

HR Excellence in Research

TU Delft GAP Analyses Excellence in Research

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 (“the Code”) for the recruitment of researchers. 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.

Current phase: Award renewal Phase Cycle 2

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, strength, 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)

Addressing these needs, this current document not only holds the Gap analysis based upon the 40 principles for Excellence in Research (Chapter 3), but it also gives an overview of all policy, laws, policies, and regulations in place in both the Netherlands (Chapter 1) and at TU Delft (Chapter 2).

The document's detailed index is as follows:

- Chapter 1: General Information Documents: an overview of the relevant documents for all Universities
- Chapter 2: Policy in Place at TU Delft: an overview of the policies that are in place at TU Delft
- Chapter 3: Gap-analysis based on the 40 Principles of Excellence in Research
 1. Ethical and Professional Aspects: general principles and requirements applicable to researchers (principles 1–11)
 2. Recruitment and Selection (Open, Transparent Merit based -Recruitment (OTM-R) (principles 12-21)
 3. Working Conditions of Employment and Social Security (principles 22–35)
 4. Training and Development (principles 36–40)

Per principle the gap analysis includes 4 columns:

- Column 1: The principle (including its definition)
- Column 2: The applicable laws and sections of the Collective Labour Agreement for Dutch Universities (CAO-NU) for each principle
- Column 3: The relevant National codes and TU Delft policies for each principle
- Column 4: TU Delft summary of how the university is currently meeting these requirements, plus forthcoming actions TU Delft will undertake. These forthcoming actions are included in the HR for Excellence Action plan.

Please note that the actual audit is carried out online at <https://euraxess.ec.europa.eu/jobs/hrs4r>. This document is input for the Award Renewal Phase Cycle 2 Internal Assessment and will be published on the TU Delft website under HRS4R (<https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/why-work-at-the-tu-delft/hr-excellence-in-research>), together with the Renewal Internal Assessment report 2024 and Action Plan TU Delft 2024 – 2027.

General information documents

Legislation, codes, and other relevant sources*	Abbreviation/Acronym	Explanation and website
ABP pension rules	ABP	Employees at Dutch universities accrue pension with the ABP pension fund. The ABP is the pension fund for government and education sector employees. It ensures an income after retirement, and incapacity for work or death. https://www.abp.nl/english/
Academic Transfer	AT	All Dutch universities are members of the Academic Transfer job bank for academics. Academic Transfer is a cooperative whose members (Dutch universities, university medical centres and research institutions) have committed to publishing all their academic vacancies on the Academic Transfer website. In recent years, their offer has been supplemented with vacancies posted by the business community, where academic talent is equally in demand. https://www.academictransfer.com/en/
Advanced University Teaching Qualification	Advanced UTQ	Dutch universities have taken steps towards the gradual introduction of an Advanced University Teaching Qualification as of the 2012–2013 academic year in order to stimulate the professionalisation and educational leadership skills of teaching staff. This differs per university.
Clinical investigations involving medical devices		Clinical investigations involving medical devices – If a clinical trial is carried out on a medical device that does not carry the CE mark, the trial must also be submitted to the Dutch Health and Youth Care Inspectorate in formation (IGJ). This is known as the ‘obligation to notify’.
Code of Conduct for the Recruitment of Researchers (European Charter for Researchers)	GRVO	This is a set of general principles and requirements specifying the duties, responsibilities and rights of researchers as well as their employers and/or financial backers. https://euraxess.ec.europa.eu/jobs/charter/code
Code of Conduct for international student higher education		The Code of Conduct is a joint initiative of the Dutch government and higher educational institutions. The result is an instrument of self-regulation. The Code of Conduct intends to contribute as a quality tool to the ambitions of the Dutch government and the educational institutions regarding internationalization as a means to turn the Netherlands into an attractive destination for knowledge and development. The Code was an initiative of the umbrella organizations of higher education: the UNL, Vereniging Hogescholen, the NRTO and SAIL. Since 1 March 2013 SAIL no longer exists. The Code of Conduct contains agreements which (the umbrella organizations of) the institutions of higher education have developed to regulate the relationship with international students. The regulations are – for example – about the provision of information to international students and the minimum (language) requirements for admission to an institution of higher education. According to Dutch immigration law, inclusion of an institution in the Register of the Code of Conduct is a precondition for attracting international students from outside the EU. https://www.internationalstudy.nl/?lang=en
Code of Conduct for Using Personal Data in Research	GGPWO	This code of conduct governs the processing of data regarding natural persons for the benefit of research carried out by academic staff at Dutch universities. https://www.universiteitenvannederland.nl/handreikingen-voor-gebruik-van-persoonsgegevens-in-wetenschappelijk-onderzoek
Collective Labour Agreement for Dutch Universities	CAO-NU	The UNL and employees’ organisations periodically renegotiate the terms and conditions of employment for university employees. The terms and conditions of employment cover such topics as salary, leave, pension and social security. The terms and conditions of employment agreed with the employees’ organisations are listed in the Collective Labour Agreement for Dutch Universities. This document refers to the condensed version at https://www.labouragreementuniversities.nl/
Competence Profiles for Dutch universities (2016)	CINU	The job profiles in the University Job Classification System (UFO) are linked to generic competence profiles. The competences for a particular job give an idea of the elements required in terms of knowledge, skills and conduct to be able to perform the related duties adequately. Competences do not affect the classification in the UFO of the actual duties themselves. The competence profiles have been elaborated to facilitate the recruitment, selection and development of employees. Conduct criteria, i.e. visible behaviour that allows one to assess whether the person being observed has the competence required, are listed for each competence. https://www.universiteitenvannederland.nl/zoeken?search-terms=competentie%20instrument (pdf ‘Competentie instrument’ to be downloaded)
Constitution of the Kingdom of the Netherlands	GW	The Constitution is the cornerstone of the Dutch rule of law. It stipulates a number of basic rules that apply throughout the Netherlands and that all persons in the country must comply with. The Constitution also outlines the duties and organisation of the judiciary and the organisation of provincial and municipal government. https://www.government.nl/documents/regulations/2012/10/18/the-constitution-of-the-kingdom-of-the-netherlands-2008

Legislation, codes, and other relevant sources*	Abbreviation/Acronym	Explanation and website
		https://wetten.overheid.nl/BWBR0001840/2018-12-21
Copyright Act	AW	The Copyright Act regulates Dutch copyright law. https://wetten.overheid.nl/BWBR0001886/2018-10-11
Dutch Network for HR Professionals (NVP)	NVP Recruitment Code	The NVP Recruitment Code outlines the basic rules that industrial organisations and job applicants should observe during the recruitment and selection process. The aim of the Code is to offer a standard for a transparent and fair recruitment and selection procedure. The Code follows the entire process from the writing of the job specification to the employment of the new hire. It is in line with European legislation and regulations. The NVP Recruitment Code meets the requirements of the recruitment, selection and transparency principles of the Code of Conduct for the Recruitment of Researchers in full. https://www.nvp-hrnetwork.nl/nl/english
Equal Treatment Act	AWGB	The Equal Treatment Act stipulates a number of basic rules to protect against discrimination on the grounds of religion, personal beliefs, political leanings, race, gender, nationality, sexual preference or civil status. https://wetten.overheid.nl/BWBR0006502/2015-07-01 Following the adoption of the Equal Treatment Act, the Equal Treatment Commission was set up. This was an independent, national body that supervised compliance with its verdicts and gave advice and information about equal treatment. The Commission has since evolved into the Netherlands Institute for Human Rights. https://www.mensenrechten.nl/english
Equal Treatment (Men and Women) Act	WGB	This Act stipulates the equal treatment of men and women. https://wetten.overheid.nl/BWBR0003299/2015-07-01
Equal Treatment (Working Hours) Act	WOA	This Act stipulates equal treatment irrespective of an employee's working hours. https://wetten.overheid.nl/BWBR0008161/2012-10-01
Equal Treatment in Employment (Age Discrimination) Act	WGBLA	This Act stipulates equal treatment irrespective of an employee's age. https://wetten.overheid.nl/BWBR0016185/2015-07-01
Equal Treatment of Disabled and Chronically Ill People Act	WGBHZ	This Act stipulates equal treatment irrespective of disability or chronic illness. https://wetten.overheid.nl/BWBR0014915/2017-01-01
EU Directive 1999/70/EC Implementation Act	UEUR	This Act bans the making of a distinction in the terms and conditions of employment on the grounds of the permanent or temporary nature of the employment contract, unless such a distinction is objectively justifiable. As a result, a university's terms and conditions of employment apply to fixed-term and permanent employees equally. https://wetten.overheid.nl/BWBR0014195/2012-10-01
European Code of Conduct for Research Integrity (2023 Revised Edition)	ECCRI	The European Commission recognises this Code as the reference document for research integrity for all EU-funded research projects and as a model for organisations and researchers across Europe. https://allea.org/code-of-conduct/
Experiments on Animals Act	WOD	This Act stipulates measures to protect animal welfare. https://wetten.overheid.nl/BWBR0003081/2019-01-01
Flexible Working Act	WFW	This Act regulates changes to working hours. https://wetten.overheid.nl/BWBR0011173/2016-01-01
General Data Protection Regulation (Implementation) Act	UAVG	This Act implements the General Data Protection Regulation. https://wetten.overheid.nl/BWBR0040940/2019-02-19
General Old Age Pensions Act	AOW	The AOW is the Dutch government's basic pension scheme. After they have reached the state pension age, employees receive AOW payments from the Social Insurance Bank until the moment of their death. https://wetten.overheid.nl/BWBR0002221/2019-01-01

Legislation, codes, and other relevant sources*	Abbreviation/Acronym	Explanation and website
Health and Safety Catalogue for Dutch Universities		<p>The Health and Safety Catalogue for Dutch Universities specifies how universities will meet government targets for a healthy and safe working environment. Within this context, a target is defined as a standard that businesses must comply with by law.</p> <p>https://www.wvoi.nl/wp-content/uploads/2023/07/arbocatalogus-versie-13.pdf</p> <p>In 2024 there will be revised version of the Health and Safety Catalogue.</p>
Healthy Practices in the Dutch PhD System		<p>The quality of PhD research in the Netherlands is consistently high. Universities monitor the quality of their PhD research continuously. At the same time, the system as a whole faces a number of challenges, such as the growing number of Dutch and international doctoral candidates and the increasing relevance of data management, open science and social impact. This document provides a guideline for the future.</p> <p>https://www.universiteitennederland.nl/onderwerpen/onderzoek/gezonde-praktijk-in-het-nederlandse-promotiestelsel</p>
Higher Education and Research Act	WHW	<p>This Act regulates certain matters pertaining to higher education and research. Article 1.6 stipulates academic freedom for higher education institutions and university medical centres.</p> <p>https://wetten.overheid.nl/BWBR0005682/2019-02-01</p>
Knowledge security		<p>Knowledge security is about conducting research securely without any unwanted influence, loss of knowledge or ethical violations. Mitigating risks include securing the following legislation, codes and policies.</p> <p>Legal frameworks: EU Sanctions: EU Sanctions Map EU Dual Use Regulation: Regulation - 2021/821 - EN - EUR-Lex (europa.eu) Enhanced Supervision of Knowledge Embargo based on North Korea sanctions: - wetten.nl - Regeling - Sanctieregeling Noord-Korea 2017 - BWBR0040211 (overheid.nl) - UN Knowledge Embargo</p> <p>Guidelines/sources: Council recommendation on enhancing research security: EUR-Lex - 32024H03510 - EN - EUR-Lex (europa.eu) Council recommendation on internal compliance programmes for controls of research involving dual-use items under Regulation (EU) 2021/821 of the European Parliament and of the Council setting up a Union regime for the control of exports, brokering, technical assistance, transit and transfer of dual-use items: EUR-Lex - 32021H1700 - EN - EUR-Lex (europa.eu) Threat assessment of state actors: Dreigingsbeeld Statelijke Actoren (DBSA 2) Publicatie AIVD National Knowledge Security Guidelines https://open.overheid.nl/documenten/ronl-5379d1b4f8b9784bf518251032507a965be9c92d/pdf National Contact Point for Knowledge Security: Home Loket Kennisveiligheid</p>
Knowledge transfer		<p>Knowledge transfer is the third core task of universities, in addition to research and teaching. Universities put this into practice daily in a variety of different ways. Knowledge transfer means that knowledge from all fields of academia is applied in both society and the economy. Universiteiten van Nederland The Value of Science: for Future Generations Export controls on strategic goods and services Government.nl</p>
Medical Devices		<p>Forthcoming pieces of legislation on research/medical devices: New regulations on Medical Devices and In Vitro Medical Devices from May 2021 and 2022 respectively.</p>
Medical Research (Human Subjects) Act	WMO	<p>This Act was introduced to protect human subjects in medical research.</p> <p>https://wetten.overheid.nl/BWBR0009408/2018-08-01</p>
Medical Research Involving Human Subjects Act	WMO	<p>Any study subject to the Medical Research Involving Human Subjects Act (WMO), must undergo a METC (Medical Ethics) review by an accredited MREC or the CCMO.</p> <p>https://english.ccmo.nl/investigators/legal-framework-for-medical-scientific-research/laws/medical-research-involving-human-subjects-act-wmo</p>
Netherlands Board on Research Integrity	LOWI	<p>The Netherlands Board on Research Integrity handles complaints about research integrity violations on appeal from the institutions where the violations are alleged to have occurred. It only handles cases appealed by an interested party, i.e. the complainant, the accused or the board of the institution or research organisation. The board of an institution or research organisation may also ask the LOWI for advice on a case before the board itself gives its verdict.</p> <p>https://lowi.nl/en/</p>

Legislation, codes, and other relevant sources*	Abbreviation/Acronym	Explanation and website
Netherlands Code of Conduct for Research Integrity (2018)	NGWI	Universities set great store by the integrity and ethical aspects of academic research. This is because monitoring and promoting research integrity is essential to the future of our universities. The Dutch universities are working together to ensure that researchers can and will abide by the standards for sound research practices. Moreover, the universities take research integrity violations very seriously. They are doing their utmost to prevent and detect fraud in order to ensure that everyone can rely on the integrity of academic research. https://www.knaw.nl/en/publications/netherlands-code-conduct-research-integrity
Netherlands Universities Enhanced Unemployment Scheme	BWNU	As of December 1999, the Dutch universities have been bound by their own regulations as regards unemployment, sick leave, incapacity for work and medical expenses. Such social security agreements are not specified in the CAO-NU, but in separate documents. In the event of termination of their employment, university employees are entitled to unemployment benefit. In some cases, they are also entitled to a supplementary benefit. The Enhanced Unemployment Scheme provides an overview of all relevant regulations. https://www.universiteitenvannederland.nl/en/unemployment-regulation-of-the-dutch-universities-exceeding-the-statutory-minimumbwnu
Open Access	OA	The purpose of Open Access is to make publicly funded research available to all online. Open Access publications are easier to find, are cited more often and have a greater reach. Open Access benefits not only academia, but also society and the economy. https://www.universiteitenvannederland.nl/onderwerpen/onderzoek/open-access
Patents Act	ROW	This Act regulates all matters involving patents. https://wetten.overheid.nl/BWBR0007118/2019-02-01
Recognition and reward of academics	R&R	Changes to the recognition and reward of academics: this should not only recognise their research efforts, but also their contributions to the education sector and the transfer of knowledge. https://www.universiteitenvannederland.nl/en/ranking-the-university Position paper 'Room for everyone's talent (UNL)
Risk Assessment & Evaluation	RAE	The Risk Assessment and Evaluation (RAE) is a mandatory tool for employers to promote health and safety in their company. Every company with employees must determine if and how the work could be dangerous or unhealthy for the employees. The Dutch Labour Inspectorate checks whether the RAE is up to date, complete and assessed. https://www.rie.nl/english https://business.gov.nl/regulation/risk-inventory-evaluation/ https://www.arboned.nl/en/reducing-workrelated-risks/risk-identification-and-evaluation
Science and Society Action Plan (European Commission)	SASAP	The Action Plan was drawn up to strengthen the ties between the public, academics and policymakers. Among other things, the Plan contains initiatives to involve the public more closely in academic research. https://ec.europa.eu/research/swafs/pdf/pub_gender_equality/ss_ap_en.pdf
Sector Regulation on Ancillary Activities	SRN	This report contains an overview of the state of affairs regarding professors' ancillary activities. https://www.universiteitenvannederland.nl/files/publications/Sector%20regeling%20nevenwerkzaamheden%202024%20inclusief%20FAQ%20-%20ENGELS_0.pdf
Sickness and Disability Scheme for Dutch Universities	ZANU	This establishes the consequences of sickness absence or incapacity for work for an employee's salary and accrual of holiday and leave hours. The ZANU sets out the conditions for receiving full or partial leave. It also describes the rehabilitation procedure after a full or partial recovery. https://www.universiteitenvannederland.nl/en/sickness-and-disability-scheme-for-the-dutch-universities-zanu
Social Safety		At the request of the Dutch Minister of Education, Culture and Science, the KNAW has published " Social Safety in Dutch Academia: From Paper to Practice ", a guide with recommendations and tips for preventing or tackling inappropriate behaviour at an early stage. Its purpose is to initiate a process for increasing social safety in Dutch academia. The Rathenau Institute has published " An insecure start. Early career researchers on the obstacles they experience ". The recently appointed "Government commissioner for sexually transgressive behaviour and sexual violence" has advised on a specific approach for higher education institutions , and on cultural change in the workplace .
Standard Evaluation Protocol	SEP	The KNAW, UNL and Netherlands Organisation for Scientific Research (NWO) have jointly adopted the Standard Evaluation Protocol 2015–2021 for the assessment of academic research. The Protocol is suitable for the assessment of a wide range of research aspects, including researcher training. The SEP offers guidelines for the evaluation and improvement of both research and research policy. Every six years the SEP will be updated. In 2020 the SEP 2021-2027 has been created. https://www.universiteitenvannederland.nl/onderwerpen/onderzoek/evaluatie-protocol-onderzoek-sep

Legislation, codes, and other relevant sources*	Abbreviation/Acronym	Explanation and website
Talent to the Top Charter	CTNTT	The Talent to the Top Charter consists of a guideline and a number of clear agreements for a focused approach to achieving sustainable and effective results. The progress of organisations is assessed annually with the aid of six criteria. The monitoring report provides an overview (in figures) of the latest developments as well as a set of benchmarks. The CTNTT also supports organisations in improving diversity and inclusivity by holding consultations. https://talentnaardetop.nl/en/charter-talent-top
Unemployment Insurance Act	WW	This Act ensures that employees are insured against the financial consequences of becoming unemployed. https://wetten.overheid.nl/BWBR0004045/2019-01-01
University Job Classification System	UFO	The UFO specifies the job profile (compact job description) and job level of all Dutch university employees. https://www.universiteitenvannederland.nl/en/job-classification-system-ufo
University Teaching Qualification	UTQ	Within the framework of the Association of Universities in the Netherlands (UNL), the Dutch universities have agreed a quality mark for teaching staff. This University Teaching Qualification is proof of the expertise of teaching staff in university education. https://www.universiteitenvannederland.nl/files/publications/Professionalisation%20of%20university%20lecturers.pdf
Women Professors Monitor	LNVH Monitor	The introduction of this Monitor has led to universities setting targets for the number of women professors they employ. To this end, they have entered into several agreements with the Ministry of Education, Culture and Science. The Monitor provides an insight into the actual ratio of male to female professors in academia. https://www.lnvh.nl/monitor
Work and Care Act	WAZO	The WAZO regulates the right to various types of leave, such as parental leave and care leave. The purpose of the Act is to make it easier for employees to maintain a healthy work-life balance. https://wetten.overheid.nl/BWBR0013008/2019-01-01
Work and Income (Capacity for Work) Act	WIA	This Act is based on the principle that employees should be able to participate in the labour market to the best of their abilities, subject to an assessment of their capacity for work on a case-by-case basis. https://wetten.overheid.nl/BWBR0019057/2019-01-01
Working Conditions Act	Arbowet	This Act outlines the rules that employers and employees must comply with to safeguard and promote occupational health, safety and well-being. https://wetten.overheid.nl/BWBR0010346/2019-01-01
Working Hours Act	ATW	The Act stipulates the maximum number of working hours and minimum rest period for employees. The Working Hours Act enumerates the number of hours that employees may work and the rest period that must be observed within a specific period of time. It applies to everyone over the age of 18 who is in salaried employment, including temporary workers, those on secondment and interns. Additional rules apply to employees aged 16 and 17. https://wetten.overheid.nl/BWBR0007671/2018-01-01 http://www.arbeidstijdenwet.nl/
Works Councils Act	WOR	This Act regulates works councils. https://wetten.overheid.nl/BWBR0002747/2019-01-01

*Please click on the links for a further explanation of the legislation, CAO-NU and national codes.

Policy in Place at TU Delft

Policy in place at TU Delft	Explanation/websites/information	Responsible office /person	Experts
Careers	<p>The information is transparent and available for everyone on the TU Delft website:</p> <ul style="list-style-type: none"> - Academic Career track: https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/academic-career-track - Postdoc at TU Delft: https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/postdoc - PhD at TU Delft: https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/phd - Scientist at TU Delft: https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/scientist - Professional at TU Delft: https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/professional 	<ul style="list-style-type: none"> - Human Resources: Annemieke Zonneveld, Director HR 	<ul style="list-style-type: none"> - Human Resources: Lies de Koninck, Manager Talent & Development - Human Resources: Willem Eleveld, HR Manager Aerospace Engineering
Diversity & Inclusion (D&I)	<p>The information is transparent and available for everyone on the TU Delft website:</p> <p>At the end of 2024 a new multiyear plan will be launched</p> <ul style="list-style-type: none"> - Diversity & Inclusion: https://www.tudelft.nl/en/about-tu-delft/strategy/diversity-inclusion - DEWIS, women's network of scientists at the TU Delft: https://www.tudelft.nl/over-tu-delft/strategie/diversiteit-en-inclusie/netwerk-partners/dewis - TrueU: TU Delft's LGBT+-network: https://www.tudelft.nl/over-tu-delft/strategie/diversiteit-en-inclusie/netwerk-partners/true-u - DiverseAbility: TU Delft DiverseAbility 	<ul style="list-style-type: none"> - Chief Diversity Officer: David Keyson 	<ul style="list-style-type: none"> - Diversity & Inclusion Office: Fatima Ait Bari, Coordinator - Diversity & Inclusion Office: Marije Severs, Policy advisor Staff
ESA Teaching and Learning Services	<p>The information is transparent and available for everyone on the TU Delft website:</p> <ul style="list-style-type: none"> - Teaching Academy: https://www.tudelft.nl/teachingacademy/about/teaching-academy - UTQ/BKO: https://www.tudelft.nl/teaching-support/training-events/university-teaching-qualification-utq-bko 	<ul style="list-style-type: none"> - Education & Student Affairs: Annoesjka Cabo, Academic Director Teaching Academy - Education & Student Affairs: Franca Jonquiere Manager Teaching & Learning Services 	<ul style="list-style-type: none"> - Teaching Academy: Gytha Rijnbeek - Teaching & Learning Services: Alexia Luisig
Graduate School	<p>The information is transparent and available for everyone on the TU Delft website:</p> <ul style="list-style-type: none"> - TU Delft Graduate School: https://www.tudelft.nl/en/education/programmes/phd/ - Guide for Doctoral Candidates and supervisors: https://filelist.tudelft.nl/LR/Onderzoek/Graduate_School_AE/Guide%20for%20PhDs%20and%20supervisors%202016_web.pdf 	<ul style="list-style-type: none"> - Graduate School: Moniek van Adrichem, Coordinator Doctoral Education programme 	<ul style="list-style-type: none"> - Graduate School: Moniek van Adrichem, Coordinator Doctoral Education programme
Health Safety & Environment	<p>On TU Delft intranet:</p> <ul style="list-style-type: none"> - https://intranet.tudelft.nl/-/working-conditions-policy-and-legislation?p_l_back_url=%2Fsearch%3Fq%3DRI%2526 - Health Coach Program (HCP): https://intranet.tudelft.nl/-/health-coach-programma-hcp?p_l_back_url=%2Fsearch%3Fq%3Dwork%2Bpressure%2Bvitality%2Bcoaching - Vitality Check-up: https://intranet.tudelft.nl/-/vitality-check-up-1?p_l_back_url=%2Fsearch%3Fq%3Dwork%2520pressure%2520vitality%2520coaching - Employee Monitor 2024: https://intranet.tudelft.nl/documents/20147/10197913/TU+Delft+Employee+Monitor+2024.pdf/6fcabede-c977-c210-8a10-13c9ebdb19ec?version=1.1&t=1713970124831 - Risk assessment & evaluation: https://intranet.tudelft.nl/-/risico-inventarisatie-en-evaluatie-rie-1?p_l_back_url=%2Fsearch%3Fq%3DRI%2526 	<ul style="list-style-type: none"> - Human Resources: Irene van den Brink, manager Health, Safety and Environment 	<ul style="list-style-type: none"> - Human Resources: Wendy van Leeuwen, Vitality advisor
HR	<p>The information is transparent and available for everyone on the TU Delft website:</p>	<ul style="list-style-type: none"> - Human Resources: Annemieke Zonneveld, Director HR 	<ul style="list-style-type: none"> - Human Resources: Lies de Koninck, Manager Talent & Development

Policy in place at TU Delft	Explanation/websites/information	Responsible office /person	Experts
	<ul style="list-style-type: none"> - HR for Excellence website and links: https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/why-work-at-the-tu-delft/hr-excellence-in-research/ - Strategic Agenda TU Delft 2024-2030: Strategy (tudelft.nl) - OTM- Recruitment guide on 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 - Employee participation and elections: https://www.tudelft.nl/en/about-tu-delft/organisation/regulations/employee-participation-and-elections/ - National insurance schemes and social security benefits: https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/coming-to-the-netherlands-tu-delft/support-for-international-employees/on-arrival/pension-and-social-security-system/national-insurance-schemes-and-social-security-benefits - International Insurances TU Delft: https://internationalinsurances.nl/tudelft/ <p>On TU Delft intranet:</p> <ul style="list-style-type: none"> - TU Delft Leadership profile: https://intranet.tudelft.nl/-/leadership?redirect=%2F - Training and development page on intranet: https://intranet.tudelft.nl/-/i-want-to-develop-myself?redirect=%2F - Situation pages on intranet <ul style="list-style-type: none"> o I'm a new employee https://intranet.tudelft.nl/-/i-m-a-new-employee?inheritRedirect=true o I'm a PhD Supervisor https://intranet.tudelft.nl/en/group/guest/-/i-m-a-phd-supervisor o I'm a manager / supervisor https://intranet.tudelft.nl/en/-/i-am-a-manager o I am an associate professor in the academic career track https://intranet.tudelft.nl/en/group/guest/-/ik-ben-een-universitair-docent-in-de-academic-career-track-act- o R&D policy on intranet: https://intranet.tudelft.nl/-/r-d-results-and-development?redirect=%2F 		<ul style="list-style-type: none"> - Human Resources: Peter de Bruijn, Manager Recruitment Services - Human Resources: Willem Eleveld, HR Manager Aerospace Engineering
Innovation and Impact Centre	<p>The information is transparent and available for everyone on the TU Delft website:</p> <ul style="list-style-type: none"> - Strategic Agenda TU Delft 2024-2030: Strategy (tudelft.nl) - Innovation & Impact Centre: https://www.tudelft.nl/en/innovation-impact 	<ul style="list-style-type: none"> - Strategic Development: Gert-Jan Scheurwater, Director - Innovation & Impact Centre: vacancy, Director 	<ul style="list-style-type: none"> - Strategic Development: Marte Bugel, Strategic Advisor - Innovation & Impact Centre: Daphne van de Sande, Policy Advisor Research Funding EU
Integrity	<p>¹ TU Delft Vision on Integrity 2018-2024 (2018)</p> <p>³ TU Delft Code of Conduct (2020)</p> <p>⁴ TU Delft Regulation on Complaints about Research Integrity (2020)</p> <p>The information is transparent and available for everyone on the TU Delft website:</p> <ul style="list-style-type: none"> - TU Delft Vision on Integrity 2018-2024 (2018): https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/tu-delft-vision-on-integrity-2018-2024 - Codes of Conduct and Regulations: https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/codes-of-conduct-and-regulations - TU Delft Code of Conduct (2020): https://filelist.tudelft.nl/TUDelft/Over_TU_Delft/Strategie/Integriteitsbeleid/COC%20EN.pdf - TU Delft Regulation on Complaints about Research Integrity (2020): https://filelist.tudelft.nl/TUDelft/Over_TU_Delft/Strategie/Integriteitsbeleid/TU%20Delft%20Regulation%20on%20Complaints%20about%20Research%20Integrity%202020.pdf - TU Delft Regulations on Human Trials: https://www.tudelft.nl/en/about-tu-delft/organisation/regulations/research-and-valorisation - Social integrity: https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/social-integrity 	<ul style="list-style-type: none"> - Integrity Office: Ibo van de Poel, Integrity Officer - Administrative Office Department: Remco Vroegop, Manager 	<ul style="list-style-type: none"> - Integrity Office: - Policy advisor academic integrity: Grace van Arkel - Policy advisor social integrity: Rivka van der Schoor-van Mastrigt - Policy advisor social integrity and social safety: Haley Lancaster - Policy officer organisational integrity: Mare Faber

Policy in place at TU Delft	Explanation/websites/information	Responsible office /person	Experts
	<ul style="list-style-type: none"> - Reporting of irregularities: https://filelist.tudelft.nl/TUDelft/Over_TU_Delft/Strategie/Integriteitsbeleid/TU%20Delft%20Regulation%20for%20Reporting%20Wrongdoings%20%28Whistleblower%20Regulation%29%2001-04-2020.pdf - Complaints by students: https://www.tudelft.nl/en/student/legal-position/central-complaints-desk-for-students - Ancillary activities: https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/organisational-integrity - TU Delft Complaints Concerning Undesirable Behaviour: https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/social-integrity (pdf "Regulation on Complaints about Undesirable Behaviour" to be opened) - Integrity roadmap for staff: https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/social-integrity (pdf Integrity Roadmap for Staff to be opened). <p>On TU Delft intranet:</p> <ul style="list-style-type: none"> - The report on 'Analysis of TU Delft's integrity system, written by Berenschot consultancy: https://intranet.tudelft.nl/en/group/guest/-/analyse-integriteitssysteem-tu-delft-gepubliceerd 		
Knowledge security	<p>The information on the TU Delft website is limited:</p> <ul style="list-style-type: none"> - https://www.tudelft.nl/strategie/integriteitsbeleid/organisatorische-integriteit <p>On TU Delft intranet:</p> <ul style="list-style-type: none"> - Knowledge-security - Intranet (tudelft.nl) 	<ul style="list-style-type: none"> - Strategic Development: Gert-Jan Scheurwater, Director 	<ul style="list-style-type: none"> - Strategic Development: Klaas Kroes, Policy Advisor Knowledge Security - Strategic Development: Sonja van de Schans, Policy Advisor Knowledge Security
Library	<p>The information is transparent and available for everyone on the TU Delft website:</p> <ul style="list-style-type: none"> - TU Delft Library: https://www.tudelft.nl/en/library - Copyright Information Point: https://www.tudelft.nl/library/copyright - TU Delft Open Publishing: https://www.tudelft.nl/en/library/current-topics/open-publishing - TU Delft Open Science: https://www.tudelft.nl/en/open-science - TU Delft Open Policies & TU Delft Open Access: https://filelist.tudelft.nl/TUDelft/Over_TU_Delft/Strategie/TU%20Delft%20Policy%20and%20Guidelines%20of%20Open%20Access%20Publishing_.pdf - Research Data Policy Framework: https://filelist.tudelft.nl/Library/Themaportalen/RDM/researchdata-framework-policy.pdf - TU Delft Research Software policy: <ul style="list-style-type: none"> o https://filelist.tudelft.nl/TUDelft/Over_TU_Delft/Strategie/TU%20Delft%20Research%20Software%20Policy.pdf o https://filelist.tudelft.nl/TUDelft/Over_TU_Delft/Strategie/TU%20Delft%20Research%20Software%20Guidelines.pdf o https://zenodo.org/records/4629662 - TU Delft Open Educational Resources: https://www.tudelft.nl/en/library/collections/open-educational-resources/ 	<ul style="list-style-type: none"> - Library: Irene Haslinger, Director 	<ul style="list-style-type: none"> - Library: Anke Versteeg, Policy Advisor

Policy in place at TU Delft	Explanation/websites/information	Responsible office /person	Experts
Recruitment	<p>The information is transparent and available for everyone on the TU Delft website:</p> <ul style="list-style-type: none"> - Working at the TU Delft: https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft - 5 reasons to work at TU Delft: https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/why-work-at-the-tu-delft - Vacancy site with support of an ATS: https://www.tudelft.nl/over-tu-delft/werken-bij-tu-delft/vacatures/ - Support documents on preparing, recruiting and selecting: https://intranet.tudelft.nl/-/posting-a-vacancy?p_l_back_url=%2Fsearch%3Fq%3Dposting%2Bvacancy%2B - NVP Recruitment Code: https://www.nvp-hrnetwerk.nl/library/download/urn:uuid:bb536fcf-2705-4f57-ae81-076d2b0620be/10062020_nvp_3-luik+folder+sollicitatiecode_defwebnl+%281%29.pdf - OTM-Recruitment Guide: RecruitmentGuide-DEF.pdf (tudelft.nl) - OTM-Recruitment Checklist: 2019_checklistOTM.pdf (tudelft.nl) 	<ul style="list-style-type: none"> - Human Resources: Peter de Bruijn, Manager Recruitment Services 	<ul style="list-style-type: none"> - Human Resources: Geertje Janssen, Talent Acquisition Specialist
Social networks	<p>The information is transparent and available for everyone on the TU Delft website:</p> <ul style="list-style-type: none"> - Postdoc Network TU Delft: https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/coming-to-the-netherlands-tu-delft/support-for-international-employees/at-tu-delft/support-networks/postdoc-network - PhD network: <ul style="list-style-type: none"> o Faculty PhD Councils: each faculty has its own PhD Council o University PhD Council (UPC): each Faculty PhD Council have representatives in the University PhD Council: https://intranet.tudelft.nl/-/promo-1 o LinkedIn: TU Delft has a LinkedIn group for PhD candidates: https://www.linkedin.com/groups?gid=2913594 o Facebook: TU Delft has a Facebook group for PhD candidates: https://www.facebook.com/groups/420396674705341/?ref=category_discover_category o International Neighbour Group (ING): The ING offers a programme of interesting activities to international staff members attached to TU Delft and their partners/families: https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/coming-to-the-netherlands-tu-delft/support-for-international-employees/at-tu-delft/support-networks/young-delft - Young Delft: https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/coming-to-the-netherlands-tu-delft/support-for-international-employees/at-tu-delft/support-networks/young-delft - Delft Young Academy: https://www.tudelft.nl/en/research/cooperation/delft-young-academy - TU Delft Wiki: The TU Delft Wiki is centralized and maintained by the Shared Service Centre ICT of TU Delft. The support is handled by the E-Learning Support group: http://wiki.tudelft.nl/bin/view/Main/WebHome - DEWIS, women's network of scientists at the TU Delft: https://www.tudelft.nl/over-tu-delft/strategie/diversiteit-en-inclusie/netwerk-partners/dewis - TrueU: TU Delft's LGBT+-network: https://www.tudelft.nl/over-tu-delft/strategie/diversiteit-en-inclusie/netwerk-partners/true-u - Diverse Ability: TU Delft DiversAbility 	<ul style="list-style-type: none"> - Human Resources: Lies de Koninck, Manager Talent & Development 	<ul style="list-style-type: none"> - Human Resources: Sasja van Warmerdam, Talent & Development Advisor
Social Safety	<p>The information is transparent and available for everyone on the TU Delft website:</p> <p>Social safety Delft University of Technology (tudelft.nl)</p> <p>On TU Delft intranet:</p> <p>Social Safety intranet page</p>	<ul style="list-style-type: none"> - Integrity Office: Ibo van de Poel, Integrity Officer - Administrative Office Department: Remco Vroegop - Human resources: Annemieke Zonneveld, director HR 	<ul style="list-style-type: none"> - Integrity Office: - Policy advisor academic integrity: Grace van Arkel - Policy advisor social integrity: Rivka van der Schoor-van Mastrigt - Policy advisor social integrity and social safety: Haley Lancaster - Policy officer organisational integrity: Mare Faber - Human Resources: Lies de Koninck, Manager Talent & Development

Policy in place at TU Delft	Explanation/websites/information	Responsible office /person	Experts
Strategy	The information is transparent and available for everyone on the TU Delft website: <ul style="list-style-type: none"> - Strategic Agenda TU Delft 2024- 2030: https://www.tudelft.nl/en/about-tu-delft/strategy - Strategic documents TU Delft: https://www.tudelft.nl/en/about-tu-delft/strategy/strategy-documents-tu-delft - TU Delft Core values DIRECT, see TU Delft Code of Conduct: https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/tu-delft-code-of-conduct 	- Strategic Development: Gert-Jan Scheurwater, Director	- Strategic Development: Marte Bugel, Strategic Advisor Innovation & Impact Centre

Gap-analysis based on principles

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
1. Ethical and Professional Aspects: General Principles and Requirements applicable to Researchers (principles 1–11)				
1	<p><u>Research freedom</u></p> <p>Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices.</p> <p>Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.</p>	<p><u>Constitution of the Kingdom of the Netherlands</u></p> <ul style="list-style-type: none"> - Article 7: Freedom of speech <p><u>Higher Education and Research Act</u></p> <ul style="list-style-type: none"> - Article 1.6: Academic freedom 	<p><u>NGWI (2018)</u></p> <p>Principle 4: Independence (page 13).</p> <p>Independence means, among other things, not allowing the choice of method, the assessment of data, the weight attributed to alternative statements or the assessment of others' research or research proposals to be guided by non-scientific or non-scholarly considerations (e.g. those of a commercial or political nature)...</p> <p>At TU Delft the following policies, on top of national codes and policies, are in place:</p> <ul style="list-style-type: none"> - Academic Integrity - TU Delft Code of Conduct - Data Management Framework Policy and Faculty Policies - Integrity roadmap for staff - Integrity roadmap for students 	<p>At TU Delft:</p> <p>Integrity General: the TU Delft has an integrity office, including a policy advisor on academic integrity.</p> <p>The role of the Integrity Office includes – among others- implementing the European and Netherlands Codes of Conduct for Research Integrity which include the following points:</p> <p>EU: Research is underpinned by freedom to define research questions and develop theories, gather empirical evidence and employ appropriate methods ... and ideally develops independently of pressure from commissioning parties and from ideological, economic or political interests (p3)</p> <p>NL: Independence and Responsibility are two of the guiding principles of the NGWI (p13) and Standard 49: Refrain from making an assessment if any doubts could arise regarding your independence (for example, because of possible commercial or financial interests).</p> <p>No need for further actions.</p>
2	<p><u>Ethical principles</u></p> <p>Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.</p>	<p><u>Higher Education and Research Act</u></p> <ul style="list-style-type: none"> - Article 1.7: Ethics guidelines 	<p><u>NGW (2014)</u></p> <p>Principle 2: Reliability (page 7).</p> <p>Every academic practitioner supports and strengthens the fundamental reliability of science and scholarship through their own conduct. Academic practitioners conduct and report on their research and transfer their knowledge through teaching and publishing in a reliable manner...</p> <p><u>NGWI (2018)</u></p> <p>Principle 1: Honesty (page 13).</p> <p>Honesty means, among other things, reporting the research process accurately, taking alternative opinions and counterarguments seriously, being open about margins of uncertainty, refraining from making unfounded claims, refraining from fabricating or falsifying data or sources and refraining from presenting results more favourably or unfavourably than they actually are.</p>	<p>At TU Delft:</p> <p>See 1. Research freedom: Integrity – General text above</p> <p>No need for further actions.</p>

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
			<p><i>Principle 2: Scrupulousness (page 13).</i></p> <p><i>Scrupulousness means, among other things, using methods that are scientific or scholarly and exercising the best possible care in designing, undertaking, reporting and disseminating research.</i></p> <p><i>Principle 3: Transparency (page 13).</i></p> <p><i>Transparency means, among other things, ensuring that it is clear to others what data the research was based on, how the data were obtained, what and how results were achieved and what role was played by external stakeholders. If parts of the research or data are not to be made public, the researcher must provide a good account of why this is not possible...</i></p> <p><i>Principle 5: Responsibility (page 13).</i></p> <p><i>Responsibility means, among other things, acknowledging the fact that a researcher does not operate in isolation and hence taking into consideration – within reasonable limits – the legitimate interests of human and animal test subjects, as well as those of commissioning parties, funding bodies and the environment. Responsibility also means conducting research that is scientifically and/or societally relevant.</i></p> <p><u>Code of Conduct for Using Personal Data in Research</u></p> <p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - TU Delft Code of Conduct - TU Delft Regulations on Human Trials - Regulations regarding (complaints for): <ul style="list-style-type: none"> o Academic Integrity o Undesirable behaviour o Reporting of Irregularities o Complaints by students - Data Management Framework Policy and Faculty Policies - Integrity roadmap for staff - Integrity roadmap for students 	
3	<p><u>Professional responsibility</u></p> <p><i>Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and</i></p>	<p><u>GDPR (Implementation) Act (incl. data breach notification obligation)</u></p>	<p><u>NGW (2014)</u></p> <p><i>Principle 4: Impartiality (page 9).</i></p> <p><i>In their scientific or scholarly activities, academic practitioners are led by no other interest than academic interest, and they are always prepared to account for their actions...</i></p>	<p>At TU Delft:</p> <p>See 1. Research freedom: Integrity – General text above</p> <p>In terms of Professional Responsibility:</p> <p>The role of the Integrity Office includes implementing the European and Netherlands Codes of Conduct for Research Integrity which include the following points:</p>

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
	<p><i>joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted.</i></p> <p><i>Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.</i></p>		<p><u>NGWI (2018)</u></p> <p><i>Principle 2: Scrupulousness (page 13).</i></p> <p><i>Scrupulousness means, among other things, using methods that are scientific or scholarly and exercising the best possible care in designing, undertaking, reporting and disseminating research.</i></p> <p><i>Principle 5: Responsibility (page 13).</i></p> <p><i>Responsibility means, among other things, acknowledging the fact that a researcher does not operate in isolation and hence taking into consideration – within reasonable limits – the legitimate interests of human and animal test subjects, as well as those of commissioning parties, funding bodies and the environment. Responsibility also means conducting research that is scientifically and/or societally relevant.</i></p> <p><u>Code of Conduct for Using Personal Data in Research</u></p> <p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - TU Delft Code of Conduct - TU Delft Regulations on Human Trials - Regulations regarding (complaints for): <ul style="list-style-type: none"> o Academic Integrity o Undesirable behaviour o Reporting of Irregularities o Complaints by students - Data Management Framework Policy and Faculty Policies - Integrity roadmap for staff - Integrity roadmap for students 	<p>EU: A basic responsibility of the research community is to formulate the principles of research, to define the criteria for proper research behaviour, to maximise the quality and robustness of research, and to respond adequately to threats to, or violations of, research integrity (p3); Joint responsibility in collaborations (p6)</p> <p>NL: Non-compliance with them [the professional standards detailed in the Code] undermines professional responsibility (p23); Responsibility is one of the core Principles (p3 and 13); Principles may sometimes clash. On occasion, for example, responsibility towards a commissioning party or the need to safeguard public security restricts the extent to which a researcher can be transparent. In such cases, it will be necessary to determine which principles should be given priority (p14).</p> <p>TU Delft must comply with the legal provisions associated with the General Data Protection Regulation (GDPR). This means, among other things, that processing (e.g. storage) of personal data must be inventoried / registered within the HR department. Data processing of HR Services (such as PeopleSoft) is largely visible and registered. This registration also offers us the opportunity to identify risks and act on them and thus guarantee the privacy of our students and employees. This will help avoid claims and nasty reporting in the future.</p> <p>No need for further actions.</p>
4	<p><u>Professional attitude</u></p> <p><i>Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided.</i></p> <p><i>They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.</i></p>	None	<p><u>NGW (2014)</u></p> <p><i>Principle 1: Honesty and scrupulousness (page 5).</i> <i>Academic practitioners are honest and forthright about their research and its applications. Scientific and scholarly activities are performed scrupulously and should remain unaffected by the pressure to achieve...</i></p> <p><u>NGWI (2018)</u></p> <p><i>Principle 3: Transparency (page 13).</i></p> <p><i>Transparency means, among other things, ensuring that it is clear to others what data the research was based on, how the data were obtained, what and how results were achieved and what role was played by external stakeholders. If parts of the research or data</i></p>	<p>At TU Delft:</p> <p>See 1. Research freedom: Integrity – General text above.</p> <p>No need for further actions.</p>

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
			<p>are not to be made public, the researcher must provide a good account of why this is not possible...</p> <p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - TU Delft Code of Conduct - Academic Integrity - Core values, see Strategic Agenda TU Delft 2024-2030 - Leadership Profile, see evidence documents 	
5	<p><u>Contractual and legal obligations</u></p> <p>Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions.</p> <p>This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.</p>	<p><u>Collective Labour Agreement for Dutch Universities</u></p> <ul style="list-style-type: none"> - Chapter 1, Section 2: Obligations of the employer and the employee (Articles 1.15, 1.16, 1.19) (pages 17, 18). - Chapter 1, Section 3: Intellectual property rights (Articles 1.20, 1.21, 1.22, 1.23) (pages 18, 19). - Copyright Act - Patents Act - Higher Education and Research Act 		<p>At TU Delft:</p> <p>The faculty contract managers provide financial and legal support in drawing up project proposals and in entering into collaborations and research projects, funded from the second and third money tiers.</p> <p>No need for further actions.</p>
6	<p><u>Accountability</u></p> <p>Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees.</p> <p>Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.</p>		<p><u>NGW (2014)</u></p> <p>Principle 3: Verifiability (page 8).</p> <p>Presented information is verifiable. Whenever research results are published, it is made clear what the data and conclusions are based on, from where they originate and how they can be verified...</p> <p><u>NGWI (2018)</u></p> <p>Principle 1: Honesty (page 13).</p> <p>Honesty means, among other things, reporting the research process accurately, taking alternative opinions and counterarguments seriously, being open about margins of uncertainty, refraining from making unfounded claims, refraining from fabricating or falsifying data or sources and refraining from presenting results more favourably or unfavourably than they actually are.</p> <p>Principle 3: Transparency (page 13).</p> <p>Transparency means, among other things, ensuring that it is clear to others what data the research was based on, how the data were obtained, what and how</p>	<p>At TU Delft:</p> <p>See 1. Research freedom: Integrity – General text above.</p> <p>No need for further actions.</p>

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
			<p>results were achieved and what role was played by external stakeholders. If parts of the research or data are not to be made public, the researcher must provide a good account of why this is not possible...</p> <p>Principle 5: Responsibility (page 13).</p> <p>Responsibility means, among other things, acknowledging the fact that a researcher does not operate in isolation and hence taking into consideration – within reasonable limits – the legitimate interests of human and animal test subjects, as well as those of commissioning parties, funding bodies and the environment. Responsibility also means conducting research that is scientifically and/or societally relevant.</p> <p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - TU Delft Code of Conduct - Academic Integrity - Core values, see Strategic Agenda TU Delft 2024-2030 - Leadership Profile, see evidence documents - TU Delft Library https://www.tudelft.nl/en/library 	
7	<p><u>Good practice in research</u></p> <p>All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.</p>	<ul style="list-style-type: none"> - Working Conditions Act - Medical Research (Human Subjects) Act - Experiments on Animals Act - General Data Protection Regulation (Implementation) Act 	<p><u>Code of Conduct for Using Personal Data in Research</u></p> <p><u>Health and Safety Catalogue for Dutch Universities</u></p> <p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - GDPR - Data Management Framework Policy and Faculty Policies - Code Openness Animal trials: TU Delft follows the law on Experiments on Animal Acts and Code of Transparency in Animal Testing - TU Delft Regulations on Human Trials - DORA, TU Delft is signatory as a member of the UNL - Nagoya Protocol (HSE) - NWGI/ European Code 	<p>At TU Delft:</p> <p>See 1. Research freedom: Integrity – General text above</p> <p>In terms of Good Practice in Research:</p> <p>Netherlands Code of Conduct for Research Integrity 2018 – produced by members of the Dutch Higher Education Sector^[1], the NCCRI defines five Principles of Integrity: <i>Honesty, Scrupulousness, Transparency, Independence and Responsibility</i>. It further elaborates 61 Standards for Good Research Practices that researchers are expected to meet, alongside 21 Duties of Care, which are the responsibilities of research institutions to ensure the safety and wellbeing of their students and staff.</p> <p>^[1] De Vereniging van Universiteiten (UNL), Koninklijke Nederlandse Akademie van Wetenschappen (KNAW), Dutch Research Council (NWO), Toegepast Onderzoek Organisaties (TO2), Nederlandse Federatie van Universitair Medische Centra (NFU) and Vereniging Hogescholen (VH)</p> <p>No need for further actions.</p>
8	<p><u>Dissemination, exploitation of results</u></p> <p>All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other</p>	<p><u>Collective Labour Agreement for Dutch Universities</u></p> <p>Article 6.6 Annual consultation: ... with regard to the way in which the employee is expected to perform or pursue his or her</p>	<p><u>UFO</u></p> <p>4.6 Concrete work and result agreements (page 14)</p> <p>The result areas (and activities contained within them) have not been translated into concrete and measurable work agreements, as these can differ</p>	<p>At TU Delft:</p> <ul style="list-style-type: none"> - The Library is organising and offering training activities for publishing articles and open access by the Library. - In line with recognition & rewards initiative and our open science policy we stimulate all aspects of open science through our TU Delft Open Science programme.

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
	<p>research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.</p>	<p>career during a future set period to be agreed upon, as well as the conditions under which this shall take place (page 51).</p>	<p>depending on the job holder. Consequently, the employee's superior needs to make agreements, expressed in concrete terms, with the employee on what is expected from him or her in the coming period...</p> <p><u>Open Access</u></p> <p><u>Knowledge security</u></p> <p><u>Knowledge transfer</u></p> <p><u>Sector Regulation on Ancillary Activities</u></p> <p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - Open by default: as open as possible, as closed as necessary (core values TU Delft Open Science Program) - Policy Ancillary Activities - Research Data Policy Framework - TU Delft policy on Open Access Publishing 	<p>No need for further actions.</p>
9	<p><u>Public engagement</u></p> <p>Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.</p>		<p><u>Science and Society Action Plan (European Commission)</u></p>	<p>At TU Delft:</p> <p>Activities in launched/in progress include:</p> <p>Training activities (at TU Delft Library) for writing and publishing articles</p> <ul style="list-style-type: none"> - Activities for outreach to the public, such as: 'Professors in the Theatre arena', professors as educators in primary schools via Studium Generale - Citizen Science project as part of the TU Delft Open Science Program - Using storytelling platform/s to engage the public by Stories of Science and Stories of Support - Participating in City Deals throughout the Netherlands: agreements between cities and their knowledge institutes to work together on the different cities' questions. <p>No need for further actions.</p>
10	<p><u>Non-discrimination</u></p> <p>Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.</p>	<p><u>Constitution of the Kingdom of the Netherlands</u></p> <p>Article 1 Equal treatment</p> <p>Article 1 of the Constitution forms an important basis for the fight against discrimination. It spells out the principle of equality and the prohibition of discrimination. The article specifies that everyone shall be treated equally in equal circumstances (principle of equality) and that discrimination on the grounds of religion, personal beliefs, political</p>	<p><u>NVP Recruitment Code</u></p> <p>1. Principles (page 4)</p> <p>The applicant has a fair chance at appointment; this means equal opportunity for equal ability and the organisation will choose on the basis of suitability with respect to the position...</p> <p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - NVP Recruitment code - OTM - R Recruitment guide 	<p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - NEW: Improve recruitment of scientific (and support) talent and bias awareness for recruiting talented academic and support staff (action 65, Q4 2024).

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
		<p><i>leanings, race, gender or any other grounds whatsoever is not permitted (prohibition of discrimination).</i></p> <p><u>Collective Labour Agreement for Dutch Universities</u></p> <p><i>Article 6.1 Application procedure: When recruiting and selecting, the employer acts in accordance with the code of the Dutch Association for Staff Policies (page 50).</i></p> <ul style="list-style-type: none"> - Equal Treatment Act - Equal Treatment (Men and Women) Act - Equal Treatment (Working Hours) Act - Equal Treatment of Disabled and Chronically Ill People Act - Equal Treatment in Employment (Age Discrimination) Act 	<ul style="list-style-type: none"> - OTM - R Checklist 	
11	<p><u>Evaluation / appraisal systems</u></p> <p><i>Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.</i></p> <p><i>Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.</i></p>	<p><u>Collective Labour Agreement for Dutch Universities</u></p> <ul style="list-style-type: none"> - Article 6.7 Assessment: A periodic assessment shall be carried out with regard to the way in which the employee has performed his duties and his behaviour during the performance of his duties (page 52). - Article 6.5a Tenure track: The following shall be stipulated in all procedures for a tenure track... (page 51). - Article 6.6 Annual consultation: With due observance of any further rules to be laid down by the employer [...], the employee will meet with his or her line manager at least once a year... (page 51). 	<p><u>Recognition and reward of academics</u></p> <p><u>SEP</u></p> <p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - Information on Work at TU Delft: Work at TU Delft - Results & Development policy - Academic Career Track Policy (the formerly Tenure Track policy) - Doctoral Education track for PhD 	<p>At TU Delft:</p> <p>We are fully committed to Lifelong Learning at TU Delft. We pay specific attention to this issue in the Results & Development cycle. In the course of the year, the employee and the manager discuss the personal and professional development of the employee. This is an ongoing dialogue.</p> <p>A fixed component is the annual Results & Development conversation, in which the employee and manager reflect on the past year and make agreements for the coming year.</p> <p>The Results & Development conversations are conducted yearly or bi-yearly and supported by an HR system and integrated in the Results & Development Cycle.</p> <p>The careers of scientists are also monitored by the career committees who monitor the progression of our scientists, especially the policy of the Academic Career Track.</p> <p>The PhD's have their own Results & Development Cycle, embedded in their processes.</p> <p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - 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).

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
				<ul style="list-style-type: none"> - 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).
2. Recruitment and selection (OTM-R) (principle 12-21)				
12	<p><u>Recruitment</u></p> <p><i>Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career.</i></p> <p><i>Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.</i></p>	<p><u>Collective Labour Agreement for Dutch Universities</u></p> <p>Article 6.1 Application procedure: When recruiting and selecting, the employer acts in accordance with the code of the Dutch Association for Staff Policies (page 50).</p>	<p><u>NVP Recruitment Code</u></p> <p>2. Recruitment (pages 4, 5).</p> <p><i>Should the organisation decide that a vacancy exists or will exist, it will prepare a recruitment profile in which the relevant details of the vacant position are set out...</i></p> <p><u>AcademicTransfer</u></p> <p><u>Code of Conduct for the Recruitment of Researchers</u></p> <p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - Working at TU Delft website - 5 reasons to work at TU Delft 	<p>At TU Delft:</p> <p>The team of recruitment assistants (RA's) and Talent Acquisition Specialists (TAS) has been expanded to meet TU Delft demands and continuously evaluates and improves recruitment procedures. The "Working at TU Delft" website has been renewed in 2020 and vacancies are now supported by the Applicant Tracing system. A new vacancy website offering extended options for employer branding and (video) content is in preparation. All scientific vacancies are published on Academic Transfer automatically and all English scientific vacancies also on EURAXESS. In addition, vacancies are published on LinkedIn job-slots (up to 100 vacancies at any given moment). The NVP recruitment Code is published online. The collection online support documents on recruitment strategies have been expanded including tips on constructing profiles and a vacancy library with examples plus information on recruitment and election of academic staff.</p> <p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - NEW: Improve recruitment of scientific (and support) talent and bias awareness for recruiting talented academic and support staff (action 65, Q4 2024).
13	<p><u>Recruitment (code)</u></p> <p><i>Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised.</i></p> <p><i>Advertisements should give a broad description of knowledge and competencies required, and should not be so specialized as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.</i></p>	<p><u>Equal Treatment Act</u></p>	<p><u>NVP Recruitment Code</u></p> <p>2. Recruitment (pages 4, 5).</p> <p><i>Should the organisation decide that a vacancy exists or will exist, it will prepare a recruitment profile in which the relevant details of the vacant position are set out...</i></p> <p><u>AcademicTransfer</u></p> <p><u>Code of Conduct for the Recruitment of Researchers</u></p> <p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - OTM-R Recruitment Guide - OTM-R Checklist 	<p>At TU Delft:</p> <p>The analysis of the OTM – R code is visible online and has allowed TU Delft to professionalise the recruitment procedure. Guidelines for creating recruitment texts, additional specialized documents and a vacancy example library are available. A recruitment and selection toolkit is available online including the possibility to request additional support. The implemented ATS contains templates supporting correct and complete communication of application deadlines and working conditions. A central team of Recruitment Assistants and Talent Acquisitions Specialists continuously work on increasing awareness of and compliance with Recruitment Code.</p> <p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - 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). - NEW: Improve recruitment of scientific (and support) talent and bias awareness for recruiting talented academic and support staff (action 65, Q4 2024). - NEW: Embed restrictions on hiring due to knowledge security guidelines in the standard recruitment procedure. (action 66, Q4 2024).
14	<p><u>Selection (code)</u></p> <p><i>Selection committees should bring together diverse expertise and competences and should have an adequate gender balance</i></p>	<p><u>Equal Treatment Act</u></p>	<p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - OTM-R Recruitment Guide (updated in 2021) 	<p>At TU Delft:</p> <p>For bringing more diversity in selection committees has been addressed as described in the OTM-R Recruitment Guide and guidelines for Selection and Evaluation Committees. A recruitment and selection toolkit is now available online including new guidelines for</p>

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
	<p><i>and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.</i></p>			<p>creating recruitment texts and the possibility to request additional support. For the recruitment of PhD candidates, the guide Recruitment & Selection of PhD candidates is available.</p> <p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - 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). - NEW: Improve selection process and bias awareness in the selection process by launching the on-boarding recruitment module for managers and offering a masterclass on candidate selection (action 65, Q4 2024). - NEW: Embed restrictions on hiring due to knowledge security guidelines in the standard recruitment procedure (action 66, Q4 2024). - NEW: Develop cooperation with Academic Transfer and 4TU in relation to recruitment of teaching staff (action 67, Q4, 2024).
15	<p><u>Transparency (code)</u></p> <p><i>Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.</i></p>	None	<p><u>NVP Recruitment Code</u></p> <p>2. Recruitment (pages 4, 5).</p> <p><i>The organisation will give the applicant clarity of the application procedure...</i></p> <p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - NVP Recruitment Code - OTM – R Guide - OTM – R Checklist 	<p>At TU Delft:</p> <p>The NVP Recruitment code is published on the TU Delft website.</p> <p>The intranet page “posting a vacancy” contains support documents on selection, recruitment & selection of PhD candidates and constructing a complete transparent vacancy text. In addition, a vacancy library is available.</p> <p>The ATS is now live across all of TU Delft. It has been implemented in University Services and all faculties, with the exception of the Faculty of Applied Sciences, which is currently in the pilot phase and is expected to complete the final implementation step by Q4 2024. The Recruitment team is working towards further standardization and templates supporting complete and transparent communication are available in the ATS.</p> <p>A framework detailing the restrictions on hiring due to knowledge security is written and available online (intranet).</p> <p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - 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). - NEW: Improve recruitment of scientific (and support) talent and bias awareness for recruiting talented academic and support staff (action 65, Q4 2024). - NEW: Embed restrictions on hiring due to knowledge security guidelines in the process of the standard recruitment procedure (action 66, Q4 2024). - NEW: Develop cooperation with Academic Transfer and 4TU in relation to recruitment of teaching staff (action 67, Q4, 2024).
16	<p><u>Judging merit (code)</u></p> <p><i>The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered.</i></p> <p><i>This means that merit should be judged qualitatively as well as quantitatively,</i></p>	None	<p><u>Competence profiles for Dutch universities</u></p> <p><i>From page 3</i></p>	<p>At TU Delft:</p> <p>The UNL UFO profiles together with the Performance Criteria - Scientific Staff and the TU Delft Leadership Profile is the basis for appraisals, personal development plans and the development of scientific staff.</p> <p>At the moment the Performance Criteria are renewed as part of the Recognition and Reward programme.</p> <p>At TU Delft the following actions will be undertaken:</p>

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
	<i>focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.</i>			<ul style="list-style-type: none"> - 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 2024). - 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 task (action 61, Q4, 2025) - NEW: Improve recruitment of scientific (and support) talent and bias awareness for recruiting talented academic and support staff by making a brief guideline for defining and testing competences during the selection process (action 65, Q4 2024). - NEW: Develop cooperation with Academic Transfer and 4TU in relation to recruitment of teaching staff (action 67, Q4, 2024).
17	<u>Variations in the chronological of CVs (code)</u> <i>Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.</i>	None	None	<p>At TU Delft:</p> <p>A recruitment and selection toolkit is <u>now available online</u> including new <u>guidelines for creating recruitment texts</u> and the possibility to request additional support. For the recruitment of PhD candidates, the guide <u>Recruitment & Selection of PhD candidates</u> is available. The NVP code is published online, and the Recruitment team supports compliance to the code.</p> <p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - 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). - 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 2024) - NEW: Improve selection process and bias awareness in the selection process by launching the on-boarding recruitment module for managers and offering a masterclass on candidate selection (action 65, Q4 2024).
18	<u>Recognition of mobility experience (code)</u> <i>Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.</i>	Collective Labour Agreement	<u>Leave and holiday hours</u> <u>Long-term savings model</u>	<p>At TU Delft:</p> <ul style="list-style-type: none"> - The TU Delft Career Centre provides PhD candidates and Postdocs with specialised career coaches to help prepare for their next step. - A sabbatical is a longer period of leave during which scientific staff members can devote attention to their employability. Special agreements will be made between the staff member and manager on tasks, duration and financial conditions of the sabbatical. <p>No need for further actions.</p>
19	<u>Recognition of qualifications (code)</u> <i>Employers and/or funders should provide for appropriate assessment and evaluation</i>	Collective Labour Agreement for Dutch Universities	<u>UFO</u> 3.3 Classification criteria and classification rules	<p>At TU Delft:</p> <ul style="list-style-type: none"> - A financial check on salary, based on the UNL UFO profiles, is incorporated in our Applicant Tracking System

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
	<p><i>of the academic and professional qualifications, including nonformal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.</i></p>	<ul style="list-style-type: none"> - Article 3.5, paragraph 1: The employer determines the employee's job profile, job level and the salary grade with due observance of the rules of the University Job Classification System (UFO), as stated in Appendix J, and the rules pertaining to career development as referred to in Article 6.5 (page 28). - Article 6.5: The social policy of the institutions shall be aimed at promoting development opportunities and career prospects (page 50). - Article 6.4: The employer can establish appointment criteria for the different job profiles of academic staff. The person involved must meet these criteria in order to be eligible for an employment contract (page 50). - Article 6.8: The employer shall see to it, following consultation with the doctoral candidate and in accordance with a customised plan for training and guidance set up for the doctoral assistant by the appointed mentor or supervisor... (page 52). - Article 6.9: ... to ensure the employee's knowledge and skills meet the requirements of the employer (page 52). <p><u>Recognition of certificates awarded abroad</u></p>	<p><i>The classification of a job is based on the actual responsibilities associated with the job in question.</i></p> <p><i>It must be possible to determine which job profile is applicable on the basis of the actual responsibilities... (page 14).</i></p>	<ul style="list-style-type: none"> - The ATS is live for all TU Delft. - A recruitment and selection toolkit is now available online including new <u>guidelines for creating recruitment texts</u> and the possibility to request additional support. For the recruitment of PhD candidates, the guide <u>Recruitment & Selection of PhD candidates</u> is available. The NVP code is published online, and the Recruitment team monitors compliance to the code. <p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - 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) - 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 2024) - NEW: Improve recruitment of scientific (and support) talent and bias awareness for recruiting talented academic and support staff (action 65, Q4 2024). - NEW: Develop cooperation with Academic Transfer and 4TU in relation to recruitment of teaching staff (action 67, Q4, 2024).
20	<p><u>Seniority (code)</u></p> <p><i>The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the</i></p>		<p><u>UFO</u></p> <p>3.3 Classification criteria and classification rules</p> <p><i>The classification of a job is based on the actual responsibilities associated with the job in question.</i></p>	<p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - 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,

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
	<p>qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.</p>		<p>It must be possible to determine which job profile is applicable on the basis of the actual responsibilities... (page 14).</p> <p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - NVP code - Scientific Performance Criteria 	<p>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).</p> <ul style="list-style-type: none"> - NEW: Improve recruitment of scientific (and support) talent and bias awareness for recruiting talented academic and support staff (action 65, Q4 2024).
21	<p><u>Postdoctoral appointments (code)</u></p> <p>Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.</p>	<p><u>Collective Labour Agreement for Dutch Universities</u></p> <p>Article 3.5, paragraph 1: The employer determines the employee's job profile, job level and the salary grade with due observance of the rules of the University Job Classification System (UFO), as stated in Appendix J, and the rules pertaining to career development as referred to in Article 6.5... (page 28).</p>	<p><u>UFO</u></p> <p>3.3 Classification criteria and classification rules</p> <p>The classification of a job is based on the actual responsibilities associated with the job in question.</p> <p>It must be possible to determine which job profile is applicable on the basis of the actual responsibilities... (page 14).</p>	<p>At TU Delft :</p> <p>We have a PostDoc Network TU Delft which includes budget for organising activities. The Chairman and Treasurer communicate with the Postdocs by using a Teams channel and organise various activities for Postdocs, like reach out to other PostDoc networks at other universities.</p> <p>Furthermore, the TU Delft Career Centre provides Postdocs with specialised career coaches to help prepare for their next step. The implemented ATS and recruitment procedures support clear communication of project timelines and contract type.</p> <p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - NEW: Improve recruitment of scientific (and support) talent and bias awareness for recruiting talented academic and support staff (action 65, Q4 2024).
<h3>3. Working Conditions of employment and social security (principles 22–35)</h3>				
22	<p><u>Recognition of the profession</u></p> <p>All researchers engaged in a research career should be recognised as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, <u>civil servants</u>).</p>		<p><u>UFO</u></p> <p>3.1. Job family. The UFO distinguishes between academic staff ('Education and Research' job family) and support staff (all other job families) (page 8).</p> <p><u>Recognition and reward of academics</u></p> <p>At TU Delft the policies are in place.</p>	<p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - 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 (Q4 2024). - 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 (Q4 2025). <p>No need for further actions.</p>
23	<p><u>Research environment</u></p> <p>Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate</p>	<p><u>Working Conditions Act</u></p> <p>Chapter 2: Working conditions policy</p>	<p><u>Health and Safety Catalogue for Dutch Universities</u></p> <p>At TU Delft the following policies on top of national codes and policies are in place:</p>	<p>At TU Delft:</p> <p>The following activities have been delivered/are in progress:</p> <ul style="list-style-type: none"> - A Work and wellbeing workgroup has been established - Increased safety awareness through various activities: making policy, introducing prevention officers, running Work Stress Week (annual), establishing emergency

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
	<p>equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.</p>	<p>Collective Labour Agreement for Dutch Universities</p> <p>E.13 Approach to work pressure and long-term employability: All Dutch universities have now drawn up a work pressure reduction action plan. These plans take the local circumstances at the university into account and leave room for an implementation that is appropriate to the requirements and circumstances within departments and faculties... (page 101).</p>	<ul style="list-style-type: none"> - Working at the TU Delft - Health Coach program - Risk Assessment & Evaluation (RAE) 	<p>procedure as a standard part of the Lab Servant instruction module, and drawing up HSE departmental plans taking into account the dedicated action Employee Monitor 2017</p> <ul style="list-style-type: none"> - Open Science Community TU Delft <p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - Roll out initiatives to support creating a safe environment with social security and feedback culture (action 63, Q4 2026).
24	<p><u>Working conditions</u></p> <p>Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate</p> <p>the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career 9. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.</p>	<p>Collective Labour Agreement for Dutch Universities</p> <ul style="list-style-type: none"> - Chapters 3–7: The terms and conditions of employment are laid down in the Collective Labour Agreement for Dutch Universities. - The salient chapters are the following: <ul style="list-style-type: none"> - Working hours, holidays and leave (page 36), - Individual choices model (page 45), Staff policy (page 49) and - Pensions, social security and social services (page 59). - Working Hours Act - Work and Care Act - Flexible Working Act 	<p>ABP pension rules</p> <p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - Working at the TU Delft - Health Coach program - Risk Assessment & Evaluation (RAE) 	<p>At TU Delft:</p> <p>The minimum obligations for a 'Risk Assessment & Evaluation' cycle (triennial Employee Survey, and semi-annually Health & Safety rounds in all workplaces, laboratories and office environments) are met, and have been extended with appropriate actions to meet an up-to-date, reliable and complete RAE,</p> <p>No need for further actions.</p>
25	<p><u>Stability and permanence of employment</u></p> <p>Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.</p>	<p>Collective Labour Agreement for Dutch Universities</p> <p>Article 2.3:</p> <ul style="list-style-type: none"> - Paragraph 1: The collective labour agreement specifies that the maximum term of a temporary employment contract for academic staff is six years (page 22). - Paragraph 7: The temporary employment contract may be followed by another 	<p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - Academic Career Track 	<p>At TU Delft:</p> <p>May 2023 marked the start of the new Academic Career Track, the successor of the Tenure Track. 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.</p> <p>No need for further actions.</p>

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
		temporary employment contract no more than twice (page 24). - Paragraph 9: Multiple contracts separated by an interruption of no more than six months count as uninterrupted employment (page 24). - Appendix M: More career prospects and job security for junior lecturers and postdoctoral researchers (page 119). - EU Directive 1999/70/EC Implementation Act		
26	Funding and salaries <i>Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.</i>	Collective Labour Agreement for Dutch Universities - Article 3.5 (page 28), - Article 3.8 (page 28), - Article 3.10 (page 29), - Article 7.1 (page 59), - Article 7.2 (page 59), - Article 7.3 (page 59), - Article 7.6 (page 60). - National social security legislation - Unemployment Insurance Act - Work and Income (Capacity for Work) Act - Exceptional Medical Expenses Act - General Old Age Pensions Act - Sector-specific social security legislation - Sickness and Disability Scheme for Dutch Universities - Netherlands Universities Enhanced Unemployment Scheme	ABP pension rules At TU Delft the following policies on top of national codes and policies are in place: - National insurance schemes and social security benefits - International Insurances TU Delft	No need for further actions.

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
27	<p><u>Gender balance</u></p> <p><i>Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.</i></p>	<ul style="list-style-type: none"> - Equal Treatment Act - Equal Treatment (Men and Women) Act 	<ul style="list-style-type: none"> - Talent to the Top Charter - LNVH Monitor <p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - Diversity Policy - DEWIS woman's network 	<p>At TU Delft</p> <p>Embedded in the recruitment process and promoting processes are the focus on equal treatment. The Diversity Office has created action plan and Diversity Policy to support this constant attention.</p> <p>The Delft TF project, which focus on attracting female scientific scientists is running each year successfully.</p> <p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - NEW: Improve recruitment of scientific (and support) talent and bias awareness for recruiting talented academic and support staff (action 65, Q4, 2024).
28	<p><u>Career development</u></p> <p><i>Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.</i></p>	<p><u>Collective Labour Agreement for Dutch Universities</u></p> <p><i>Article 6.5, paragraph 2:</i></p> <p><i>The employer shall establish a career policy... (p.50).</i></p> <p><i>Preamble: More career prospects and job security for junior lecturers and postdoctoral researchers (page 8).</i></p> <p><i>Appendix M: More career prospects and job security for junior lecturers and postdoctoral researchers (page 119).</i></p>	<p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - Recognition and rewards of academics - Room for personal growth - PostDoc Network TU Delft - Academic Career Track - PhD at TU Delft - Scientist at TU Delft - Professional at TU Delft 	<p>At TU Delft:</p> <p>The TU Delft Career Centre provides PhD candidates and Postdocs with specialised career coaches to help prepare for their next step.</p> <p>The Academic Career Track has been launched May 2023 and enables people develop from a starting Assistant Professor to an Associate Professor in a maximum of eight years.</p> <p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - 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). - 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 2024).
29	<p><u>Value of mobility</u></p> <p><i>Employers and/or funders must recognise the value of geographical, intersectoral, inter- and trans-disciplinary and virtual 12 mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system.</i></p> <p><i>This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and</i></p>	<p><u>Collective Labour Agreement for Dutch Universities</u></p> <p><i>Article 6.5, paragraph 1:</i></p> <p><i>... Mobility, both within and outside one's own institution, is a vital aspect here (page 50).</i></p>	<p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - At TU Delft we encourage our young academics, once they received their doctorate, to find a Postdoc position at another university to enhance one's career. 	<p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - NEW: Improve recruitment of scientific (and support) talent for recruiting talented academic and support staff (action 65, Q4 2024). - NEW: Develop cooperation with Academic Transfer and 4TU in relation to recruitment of teaching staff (action 67, Q4 2024).

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
	<i>social security provisions, in accordance with national legislation.</i>			
30	<p><u>Access to career advice</u></p> <p><i>Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.</i></p>	<p><u>Collective Labour Agreement for Dutch Universities</u></p> <ul style="list-style-type: none"> - Article 6.5, paragraph 3: - Every employee with a temporary employment contract for a period of two years or longer, shall be given the opportunity to obtain career advice from a professional organisation... (page 50). - Article 6.5, paragraph 4: - Every employee with a permanent employment contract is entitled to career advice at least once every five years, to be completed with, if possible, consultation with an expert in the field of career development (page 50). 		<p>At TU Delft:</p> <p>To implement these policies further, we will provide staff and employees with the correct skills to review and advance their careers, building on talent. Employees can make use of a career coach with whom they can have three conversations per year, free of charge and without the approval of their supervisor, confidentially. If wished for, longer trajectories are also available with the approval of the supervisor. TU Delft stimulates the continues dialogue about development as part of the day-to-day conversation between employee and manager.</p> <p>The TU Delft Career Centre helps students, PhD candidates, EngD trainees and young alumni to prepare for the labour market and to develop career skills by offering them various workshops, programmes, and background materials. They work together with employers, professional organisations, and alumni to forge inspiring connections between them, TU Delft and students. Their team aims to apply a creative and innovative approach to meeting the needs of all our stakeholders.</p> <p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - 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). - 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 2024).
31	<p><u>Intellectual Property Rights</u></p> <p><i>Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights.</i></p> <p><i>Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.</i></p>	<ul style="list-style-type: none"> - Copyright Act - Patents Act - Collective Labour Agreement for Dutch Universities - Chapter 1, Section 3: Intellectual property rights (page 18): - Article 1.20 General (page 18), - Article 1.21 Obligation to report: paragraphs 1 and 2 (page 18), - Article 1.22 Transfer and retention of rights (page 19), - Article 1.23 Reimbursements (page 19). 	<p><u>Open Access</u></p> <p>At TU Delft the following policies on top of the national codes and policies are in place:</p> <ul style="list-style-type: none"> - TU Delft OPEN Publishing - TU Delft OPEN policies 	<p>At TU Delft:</p> <p>TU Delft has rights as a university and employer over the IP created by someone who has an employment contract at TU Delft. As a result, the employee is often entitled to specific remuneration, on top of their salary, if TU Delft generates income from the IP. The amount of this remuneration is determined by TU Delft in accordance with the Regulations on Remuneration for Inventions and Software. After the deduction of costs, the net income is divided according to the so-called 1/3 principle: (1) 1/3 for the inventor(s), (2) 1/3 for the faculty, and (3) 1/3 for the patent fund on behalf of TU Delft.</p> <p>No need for further actions.</p>
32	<p><u>Co-authorship</u></p> <p><i>Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research.</i></p> <p><i>Employers and/or funders should therefore develop strategies, practices and</i></p>	<p><u>Copyright Act</u></p> <ul style="list-style-type: none"> - Chapter 2 Author of the work, Section 4. - Chapter 2 Author of the work, Section 7. 	<p><u>Recognition and reward of academics</u></p> <p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - TU Delft OPEN Publishing - TU Delft Policy and Guidelines of Open Access Publishing - Copyright Information Point 	<p>At TU Delft:</p> <p>TU Delft is in the process of implementing CRediT (Contributor Roles Taxonomy) for scholarly output in the context of the open science programme and the recognition & rewards committee.</p> <p>An example of stimulating co-authorship in a multidisciplinary setting is the investment in Delft Artificial Intelligence labs where scientist with a specialisation in AI (IN AI) work together with other scientific disciplines (WITH AI) to develop scientific fields with AI.</p>

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
	<i>procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).</i>			No need for further action.
33	<p>Teaching</p> <p><i>Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities.</i></p> <p><i>Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.</i></p>	<p><u>Collective Labour Agreement for Dutch Universities</u></p> <ul style="list-style-type: none"> - Article 6.5a Tenure track: The following shall be stipulated in all procedures for a tenure track... (page 51). 	<p><u>UFO</u></p> <p><i>Jobs.</i></p> <p><u>University Teaching Qualification</u></p> <p>At TU Delft the following policies on top of the national code and policies are in place:</p> <ul style="list-style-type: none"> - UTQ/ BKO 	<p>At TU Delft:</p> <p>All new teachers with less than 5 years of experience are encouraged to get their University Teaching Qualification (UTQ/BKO). The University Teaching Qualification (UTQ) programme provides new TU Delft teaching staff with the opportunity to develop competencies necessary to carry out their current and future teaching duties. On completing the programme, participants should meet the requirements of the university teaching qualification and have acquired five teaching competences as formulated in the 4TU federation:</p> <ul style="list-style-type: none"> - Designing or re designing teaching - Teaching and supervising - Assessment - Evaluating teaching - Professionalization <p>The UTQ programme is intended for all new or less experienced lecturers with teaching duties of more than 0.2 fte. Obtaining the UTQ qualification is obligatory for all new lecturers at TU Delft with less than 5 years of teaching experience. The various sections of the programme are also open to other lecturers wishing to further develop their didactic skills. The programme (160 hour in total) consists of four modules and a final assessment.</p> <p>Furthermore the Teaching Academy is the network for and by educators of TU Delft with the mission to collaboratively enhance engineering education and drive education innovations across faculties. They connect, share, spotlight and experiment around teaching and offering a</p> <p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - 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) - NEW: Develop cooperation with Academic Transfer and 4TU in relation to recruitment of teaching staff (action 67, Q4, 2024)
34	<p>Complaints/appeals</p> <p><i>Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage</i></p>	<p><u>Collective Labour Agreement for Dutch Universities</u></p> <ul style="list-style-type: none"> - Article 1.12 Undesirable behaviour (page 16), - Article 1.13 Conscientious objections (page 17). <p>Please note that since the adoption of the Public Servants</p>	<p><u>LOWI</u></p> <p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - TU Delft Code of Conduct - TU Delft Regulations for Complaints Concerning Undesirable Behaviour - TU Delft Students Complaints Regulations 	<p>At TU Delft:</p> <p>The current procedures for both students and staff are here: https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/</p> <p>We are now consulting the wider TU Delft Integrity Community in the further elaboration of these procedures.</p> <p>The behaviour of our employees regarding social safety and creating such an environment, is part of the implementation to create a safe environment.</p>

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
	<p>researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.</p>	<p>(Standardisation of Legal Status) Act, complaints and appeal procedures no longer form part of the collective labour agreement.</p> <ul style="list-style-type: none"> - Article E.1f Study into the possibility of having an ombudsman. ... The parties to the collective agreement will decide whether it would be desirable to include an ombudsman for the staff at the universities in the CAO based on this evaluation (page 98). 	<ul style="list-style-type: none"> - TU Delft Regulations for Reporting Misconduct - TU Delft Academic Integrity Complaints Regulations - Ombuds office for students - Ombuds office for staff 	<p>At TU delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - 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)
35	<p><u>Participation in decision-making bodies</u></p> <p>Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.</p>	<p><u>Higher Education and Research Act</u></p> <ul style="list-style-type: none"> • Chapter 9, • Chapter 11, • Chapter 13. <p><u>Works Councils Act</u></p>	<p><u>Regulations for local consultations with employees' organisations</u></p> <p>At TU Delft the following policies on top of national codes and policies are in place:</p> <p>Consulting bodies</p>	<p>No need for further action.</p>
<p>4. Training and development (principles 36–40)</p>				
36	<p><u>Relation with supervisors</u></p> <p>Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them.</p> <p>This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.</p>	<p><u>Collective Labour Agreement for Dutch Universities</u></p> <p>Article 6.8: The employer shall see to it, following consultation with the doctoral candidate and in accordance with a customised plan for training and guidance set up for the doctoral assistant by the appointed mentor or supervisor, that this plan is forwarded to the doctoral assistant within 3 months of inception of the employment contract (page 52).</p>		<p>At TU Delft:</p> <p>The following activities regarding supervision are in place:</p> <p>1. Supervision training as part of UTQ, see UTQ / BKO</p> <p>The aim of the University Teaching Qualification (UTQ) programme is to enable lecturers to develop the following five competences Designing or re designing teaching</p> <ul style="list-style-type: none"> - Teaching and supervising - Assessment - Evaluating teaching - Professionalization <p>One of the four courses in the UTQ programme fully focuses on supervising students.</p> <p>How to supervise individual students during a BSc or MSc graduation assignment and / or a PhD-programme? The 40 hour course SUPERVISE, consisting of 3 sessions focusses on supervising skills: how to communicate with the student, how to create a motivating learning environment for the student, how to monitor progress and how to give constructive feedback and assess the final product. Topics in the course are a flying start of the project, the roles as supervisor in the various stages of the graduation or PhD-project, dealing with difficult situations and giving feedback.</p> <p>Learning objectives</p> <p>By the end of this course, you should be able to:</p>

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
				<ul style="list-style-type: none"> - Explain your roles and responsibilities as a supervisor - Prepare the first meeting with your student in which you pay attention to the process, procedure and content - Create a motivational learning environment - Provide clear, specific and constructive feedback that will stimulate the learning process of the student - Manage problem solving during the supervision process <ul style="list-style-type: none"> o Pinpoint the cause of the problem by listening, summarising and asking further questions. o Identify who is responsible for solving a given problem - Improve your supervision practice <ul style="list-style-type: none"> o Reflect on your performance o Define concrete points to improve <p>2. Masterclass Supervision of PhD (implemented since 2019): The course is aimed at assistant professors (including those on Academic Career Track), associate professors who are starting to supervise a PhD. The focus is on how to coach the PhD during their 4 year process.</p> <p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - 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 2024). - Roll out initiatives to support creating a safe environment with social security and feedback culture (action 63, Q4, 2026)
37	<p><u>Supervision and managerial duties</u></p> <p><i>Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.</i></p>	<p><u>Collective Labour Agreement for Dutch Universities</u></p> <p><i>Article 6.8: ... the extent, in minimum hours per month, of personal guidance from the appointed mentor to which the doctoral candidate is entitled (page 52).</i></p>	<p><u>Healthy Practices in the Dutch PhD System</u></p> <p>At TU Delft the following policies on top of the national codes and policies are in place:</p> <p><u>Guide for Doctoral Candidates and supervisors</u></p>	<p>At TU Delft: The following activities regarding supervision are in place (see principle 36)</p> <ul style="list-style-type: none"> - Supervision training as part of UTQ, see UTQ / BKO. - Special supervision training: Masterclass Supervision of PhD has been implemented in 2019. <p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - 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 2024). - Roll out initiatives to support creating a safe environment with social security and feedback culture (action 63, Q4, 2026)
38	<p><u>Continuing Professional Development</u></p> <p><i>Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.</i></p>	<p><u>Collective Labour Agreement for Dutch Universities</u></p> <ul style="list-style-type: none"> - Article 6.5 Career Development (page 50), - Article 6.5a Tenure track (page 51), - Article 6.6 Annual consultation (page 51), 	<p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - <u>Room for personal growth</u> - TU Delft Leadership profile - Result & Development policy - Academic Staff Performance criteria 	<p>At TU Delft:</p> <p>We encourage every employee to have a continuous dialogue about their development, supported by the Result & Development cycle, and regularly meetings with their manager. To make a right choice from a wide range of possibilities, it is important to know the requirements and expectations for performing the job. For academic staff the performance criteria serve as a guide in conversations between a staff member and his/her manager or between staff members themselves on the qualitative interpretation of the position and on possible development and career goals.</p>

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
		<ul style="list-style-type: none"> - Article 6.9 Training and development (page 52). 		<p>The following activities regarding continuing professional development are in place, amongst others:</p> <ul style="list-style-type: none"> - Special landing pages on intranet with all possible, practical training courses for (1) new employee, (2) PhD candidate, (3) PhD supervisor, and (4) manager/supervisor - A 1-on-1 relationship with a buddy (medior level) and mentor (senior level) during the Academic Career Track - PostDoc Network TU Delft - E-learning environment on the intranet for all scientific and support staff. <p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - 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 member (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 2024). - Roll out initiatives to support creating a safe environment with social security and feedback culture (action 63, Q4, 2026)
39	<p><u>Access to research training and continuous development</u></p> <p><i>Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies.</i></p> <p><i>Such measures should be regularly assessed for their accessibility, take-up and effectiveness in improving competencies, skills and employability.</i></p>	<p><u>Collective Labour Agreement for Dutch Universities</u></p> <ul style="list-style-type: none"> - Article 6.5 Career Development (page 50), - Article 6.8 DocTerms of Reference (ToR)al candidate training and guidance plan (page 52), - Article 6.9 Training and development, paragraph 4 (page 53), - Article 6.9 Training and development, paragraph 5 (page 53). - Preamble: More career prospects and job security for junior lecturers and postdoctoral researchers (page 9). - Appendix M: More career prospects and job security for junior lecturers and postdoctoral researchers (page 119). 	<p><u>Advanced University Teaching Qualification</u></p> <p>At TU Delft the following policies on top of national codes and policies are in place:</p> <ul style="list-style-type: none"> - <u>Room for personal growth</u> - Results & Development policy - Academic Career Development Plan - Academic Career Development Programme 	<p>At TU Delft:</p> <p>We encourage every employee to have a continuous dialogue about their development, supported by the Result & Development cycle. Within the TU Delft there are expertise centra who facilitate training opportunities for all employees. All training offerings are findable on each website but also in the digital Learning Management System as part of the Talent Management Suite. Here the employees find all training opportunities within the TU Delft, from training courses to eLearning modules.</p> <p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - 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 member (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 2024).

Number	Principle	Legislation and CAO-NU	National codes and TU Delft policies	What TU Delft is doing (in place) and is planning to do (Policy plans 2024-2030)
40	<p><u>Supervision</u></p> <p><i>Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties and should inform the researchers accordingly.</i></p> <p><i>Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.</i></p>	<p><u>Collective Labour Agreement for Dutch Universities</u></p> <p><i>Article 6.8: ...who shall act as mentor for the doctoral candidate, i.e., under whose supervision the doctoral candidate shall work and who shall be the promoter (page 52).</i></p>		<p>At TU Delft:</p> <p>The following activities regarding supervision are in place (see principle 36):</p> <ul style="list-style-type: none"> - Supervision training as part of UTQ, see UTQ / BKO. - Special supervision training: Mastering PhD Supervision has been implemented since 2019 - An onboarding programme supervision for assistant professors has been developed and enrolled from September 2024. - A special intranet information page is available for supervisors where they can find all information regarding supervision, the policies, procedures and tips. <p>At TU Delft the following actions will be undertaken:</p> <ul style="list-style-type: none"> - 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 2024). - Roll out initiatives to support creating a safe environment with social security and feedback culture (action 63, Q4 2025)