an important responsibility in the recruitment, retention and development of talent. Plans are in place to review the current Human Resources Agenda TU Delft 2018-2024, in the light of current internal and external developments. Attention will also be paid to leadership.*)

*) From: Strategic Agenda TU Delft 2024-2030

Working conditions (max 500 words)

For **Integrity** see the above paragraph on 'Ethical and professional aspects'.

Diversity & Inclusion (D&I)

As of fall 2020, a Diversity Officer has been appointed at TU Delft. As chairman of the Diversity Board, (s)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.

Employee Monitor

In 2024, the regular Employee Monitor was conducted, in which employees were asked about how they experienced their work, workload and vitality. The outcomes will lead to a university-wide plan of actions, which incorporates the action plans of the faculties and the university corporate offices. Employee Monitors are held every three years. The 2023 survey had to be postponed, due to procurement rules.

Hybrid working

The coronavirus has shown us the advantages of working from home and TU Delft now intends to move towards a hybrid work situation, in which the campus serves as a place for interaction. According to the TU Delft Hybrid Work Regulations employees work at least 60% on campus and on average no more than 40% remotely. Because it is neither a right nor an obligation, employees always discuss with their manager whether hybrid working is permitted. Autonomy and self-organisation are important aspects of hybrid working. This may require a new style of leadership, so leadership training courses are being developed with this in mind.

TU Delft fully complies with principles 22, 24-26, and 31-32 of the Charter and Code, which need no further actions. To better comply with the principles 23, 27-30, and 33-34 the following actions will be undertaken:

- 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 (action 9, Q4, 2025)
- Develop possibilities for academics to diversify career paths with various accents on research, education, valorisation and leadership, in line with the new Recognition and Reward initiative,. 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 (action 58, Q4 2025)

- Implement a central and practical onboarding programme that supports (new) managers/supervisors in carrying out their managerial tasks, so that they are faster and better equipped to carry out their managerial tasks (action 61, Q4 2025).
- Roll out initiatives to support creating a safe environment with social security and feedback culture (action 63, Q4 2026).

Remarks (max 500 words)

Academic Career Track

May 2023 marked the start of the new Academic Career Track, the successor of the Tenure Track. The Academic Career Track is a development track for early career scientists. They are given the space and trust to develop into all-round scientists, in a challenging and inspiring academic context. The focus is on academic and personal development, documented in a personal development plan. Temporary employment lasts up to 18 months. After a maximum of eight years, Academic Career Track staff are promoted to associate professors if suitability is established (whereas the former Tenure Track focused on getting a tenured position in five years). TU Delft is among the first universities to make the transition to granting permanent employment more quickly. We expect this to provide an attractive career opportunity to large groups of outstanding scientists. The Academic Career Track will be evaluated Summer 2025, two years after introduction.

High-quality, sustainable campus and infrastructure

'TU Delft is a campus university where the campus acts as a meeting place for students and staff. In addition to facilitating education, research and innovation, the physical space in which the university ecosystem is rooted should reflect the values and ambitions that TU Delft holds dear on sustainability. Accessibility, physical safety and a healthy living environment for all persons within TU Delft are other important pillars in this regard. As a university that has innovation and sustainability high on its agenda, TU Delft wants to clearly demonstrate how to accomplish such a complex task as making a campus more sustainable, and thus enable other organisations to learn from it. The sustainable campus acts as a living lab to that end. The aim is to realise a carbon-neutral, bio-diverse and circular campus with a reduced footprint, with a greatly improved quality of life and use. Aspects other than sustainability are also taken into account in the campus redesign, with particular focus on the social dimension. The campus should provide a welcoming, open, inclusive space for students, staff, businesses, guests and residents of the municipality of Delft. An efficient and flexible layout of the campus environment and good accessibility of the campus on foot, by public transport, bicycle and car, are other important elements in the context of accommodating autonomous growth in Delft. A hybrid working environment is also facilitated, which allows for differentiation in the format, delivery and didactics of education. The Campus Vision 2040, the Programme Plan for Sustainability and SMART Campus solutions are the starting points for developing a sustainable campus. Concrete renovation projects and new construction plans, including the required resources, are set out in a Campus Strategy and are based on the principles above. This sustainable approach is also aspired for current and future branches of TU Delft. Finally, in close consultation with relevant external stakeholders, TU Delft is exploring new ways to make traffic flows on and to the campus and university branches more sustainable.'*)

*) From: Strategic Agenda TU Delft 2024-2030

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, Innovation & Impact Centre, Library, Teaching and Learning Services, Institute for Languages and Academic Skills, and the LDE Alliance (Leiden – Delft – Erasmus). Tailored training is also possible, as well as the availability of a pool of qualitative (team-) coaches and mentors as part of the professional development offer for all 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 involves both basic training courses and more in-depth modules. The key goal is to onboard new managers, and to provide them 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.

Leadership development

TU Delft is working to expand the range of available training courses for leadership development. For all staff, this resulted in a leadership development matrix, containing the aspects of leadership that are important at TU Delft for all employees. Against the background of social safety, leadership development is being strengthened in the 'Plan for Change'; the initial idea is that the Leadership development programs will be expanded to all employees in a supervising position.

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 are offered supervision training and correct tooling and skills to enhance the career development of their staff.

Since 2013 TU Delft has been supporting Academic Career Tracks (formerly the 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.

TU Delft almost fully complies with principles 36-40 of the Charter and Code. To better comply with these principles the following actions will be undertaken:

- Develop possibilities for academics to diversify career paths with various accents on research, education, valorisation and leadership, in line with the new Recognition and Reward initiative. 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 (action 58, Q4 2025)
- Implement a central and practical onboarding programme that supports (new) managers/supervisors in carrying out their managerial tasks, so that they are faster and better equipped to carry out their managerial tasks (action 61, Q4 2025).
- Roll out initiatives to support creating a safe environment with social security and feedback culture (action 63, Q4 2026).

Remarks (max 500 words)

See 'Social safety & Leadership' below.

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

Social safety & Leadership

'TU Delft is facing the task of making the campus socially safer. Following the report of the Inspectorate of Education, an improvement plan is being made to provide everyone with a socially safe working and studying environment. For TU Delft, social safety means that all staff and students treat each other with respect. That everyone is treated as an equal, regardless of background, position, gender or identity. Social safety also means that everyone dares to stand up for their opinions and is not afraid to say what they think, in a respectful way, even if people do not agree. This is especially true for people in a dependent position. Finally, social safety means that everyone feels protected from undesirable behaviour. Looking at where TU Delft wants to be in terms of social safety and where TUD is now, there is a gap between the two. TU Delft is taking an approach that combines concrete actions with the further elaboration of ambitions and associated steps.

The present 'Plan for Change' focuses on leadership, culture, ongoing dialogue and governance, and will be further elaborated.

Investing in leadership is part of a structural change. Leadership should be seen as a full role everywhere at TU Delft, but this is not yet the case. It is not only about hierarchical or functional leadership, but also about leadership by supervisors or employees who have worked at TU Delft for a long time. Leaders can make an important contribution to a socially safe TU Delft by setting an example. Leaders set the standard within a group for how people treat each other. We also expect leaders to act appropriately when there is social unsafety. Therefore, we develop training and support for dealing with situations of social unsafety and for promoting a socially safe environment.*)

In February 2025, the Education Inspectorate will carry out a survey on the improvement process. This evaluation will be an external check in a long-term, internal process of improving social safety at TU Delft.

At TU Delft we will undertake the following actions based upon the GAP analyses of the 40 principles:

- Implement a central and practical onboarding programme that supports (new) managers/supervisors in carrying out their managerial tasks, so that they are faster and better equipped to carry out their managerial tasks (action 61, Q4 2025).
- Roll out initiatives to support creating a safe environment with social security and feedback culture (action 63, Q4 2026).

*) Based on: 'Plan for Change'

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)

Knowledge security

Geopolitical developments are leading to a reorientation of international cooperation on knowledge transfer and knowledge migrations, as well as a stronger focus on knowledge security.

Our academic environment is an open system. That is its strength, because open exchange of knowledge is at the heart of scientific progress. After all, international cooperation and the ability to attract scientific talent from all over the world have always formed an important part of this progress. Although we aim for scientific transparency within the EU through Open Science, we must also guard against its misuse. Global political developments have led to legitimate concerns about this issue, both within society and within our organisation itself. We need to become more critical of the

partners with whom we cooperate, and to handle sensitive knowledge and technology with caution.

TU Delft has implemented a knowledge security policy by following the EU Sanctions Map and the National Knowledge Security Guidelines. Therefore, the openness and transparency of the OTM-R principle should be limited to some extent.

At TU Delft we will undertake the following actions based upon the GAP analyses of the 40 principles:

- 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 (action 9, Q4, 2025)
- 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 (action 58, Q4 2025).
- Roll out initiatives to support creating a safe environment with social security and feedback culture (action 63, Q4 2026).
- Embed restrictions on hiring due to knowledge of security guidelines in the standard recruitment procedure (action 66, Q4 2024).

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

Strategic Agenda TU Delft 2024-2030

'In March 2024 TU Delft has presented a new Institutional Plan for the coming period, the Strategic Agenda 2024-2030. The plan aims to broadly set the organisation's course, like a compass, and is therefore limited to the "why" and "what" questions. To that end, the Strategic Agenda 2024-2030 presents a selection of priorities and, within those priorities, sheds light on a number of strategic initiatives that will be worked out in more detail in sub-plans over the coming period. These priorities and initiatives serve to keep the TU Delft ecosystem alive and relevant for the long term, in context of an uncertain and rapidly changing external environment.

This plan is no longer categorised around traditional pillars of the university (education, research, valorisation, community), but introduces several overarching priorities. The underlying message is that these pillars cannot be seen separately. Together we must work on our future, which may also mean that substantive topics are given priority depending on changes in the external environment.*)

Rotterdam Campus

Part of the Strategic Agenda TU Delft 2024-2030 is the newly planned Rotterdam Campus.

'The Contours 2030 strategic initiative aims to expand the university's range of study programmes by proving one or more TU Delft locations in Rotterdam, and further developing existing university sites in The Hague and Amsterdam. At the same time, the necessity to manage the autonomous growth in the number of students on the TU Delft campus, while maintaining quality, still is a priority. A TU Delft subsidiary site in Rotterdam will potentially grow into a full-service campus with a capacity of 10,000 students by 2040. The already existing university sites in The Hague and Amsterdam continue to grow through a targeted approach, considering their specific profiles. The objective is to shrink Delft's student population to 25,000 from 2026, while keeping the quality of education and research.*)

In terms of HR strategy, 'this growth ambition demands a considerable amount of extra effort and energy from the TU Delft staff. It is therefore crucial to closely monitor workload management. The

initiative will be implemented in stages, the first of which involves drafting a development plan for the next 5 years, including concrete recruitment plans. To achieve the goals of the Contours 2030 strategy, it is crucial that relevant governments and companies are willing to support this growth strategy through funding. TU Delft's current branches in The Hague and Amsterdam follow a path of coordinated growth. A 2024-2030 development plan is envisaged for both. It is important that the lessons learnt from these two branches are applied when developing activities in Rotterdam. The premise here is that Delft remains our anchor point; the primary location of the university.*)

*) Based on: Strategic Agenda TU Delft 2024-2030

3. ACTIONS

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

Please add to the overview the status of these actions as well as the status of the indicators. 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: yellow = new, green = in progress, grey = completed.

Overview of the actions and their status

| Action plan | Actions total | New | In progress | Completed |
|---------------------------|---------------|-----|-------------|-----------|
| Initial phase 2013 | 40 | 40 | | |
| First renewal cycle 2021 | 64 | 24 | 12 | 28 |
| Second renewal cycle 2024 | 67 | 3 | 4 | 60 |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|---|--|---|---------|---|--|---------------|---------|
| 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 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 | |
| 5 | Establish guidelines (assessment indicators) to allow international comparisons of master's thesis research. This is happening in collaboration with ETH Zurich and RWTH Aachen (three partners in the IDEA league). | 6. Accountability | Q2 2013 | Legal Services | - Develop common rules for TUD, ETH and RWTH - Decision of EB to apply rules within TUD | Completed | |
| 6 | Share guidelines in the CESAER network. | 4. Professional Attitude 6 Accountability | Q2 2014 | Legal Services | - Share guidelines within the CESAER network | Completed | |
| 7 | Develop workshops for tenure-track staff to help them provide good supervision to their PhD students throughout their doctoral programmes. | 6. Accountability 36. Relation with Supervisors 37. Supervision and managerial duties 38. Continuing professional development 40. Supervision | Q2 2016 | Graduate School: Change of responsible actor. This will be led by the HR department Talent & Development starting in 2016 | - Develop workshop with a trainer and offer it to TT staff | Completed | |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|---|---|---------|---|--|---------------|--|
| 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 | <ul style="list-style-type: none"> - Create Mastering PhD Supervision - Workshops will be offered to Tenure Track staff | Completed | |
| 9 | Strengthen the implementation of our policies and criteria by which a career within the university can also be based on teaching merits. Strengthened by the Recognition and Reward initiative, to improve the possibility to diversify academic careers and acknowledgment of the value of experience outside of academia. | 16. Judging merit 17. Variations in the chronological of CVs 18. Recognition of mobility experience 19. Recognition of qualifications 20. Seniority 22. Recognition of the profession 28. Career development 30. Access to career advice 33. Teaching 38. Continuing Professional Development 39. Access to research training and continues development | Q4 2025 | HR and Education and Student Affairs (ESA) Teaching Academy | <ul style="list-style-type: none"> - 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 | <p>GAP Principles 30, 38 and 39 have been added based on the GAP analyses 2024.</p> <p>Timing changed to Q4 2025.</p> <p>The TU Delft Teaching Academy is the network for and by educators of the TU Delft, which created a vision on teaching merits. Their mission is to collaboratively enhance engineering education and drive education innovations across faculties. They connect, share, set educators in the spotlights and create room to experiment.</p> <p>in the programme Recognition and Reward, we are working on the redesign of the criteria for education. All academic staff have the possibility to put a focus on one of the elements of the academic positions (such as education) in their careers.</p> <p>We organize discussion with key players on careers education-focused careers, to make these diverse careers part of the academic culture.</p> <p>We already select and promote people with diverse academic careers (Assistant Professors, Associate Professors, Professors).</p> |
| 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 | <ul style="list-style-type: none"> - Evaluate working time regulations and adjusting them according to needs and national legislation | Completed | |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|--|--|---------|---|--|---------------|---------|
| 11 | Develop a form of annual reporting in 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 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 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 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 possibility. - Establish a building for start-ups | Completed | |
| 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 | |
| 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 | |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|--|--|---------|--|---|---------------|---------|
| 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 Recruitment Services and HR | - 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 | - 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 27. Gender balance 28. Career development | Q4 2021 | HR, ENGINE project | - Create Gender Equality Plans (GEPs) Execute Gender Equality Plans (ENGINE project) | Completed | |
| 22 | Establish regulations for intellectual property. | 5. Contractual and legal obligations 31. Intellectual Property Rights | Q3 2016 | Legal Services | - Develop regulations on IP. - Implement and publish the regulations | Completed | |
| 23 | Develop a training programme on intellectual property for academic staff. | 31. Intellectual Property Rights 38. Continuing professional development | Q3 2014 | Valorisation Centre and Legal Services | - Develop a training programme on IP for academic staff. - Publish availability of programme - Execute programme with academic staff participants | Completed | |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|---|---|---------|------------------|--|---------------|--|
| 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 | Completed | <p>As part of the renewal of the training courses of HR and implementing the Learning Hub, online training platform, the training courses has been updated based upon the TU Delft Leadership Profile.</p> <p>1. Personal Leadership <i>Leadership programmes:</i> online trainings about (personal) leadership (see action 25), Leading a project or a team, Strategic Leadership in the Academic Context <i>Leadership skills training:</i> Preparing my future-oriented development interview (R&D), get a grip on your career (35-55 or 55+), Goodbye to labour, Impactful action for secretaries, Finance for non-financials.</p> <p>2. Leading a project or a team or leading a programme or multiple teams <i>Leadership programme:</i> Leading a project or team <i>Leadership skills trainings:</i> Conversation skills, selection interviews with STAR method, Inclusive selection, Conducting future-oriented development interviews (R&D).</p> <p>4. Leading an organisation <i>Leadership programme:</i> Strategic Leadership in the Academic Context <i>Coaching:</i> Personal leadership coaching, career coaching</p> |
| 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 | <ul style="list-style-type: none"> - 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 | Completed | <p>This action has a direct relation with action 24. Based upon the Service Quality project 'Talent programme for support staff' is under revision to match the need of today. The revision is done with involvement of the managers and HR.</p> |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|---|--|---------|-------------------------|---|---------------|---|
| 26 | Implement 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 and desirability by EB. - Give access to e-learning courses for all personnel | Completed | The contract with our former supplier Study Tube ended. This and the implementation of the Learning Hub, online training Platform, gave the opportunity to renew the e-learning offerings. HR Development has an agreement with the company New Heroes. All 234 online trainings (NL/EN) are available for all staff through the Learning Hub. See intranet page eLearning: https://intranet.tudelft.nl/-/e-learning-for-members-of-staff . |
| 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 | |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|--|---|---------|--|--|---------------|---|
| 29 | Develop a recruitment policy framework for scientific and professional staff: OTM - Recruitment Guide | 3. Professional responsibility 10. Non discrimination 12. Recruitment 13. Recruitment (code) 14. Selection (code) 15. Transparency (code) 16. Judging merit (code) 17. Variations in the chronological order of CV's (code) 18. Recognition of mobility experience (code) 19. Recognition of qualifications (code) 20. Seniority (code) 21. Postdoctoral appointments (code) 29. Value of mobility 32. Co-authorship | Q1 2019 | HR Recruitment services | <ul style="list-style-type: none"> - Develop a recruitment policy framework. - Evaluate and improve the framework on a regular basis | Completed | |
| 30 | Implement Applicant Tracking system (ATS): 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 Recruitment services HR Information Management | <ul style="list-style-type: none"> - Develop a programme of requirements for a standardised recruitment system. - Configure the recruitment system. - Pilot recruitment system - Implementing recruitment system | Completed | Since June 2020, the Applicant Tracking System: Recruitment Services is live. The system is a standard applicant tracking system. The configuration has been done, based upon the recruitment processes of TU Delft and the requirements, set up with the user groups. Based upon an individualised implementation plan for each faculty, corporate university office the implementation has been done in phases. |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | 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 Recruitment services | - Develop a gender-neutral recruitment tool. - Spread the tool throughout the university | Completed | The recruitment tool 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 Recruitment services 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 | Completed | <p>See the intranet page Posting a Vacancy on the intranet: https://intranet.tudelft.nl/-/vacatures-aanmelden</p> <p>University Services (Universiteit Dienst) and all faculties have a dedicated recruiter that you can approach for advice concerning recruitment. These recruiters, also known as Talent Acquisition Specialists, can give information regarding the specific working agreements in organisational unit that apply to the vacancy. Furthermore there are Recruitment assistants supporting the day-to-day operations.</p> <p>In the last two years the team Recruitment Services has had the focus on: implement ATS (action 30), transparency selection process (action 44), NVP code (action 57), selection toolkit (action 38). The team Recruitment Services has grown, based upon the demand of the TU Delft.</p> <p>This is now part of the continues recruitment process.</p> |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|--|---|---------|---|--|---------------|---|
| 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 10. Non-discrimination 23. Research environment 24. Working conditions 27. Gender balance 28. Career development | Q4 2021 | Strategic Development, Diversity & Inclusion Office | <ul style="list-style-type: none"> - Set up the Terms of Reference Diversity & Inclusion - Decision of Executive Board on Terms of Reference Diversity & Inclusion - Recruit a quartermaster. - Set up D&I office | Completed | <p>See the Diversity & Inclusion page on the TU Delft internet: https://www.tudelft.nl/en/about-tudelft/strategy/diversity-inclusion.</p> <p>Terms of Reference Diversity & Inclusion: https://d2k0ddhflgrk1i.cloudfront.net/TUdelft/Over_TU_Delft/Diversiteit/ToR%20Diversity%20and%20Inclusion_2019.pdf)</p> <p>D&I Office: https://www.tudelft.nl/en/about-tudelft/strategy/diversity-inclusion/di-staff</p> |
| 34 | Installing an Ombudsman for personnel. | 23. Research environment 24. Working Conditions 34. Complains/ appeals | Q4 2018 | HR | <ul style="list-style-type: none"> - Decision by Executive Board to 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 |
| 35 | Triennial Employee Survey monitor. | 24. Working conditions | Q4 2020 | HR | <ul style="list-style-type: none"> - 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 | Completed | <p>Once every three years, the Employee survey (Medmon) is carried out at TU Delft. This TU-wide survey measures job feeling, workload, and level of appreciation for internal support. The earlier survey took place in 2020, and the following one was due to take place in 2023. Due to stricter procurement rules, the Medmon has been carried out in 2024 instead of 2023.</p> <p>It was agreed with the Works Council that this legally required survey would be carried out once every three years. It goes without saying that we are disappointed not to be able to fulfil this agreement. On the other hand, we must comply with the (European) tendering rules at TU Delft. The postponement will also give every faculty and department the opportunity to devote more energy and time to the current action plans.</p> |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|---|---|---------|-------------------------|--|---------------|---|
| 36 | Supporting Postdocs in developing a Postdoc Delft Network. | 4. Professional attitude 22. Recognition of the profession 28. Career development 35. Participation in decision-making bodies | Q4 2018 | HR | <ul style="list-style-type: none"> - 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) Postdoc Delft Network, with an annual budget | Completed | |
| 37 | Improve the 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 Recruitment services | <ul style="list-style-type: none"> - Publish the code on the TU Delft website, including procedure for complaints | Completed | <p>The NVP Code is published on the TU Delft Website at the page: <i>Why work at the TU Delft?</i> https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/why-work-at-the-tu-delft.</p> <p>Under 2. Open international community with multidisciplinary teamwork the text is: 'A safe and inclusive working environment at TU Delft starts with honest and transparent recruitment and selection of new colleagues. Therefore, in addition to its own code of conduct, TU Delft follows the '<i>NVP Recruitment Code</i>', a code of conduct drawn up by the Dutch Network for HR-Professionals (Nederlandse Vereniging voor Personeelsmanagement en Organisatieontwikkeling. By following the ground rules in this code of conduct we aim to provide a clear application procedure, and you can count on equal treatment and a fair chance. If you unfortunately experienced an application procedure as unpleasant or have a complaint about an application procedure in which you are or were involved, you can make this known verbally or in writing to the dean or the management of the department to which the vacancy belongs.'</p> |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|--|--|----------|--|---|---------------|--|
| 38 | Make a 'selection toolkit 'available for vacancy holders and selection committees, including improving BIAS awareness. | 10. Non - discrimination 24. Working conditions 27. Gender balance 28. Career development | Q1 2021 | HR Recruitment services and Talent & Development | <ul style="list-style-type: none"> - 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 | Completed | HR Recruitment Services has made several information pages regarding Posting a Vacancy : https://intranet.tudelft.nl/-/vacature-plaatsen). On this page you find the toolkit for writing a vacancy text, searching, selecting, conducting interviews. |
| 39 | Renew structure of confidential advisors for undesirable behaviour. | 34. Complaints/ appeals 13. Recruitment (code) 14. Selection (code) 15. Transparency (code) 16. Judging merit (code) 17. Variations in the chronological of CVs (code) 18. Recognition of mobility experience (code) 19. Recognition of qualifications (code) 20. Seniority (code) | Q3, 2021 | D&I Office | | Completed | See the internet page on the TU Delft Website: Confidential Advisors: https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/confidential-advisors |
| 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 | | Completed | See the internet page on the TU Delft website: The Ombudsman for students: https://www.tudelft.nl/en/student/legal-position/central-complaints-desk-for-students/the-ombudsman-for-students . Is part of continues process. |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|---|---|---------|------------------|---|---------------|---|
| 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. | Completed | Interim roadmap update is done, looking ahead to the next update. See the internet page on TU Delft website: Integrity Policy (https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy) 1. Interim integrity roadmap for staff: https://d2k0ddhflgrk1i.cloudfront.net/TUDelft/Over_TU_Delft/Strategie/Integriteitsbeleid/TU%20Delft%20-%20Interim%20Integrity%20Roadmap%20-%20Staff.pdf 2. Interim integrity roadmap for students: https://d2k0ddhflgrk1i.cloudfront.net/TUDelft/Over_TU_Delft/Strategie/Integriteitsbeleid/TU%20Delft%20-%20Interim%20Integrity%20Roadmap%20-%20Students%20%282%29.pdf The update of the integrity roadmaps is now a recurrent process. |
| 42 | Renew the TU Delft 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 | Completed | |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|---|---|---------|-------------------------|--|---------------|--|
| 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 Recruitment services | - Renew and republish the OTM - Recruitment Guide and OTM- R Checklist | Completed | <p>See the internet page HR Excellence in Research on the TU Delft Website: https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/why-work-at-the-tu-delft/hr-excellence-in-research.</p> <p>Here you will find a guide and a checklist on Open Transparent and Merit (OTM) based Recruitment at TU Delft. Both are part of the Internal Review for the HR Excellence in Research Logo. Moreover, the Recruitment guide provides guidance to recruit OTM. The checklist gives a broad overview concerning Delfts' OTM-R practice and policy and possibilities to improve the policy.</p> <p>1. OTM Recruitment Guide. (https://d2k0ddhflgrk1i.cloudfront.net/TUDelft/O ver_TU_Delft/WerkenBij/RecruitmentGuide-DEF.pdf) 2. OTM-R Checklist. (https://d2k0ddhflgrk1i.cloudfront.net/TUDelft/O ver_TU_Delft/WerkenBij/2019_checklistOTM.pdf)</p> |
| 44 | Make selection process clear to the (potential) candidate. | 15. Transparency (code) | Q4 2021 | HR Recruitment services | - Decide process and where to make selection process clear. - Implement and communicate | Completed | See the intranet page Recruitment, selection and internal procedure of academic staff (https://intranet.tudelft.nl/-/recruitment-selection-and-internal-procedure-of-academic-staff) |
| 45 | Consult and propose on wider research ethics needs and solutions. | 2. Ethical Principles | Q4 2021 | Integrity Office | - Consult and propose on wider research ethics needs and solutions | Completed | The update human research ethics process is done, see the internet page on the TU Delft website: Human Research Ethics (https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/human-research-ethics). |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|---|--|---------|---------------------------------|---|---------------|---|
| 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 | <ul style="list-style-type: none"> - Integrate code of Conduct and Health and Safety Catalogue in on boarding program - Offer onboarding program to all new staff | Completed | <p>See the intranet page: I'm a new employee on the TU Delft intranet: https://intranet.tudelft.nl/-/i-m-a-new-employee</p> <p>The new introduction programme is in place. The onboarding programme is renewed and updated. The start is that all new employees get a postcard of the Executive Board, for welcome and to join the online game. At the first day all new employees receive a welcome mail with all relevant information about TU Delft and support for onboarding.</p> <p>In the Learning Hub, the digital learning portal there is an Onboarding programme which contains all relevant learning bites and online trainings to get to know the TU Delft and support new employees.</p> <p>The half day on campus introduction is redesigned.</p> |
| 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 Recruitment services | <ul style="list-style-type: none"> - Describe evaluation process based upon the candidate journey (Employee Monitor central plan of approach) - Evaluate on regular basis | Completed | <p>ATS has been implemented in all faculties and the University Services. A team of 11 central Recruitment Assistants continuously supports and promotes transparent and timely communication during application process. Deviations and opportunities for improvement are identified and communicated to dedicated Talent Acquisition specialists and HR advisors. A mandatory onboarding program for new managers, with candidate experience as a leading theme, is currently in pilot phase (action 61). The collection online tutorial documents have been expanded including a recruitment & selection guide for PhD candidates.</p> |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|--|--|---------|------------------|---|---------------|--|
| 48 | Implement new developments (to promote reach and quality) in the existing HREC processes | 2. Ethical Principles | Q4 2022 | Integrity Office | - Implement new developments (to promote reach and quality) in the existing HREC processes | Completed | <p>See the internet page Human Research Ethics on the TU Delft website: https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/human-research-ethic</p> <p>1. For HREC Approval 1: Application: https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/human-research-ethics/hrec-approval-1-application</p> <p>2. HREC Approval 2: Student and course-related research: https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/human-research-ethics/hrec-approval-2-student-and-course-related-research</p> <p>3. Tools and links: https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/human-research-ethics/tools-and-links</p> |
| 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 | Completed | R&D Cycle was evaluated. In 2022 a redesign was implemented based on the current policy to make conversations more future-oriented. In 2022 the decision-making process is started to abolish the scores in 2023 and implement this for the 2023 cycle. It is a continues improvement process. |
| 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 | Completed | Strategic Personnel Planning will be an integrated process with the R&D Cycle. All HR has been trained through a masterclass to use the available tools which supports the process. The decision to start with SPP lies with the HR managers within the faculties and Corporate University Office. The tools and supported documents will be distributed. It will be a continuous process. |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|--|---|---------|-------------------------|--|---------------|--|
| 51 | Increase the targets set of 25% of full professors based on the LNVH Monitor (Q4 2025) | 27. Gender balance 28. Career development | Q4 2025 | TU Delft | - 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). | Completed | Responsibility for all faculties supported by the annual campaign of the TU Delft Fellowship: Create and fill ten new vacancies especially for women scientists (every year until Q4 2025). See the intranet page TU Delft Technology Fellowship of the TU Delft website: https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/campaigns/delft-technology-fellowship |
| 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 | Completed | There is an overview of trainings available for supervisors: see intranet page: I'm a PhD Supervisor. The analysis has started to determine when and where for whom the programs are suitable for which target group. The status right now is: 1. Intranet page Support & Supervision PhD: https://intranet.tudelft.nl/-/support-supervision-phd-1 2. Intranet situation: I'm a PhD Supervisor: https://intranet.tudelft.nl/-/i-m-a-phd-supervisor 3. Checklist per phase for R&D talks for managers: intranet page https://intranet.tudelft.nl/-/r-d-results-and-development 4. Training available for R&D talks each first quarter of the year. In development is a short one-day course about supervision suitable for those who only do the supervision of PhD. |
| 53 | Evaluate and provide 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 | Completed | Tenure Track is evaluated and presented with some advice to the Executive Board. A new policy for an Academic Career Track and a transition policy has been implemented. |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|--|---|---------|---|---|---------------|--|
| 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 | <ul style="list-style-type: none"> - 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 | Completed | The Learning Experience Platform has been implemented: see internet page The Learning Hub: https://intranet.tudelft.nl/-/the-learning-hub |
| 55 | Improve 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 Recruitment services and Academic Transfer | <ul style="list-style-type: none"> - Define guiding principles for career development PhD students in and outside academia. - Implement - Evaluate | Completed | Academic Transfer (with involvement of TU Delft Career and Counselling Services) has created the Academics Connected website - the career planner by Academic Transfer (https://www.academictransfer.com/en/academiscsconnected/). |
| 56 | Develop an assessment framework for dual employment relationships with external partners. | 28. Career development 29. Value of mobility | Q4 2022 | HR Services | <ul style="list-style-type: none"> - Create assessment framework for dual employment relationships with external partners | Completed | See the internet page Coming to Delft Services on the TU Delft website: https://www.tudelft.nl/over-tu-delft/werken-bij-tu-delft/nederland-tu-delft/support-for-international-employees/at-tu-delft/dual-career-network They have different Dual Career orientations, workshops and support. |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|---|---|---------|-------------------------|---|---------------|--|
| 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 | <ul style="list-style-type: none"> - 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 | Completed | <p>The TU Delft Leadership Profile has been launched in 2019 as part of personal development by all. Personal leadership means taking charge of yourself by getting to know yourself well and making conscious choices. In addition, your work may involve leading a team or project, or supervising students or colleagues or an organisation.</p> <p>The leadership profile is implemented as support for selection and career committees and part of the R&D talks about Leadership. The leadership profile is the bases for all leadership programmes and leadership skills trainings.</p> <p>To create common language on Leadership, the <i>TU Delft Leadership Dialogue Game</i> is developed. All HR is trained to facilitate the game. We encourage HR to find different ways to use the dialogue game.</p> <p>Furthermore, as part of the toolkit <i>360 feedback tool, My Leadership Profile</i>, will be launched in November 2022 to help employees to gain insights in their own leadership profile based upon feedback from others. But also, this will be used as part of training courses and R&D talks. In November 2022 the Leadership profile will be updated.</p> <p>See the intranet page Leadership by all: https://intranet.tudelft.nl/-/leadership.</p> <p>The translation of the leadership profile on individual, team and organisational level is an continues process.</p> |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|--|---|---------|---|---|---------------|---|
| 58 | 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. | 11. Evaluation/ appraisal systems 20. Seniority 22. Recognition of the profession 38. Continuing Professional Development 39. Access to research training and continues development | Q4 2025 | HR | <ul style="list-style-type: none"> - Develop ambition for TU Delft recognition and reward, including academic outreach. - Translate into WP Criteria TU Delft - Implementing | In progress | <p>GAP principles 20, 38 and 39 have been added based on the GAP analyses 2024.</p> <p>A special programme is started based upon the position paper on Recognition and Rewards. Based upon focus groups TU Delft developed their own in June 2021 (see https://intranet.tudelft.nl/-/184206-206). See intranet page Recognition & Rewards https://intranet.tudelft.nl/-/184155-3. Phase 2 has started where the focus is on scientific criteria, leadership development and implement.</p> |
| 59 | Developing a mentoring programme for specific target groups across faculties and service departments. | 37. Relation with supervisors 38. Continuing professional development | Q4 2025 | HR Talent & Development and Graduate School | <ul style="list-style-type: none"> - Develop mentoring program. - Inventory who are the special target groups - Make mentoring program available for specific target groups | Completed | <p>This action is related to actions: 24, 25, 53, 58, 60 and 61. The first focus was on developing leadership curriculum (action 24, 25), onboarding and coaching (action 60). The new Tenue Track policy is in place, the academic career track for assistant professors, which advise that each assistant professor can ask for a mentor. What a mentor should do is described in the Booklet for Mentor. Based upon this booklet a training is available for associate professors and professors.</p> <p>For female scientists by DEWIS (Delft woman in science) see: https://www.tudelft.nl/over-tu-delft/strategie/diversiteit-en-inclusie/contactpersonen-netwerk/dewis/activities-dewis/mentoring.</p> |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 2024/07 | Remarks |
|----|--|--|---------|-------------------------|--|----------------|---|
| 60 | Availability of a pool of qualitative (team-) coaches and mentors | 28. Career development 30. Access to career advice | Q4 2022 | HR Talent & Development | <ul style="list-style-type: none"> - Evaluate current coach pool. - Create guidelines for coaching and mentoring. - Create mentor pool. - Make coaching and mentoring available for staff | Completed | <p>The Coach Network has been launched in June, including the new guidelines for coaching and made this available for staff through the Learning Hub (the digital portal for training & development). HR has its own support Team site regarding the Coach Network. See intranet page Coaching (https://intranet.tudelft.nl/-/guidance-and-coaching).</p> <p>The new Tenue Track policy is in place, the academic career track for assistant professors, which advise that each assistant professor can ask for a mentor. What a mentor should do is described in the Booklet for Mentor. Based upon this booklet a training is available for associate professors and professors.</p> <p>Each faculty has their own pool of mentors, who they will use, based upon the question of the mentee.</p> |
| 61 | Implement a central and practical onboarding programme that supports (new) managers/supervisors in carrying out their managerial tasks, so that they are faster and better equipped to carry out their managerial tasks. | 11. Evaluation/ appraisal systems 13. Recruitment 14. Selection 15. Transparency 16. Judging merit 17. Variations in the chronological order of CV's (code) 19. Recognition of qualifications 28. Career development 34. Complaints/appeals 36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing Professional Development | Q4 2025 | HR Talent & Development | <ul style="list-style-type: none"> - Design onboarding program for managers. - Develop onboarding program for managers. - Make onboarding mandatory for new managers. - Evaluate onboarding program for managers | In progress | <p>GAP principles 11, 13, 14, 15, 16, 17, 19, 28, 34 and 38 have been added based on the GAP analyses 2024.</p> <p>Timing changed to Q4 2025.</p> <p>As from April 2024 the TU Delft boasts an onboarding programme for all new non-scientific managers from the faculties and professional services. This programme has been launched for new assistant professors in the academic career track. As of November 2024, the onboarding programme for department heads and section leaders will be in place.</p> <p>The programme supports managers/supervisors to perform their managerial tasks and responsibilities to the best of their ability. Managers/supervisors gain practical and valuable knowledge and skills regarding the processes within TU Delft, learn</p> |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|--|--|---------|---|---|---------------|--|
| | | | | | | | with and from peers, and are better equipped for their role as a manager/supervisor. |
| 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 | <ul style="list-style-type: none"> - 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 | Completed | During covid there was a special workgroup Work and Wellbeing, who communicated and set up different inspiration sessions and workshops for all staff. The evaluation has taken place. To set it up, was the action, it is now a continues process. |
| 63 | Roll out initiatives to support creating a safe environment with social security and feedback culture. | 23. Research environment 28. Career development 34. Complaints/appeals 36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing Professional Development 40. Supervision | Q4 2026 | Integrity Office, HR, ESA, Diversity & Inclusion Office | <ul style="list-style-type: none"> - Determine actions based upon Plan for Change Social Safety - Develop and implement actions | In progress | <p>GAP principles 23, 28, 34, 36, 37 and 38 have been added based on the GAP analyses 204.</p> <p>Timing changed to Q4 2026.</p> <p>First the need for creating a safe environment was part of the HR strategy and based upon the Employee Survey. Since the new strategic priorities and the report of the Inspectorate of Education the focus is renewed, and TU Delft will undertake actions about creating safe environment by determine actions based upon Plan for Change Social Safety.</p> |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|---|--|---------|---|---|---------------|---|
| 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 | <ul style="list-style-type: none"> - Implement the actions of Employee Monitor - Monitor the actions | Completed | <p>See intranet page Experience of work and Employee Survey: https://intranet.tudelft.nl/-/good-experiences-at-work</p> <p>It was agreed with the Works Council that this legally required survey would be carried out once every three years. It goes without saying that we are disappointed not to be able to fulfil this agreement. On the other hand, we are required to comply with the (European) tendering rules at TU Delft. The postponement will also give every faculty and department the opportunity to devote more energy and time to the current action plans.</p> |
| 65 | Improve recruitment of scientific (and support) talent and bias awareness 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) 21. Postdoctoral appointments (code) 29. Value of mobility | Q4 2024 | Recruitment Services, HR Talent & Development | <ul style="list-style-type: none"> - Professionalise labour market communication. - Implement communication targeted campaigns. - A guideline for defining and testing competences during the selection process. - Integrate selection process in onboarding new managers. - Offer masterclass on selection candidates for managers. | New | |
| 66 | Embed restrictions on hiring due to knowledge security guidelines in the standard recruitment procedure. | 13. Recruitment 14. Selection 15. Transparency | Q4 2024 | Recruitment Services | <ul style="list-style-type: none"> - A guideline for vacancy holders regarding knowledge security has been written and will be communicated internally. - Restrictions on hiring due to knowledge security guidelines embedded in the process of the standard recruitment procedure. | New | This is done by recruitment i.e. knowledge security and is in progress. The aim is to ensure knowledge security while providing maximum transparency and fast process for good candidate experience. |

| | Actions | GAP Principles 1- 40 | Timing | Responsible Unit | Indicator(s) Target(s) | Status 202407 | Remarks |
|----|--|---|----------|---------------------------|---|---------------|---------|
| 67 | Develop cooperation with Academic Transfer and 4TU in relation to recruitment of teaching staff. | 14. Selection (code) 15. Transparency (code) 16. Judging merit (code) 19. Recognition of qualifications (code) 20. Seniority (code) 33. Teaching | Q4, 2024 | Recruitment Services, 4TU | - Develop cooperation with Academic Transfer and 4TU in relation to recruitment of teaching staff | 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 bias (assumptions and prejudices) during the application assessment and selection process. Through raising awareness of the selection committees, efforts have been made to address unconscious prejudices and assumptions. Early 2021, the OTM-Recruitment guide has been reviewed and adjusted. We improved the visibility of the NVP Recruitment code by publishing the Code on the TU Delft website. A swiftly expanded recruitment team is working rigorously on the continuous implementation of all OTM-R principles while finetuning and improving the available information on good practice principles on recruitment for all hiring staff.

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. Early 2021, the OTM-Recruitment guide and the OTM – R Checklist have been reviewed and adjusted.

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

TU Delft has implemented a knowledge security policy by following the EU Sanctions Map and the National Knowledge Security Guidelines. Therefore, the openness and transparency of the OTM-R principle should be limited to some extent.

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 first and foremost included in the policy plans of the different TU Delft expertise centres (e.g. HR, the Diversity & Inclusion Office, the Integrity Office, the Innovation & Impact Centre). In addition, the actions are being monitored by the Steering group on a yearly basis. That way we have secured the actions 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 of the position of support staff in recent years. Leadership courses have 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 centre of Talent and Development, the Diversity & Inclusion office, and the Integrity office. With all three teams in place since 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 the 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.

As was stated in previous sections: the recruitment team and tooling have been expanded 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.

TU Delft has implemented a knowledge security policy by following the EU Sanctions Map and the National Knowledge Security Guidelines. Therefore, the openness and transparency of the OTM-R principle should be limited to some extent.

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.

The main tasks of the steering group are:

- To review the documents TU Delft submits for the HR for Excellence renewal phases.
- To oversee the progress of TU Delft regarding the Action plan on a yearly basis.

The steering group convenes once 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 Dean, HR director, Associate Professor (vacancy), 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 do you intend to involve 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, to gain support and acceptance. Obviously, this is something we do meticulously, but decision-making bodies like the Executive Board also join us in keeping a close eye to ensure that actions follow the correct route before any definitive decisions are made.

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 Strategic Agenda TU Delft for 2024-2030 states explicitly: 'Being able to appeal to scientific talent from all walks of life is a prerequisite for achieving high-quality education, research and innovation'.

The HR Agenda is based upon the re-accreditation and a number of HR themes and actions that form part of the actions that have been formulated.

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)*

Day-to-day: The actions mentioned in the action plan are incorporated into the action plans of the HR Agenda, the Vision on integrity, the Diversity and Inclusion multiyear plan and the central plan as a result of the employee survey (Employee Monitor Central plan of action). Progress is also being monitored during the regular meetings that are held in the various expertise centres. This means the monitoring process is especially embedded in the day-to-day operations.

Weekly or monthly basis: Generally speaking, 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 Executive Board. The progress being made in projects and plans is discussed there as well as monitored.

Annually: The action plan will also be monitored by the steering group on a yearly basis, as stated previously.

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 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 17th May 2021 TU Delft received the reaccreditation of the award, with the remark: 'request for HR for Excellence Award accepted: the organisation is progressing with appropriate and quality actions as described in its Action Plan. There is evidence that the HRS4R is further embedded. The next assessment will take place in 36 months.'

We are now preparing the second award renewal phase by doing an internal review. This internal review consists of:

1. an **internal review** with organisational information, strengths and weaknesses of the current practice
2. a **GAP analysis** based upon the 40 principles for Excellence in Research
3. a **new action plan** based upon this GAP analysis (Internal Review)

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:

- 01_HR_for_Excellence_Renewal_Internal_Review_TUDelft_2024.pdf

- 02_HR_for_Excellence_GAP_analyses_TU Delft_2024.pdf
- 03_HR_for_Excellence_Action_Plan_TU Delft_2024-2027.pdf

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