#	Description of actions	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	Timing	Responsible Unit	Indicator(s) Target(s)	Initiating	Status 202103	Status 202210	Status 202407	Remarks
1	Online publication of ancillary activities.	1. Research Freedom 2. Ethical Principles 3. Professional responsibility 4. Professional attitude				Q3 2015	Executive Board (supported by HR)	- Implementing rules for ancillary activities - Publication of ancillary activities by employees according to rules	NEW	Completed	Completed	Completed	
2	Establish a confidential advisor for academic integrity and a contact for whistle-blowers.	1. Research Freedom 2. Ethical Principles 3. Professional responsibility 4. Professional attitude 7. Good practice in research				Q2 2013	Executive Board (supported by Legal Services and Strategic Development)	- Decision by the Executive Board (EB) on establishing a confidential advisor - Recruit confidential advisor	NEW	Completed	Completed	Completed	
3	Revise the TU Delft Regulations on Academic Integrity. The regulations should be brought into line with the national model regulations for complaints about academic integrity.	1. Research Freedom 2. Ethical Principles 7. Good practice in research				Q2 2013	Executive Board (supported by Legal Services and Strategic Development)	- Decision by Executive Board on revised regulations	NEW	Completed	Completed	Completed	
4	Establish a Human Research Ethics Committee.	1. Research Freedom 2. Ethical Principles 3. Professional responsibility 4. Professional attitude 7. Good practice in research				Q3 2016	Legal Services	- Decision by Executive Board to establish HREC - Installing HREC	NEW	Completed	Completed	Completed	
5	Establish guidelines (assessment indicators) to allow international comparisons of Master's thesis research. This is happening in collaboration with ETH Zurich and RWTH Aachen (three partners in the IDEA league).	6. Accountability				Q2 2013	Legal Services	-Develop common rules for TUD, ETH and RWTH -decision of EB to apply rules within TUD	NEW	Completed	Completed	Completed	
6	Share guidelines in the CESAER network.	4. Professional Attitude 6 Accountability				Q2 2014	Legal Services	- Share guidelines within the CESAER network	NEW	Completed	Completed	Completed	
7	Develop workshops for tenure-track staff to help them provide good supervision to their PhD students throughout their doctoral programmes.	6. Accountability			36. Relation with Supervisors 37. Supervision and managerial duties 38. Continuing professional development 40. Supervision	Q2 2016	Graduate School: Change of responsible actor. This will be led by the HR department Talent & Development starting in 2016	-Develop workshop with a trainer and offer it to TT staff	NEW	Completed	Completed	Completed	
8	First tenure-track staff members attend workshops on supervising doctoral programmes.	6. Accountability			36. Relation with Supervisors 37. Supervision and managerial duties 38. Continuing professional development 40. Supervision	Q3 2013	Graduate School: Change of responsible actor. This will be led by the HR department Talent & Development starting in 2016	- Create Mastering PhD Supervision - Workshops will be offered to Tenure Track staff	NEW	Completed	Completed	Completed	
9	Strengthen the implementation of our policies and criteria by which a career within the university can also be based on teaching merits. Strengthened by the Recognition and Reward initiative, to improve the possibility to diversify academic careers and acknowledgment of the value of experience outside of academia.		16. Judging merit 17. Variations in the chronological of CVs 18. Recognition of mobility experience 19. Recognition of qualifications 20. Seniority	22. Recognition of the profession 28. Career development 30. Access to career advice 33. Teaching	38. Continuing Professional Development 39. Access to research training and continues development	Q4 2025	HR and Education and Student Affairs (ESA) Teaching Academy	- Develop vision on teaching merits by starting projects and pilots (Education in the Spotlight and Teaching Excellence) - Develop policy based on outcome - Strengthen the policy with the Recognition and Reward initiative to improve the possibility to diversify academic careers - Enrolling policy	NEW	in progress	in progress	In progress	The TU Delft Teaching Academy is the network for and by educators of the TU Delft, which created a vision on teaching merits. Their mission is to collaboratively enhance engineering education and drive education innovations across faculties. They connect, share, set educators in the spotlights and create room to experiment. In the programme Recognition and Reward we are working on the redesign of the criteria for education. All academic staff have the possibility to put a focus on one of the elements of the academic positions (such as education) in their careers. We organize discussion with key players on careers education-focused careers, in order to make these diverse careers part of the academic culture. We already select and promote people with diverse academic careers (Assistant Professors, Associate Professors, Professors).
10	Evaluate current working time regulations according to the needs of staff members.	10. Non-discrimination		24. Working conditions 27. Gender balance 28. Career development		Q2 2013	HR	- Evaluate working time regulations and adjusting them according to needs and national legislation	NEW	Completed	Completed	Completed	
11	Develop a form of annual reporting in the area of knowledge valorisation.	3. Professional responsibility 8. Dissemination, exploitation of results 9. Public Engagement		26. Funding of salaries		Q4 2013	Valorisation Centre	- Develop annual report - Report annually	NEW	Completed	Completed	Completed	
12	Develop a 2013-2020 valorisation agenda for the supervision of supporting activities in the area of valorisation.	3. Professional responsibility 8. Dissemination, exploitation of results 9. Public Engagement				Q4 2013	Valorisation Centre	-Develop a valorisation agenda 2013-2020 -Publish valorisation agenda	NEW	Completed	Completed	Completed	
13	Select indicators in order to improve the visibility of performance in terms of valorisation and to use them for national and international comparisons.	6. Accountability 8. Dissemination, exploitation of results 9. Public engagement				Q3 2013	Valorisation Centre	- Coordinate common indicators within Dutch Universities - Select and use indicators	NEW	Completed	Completed	Completed	
14	Further strengthen regional networks in the area of public-private partnerships. In concrete terms, the objective is to establish a regional development in the Zuid-Holland region.	8. Dissemination, exploitation of results 9. Public engagement	23. Research environment			Q1 2014	Valorisation Centre (in collaboration with the cities of Delft, The Hague, Leiden and Rotterdam, as well as with the universities in Delft, Rotterdam and Leiden)	- Develop plans within the region of Zuid-Holland - Find and develop partnerships -develop and concretise projects	NEW	Completed	Completed	Completed	
15	The formulation of an innovation strategy by all faculties, as an integral part of the strategic planning of the faculty.	8. Dissemination, exploitation of results 9. Public engagement				Q2 2014	Deans	- Formulation of faculty innovation strategy - Decision by faculty board on strategy - Implementation of strategy within faculty	NEW	Completed	Completed	Completed	
16	Investigate the possibility of establishing a multi-talent transitional building on campus for start-ups.	8. Dissemination, exploitation of results 9. Public engagement	23. Research environment			Q1 2017	Facility Management & Real Estate with Valorisation- Centre	- Investigate possibility - Establish a building for start-ups	NEW	Completed	Completed	Completed	
17	Include a 360-degree feedback instrument in the Result and Development (R&D) interview.	11. Evaluation / appraisal systems				Q4 2014	HR	- Evaluate R&D cycle - Discuss and develop 360-degree instrument - Implement instrument	NEW	Completed	Completed	Completed	
18	Investigate the options for childcare on or in the direct vicinity of the campus.			24. Working conditions 27. Gender balance 28. Career development		Q4 2013	HR	- Investigate options of childcare in the vicinity of the campus - If possible establish childcare in the vicinity of the campus	NEW	Completed	Completed	Completed	
19	Start 2nd round of the TU Delft Fellowship: Create and fill ten new vacancies especially for women scientists.			25. Stability and permanence of employment 27. Gender balance 28. Career development	25. Stability and permanence of employment 27. Gender balance 28. Career development	Q4 2014	HR Recruitment Services and HR	-Execute second round for DTF and fill ten new vacancies for women scientists	NEW	Completed	Completed	Completed	
20	Establish a dual-career programme: This programme helps the partners of new employees to find suitable employment in the Netherlands			27. Gender balance 28. Career development 30. Access to career advice	27. Gender balance 28. Career development 30. Access to career advice	Q2 2016	HR and Central International Office	- Develop vision on dual career program - Establish dual career program	NEW	Completed	Completed	Completed	
21	Create Gender Equality Plans (GEPs) at TU Delft and support to research organisations to implement Gender Equality Plans (ENGINE Project).			27. Gender balance 28.Career development	27. Gender balance 28.Career development	Q4 2021	HR, ENGINE project	- Create Gender Equality Plans (GEPs) - Execute Gender Equality Plans (ENGINE project)	NEW	Completed	Completed	Completed	
22	Establish regulations for intellectual property.	5. Contractual and legal obligations		31. Intellectual Property Rights		Q3 2016	Legal Services	- Develop regulations on IP - Implement and publish the regulations	NEW	Completed	Completed	Completed	
23	Develop a training programme on intellectual property for academic staff.			31. Intellectual Property Rights	38. Continuing professional development	Q3 2014	Valorisation Centre and Legal Services	-Develop a training programme on IP for academic staff - Publish availability of programme - Execute programme with academic staff participants	NEW	Completed	Completed	Completed	
24	Develop and evaluate several personal and professional development courses for our (support) staff.				37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision	Q1 2024	HR	- Develop, execute and evaluate several professional development courses for support staff	NEW	In progress	Completed	Completed	As part of the renewal of the training courses of HR and implementing the Learning Hub, online training platform, the training courses has been updated based upon the TU Delft Leadership Profile: 1. Personal Leadership Leadership programmes: online trainings about (personal) leadership (see action 25), Leading a project or a team, Strategic Leadership in the Academic Context Leadership skills training: Preparing my future-oriented development interview (R&D), get a grip on your career (35-55 or 55+), Goodbye to labour, Diversity & Inclusion awareness, Impactful action for secretaries, Finance for non-financials. Coaching: Personal leadership coaching, career coaching 2. Leading a project or a team or Leading a programme or multiple teams Leadership programme: Leading a project or team Leadership skills trainings: Conversation skills, selection interviews with STAR method, Inclusive selection, Conducting future-oriented development interviews (R&D). Coaching: Leaderships coaching and team coaching 4. Leading an organisation Leadership programme: Strategic Leadership in the Academic Context Coaching: Executive Coaching
25	Broaden the offer of leadership development courses for professional staff.				37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision	Q1 2022	HR	- Develop a vision on broadening the offer of leadership development courses for professional staff - Incorporate vision in the Service Quality project - Develop courses and offer them to professional staff	NEW	In progress	Completed	Completed	This action has a direct relation with action 24. Based upon the Service Quality project 'Talent programme for support staff' is under revision to match the need of today. The revision is done with involvement of the managers and HR.

No	Action	Principles	Codes	Other principles	Timeline	Responsible	Milestones	Label	Status 1	Status 2	Status 3	Notes
26	Implement eLearning for all staff.			28. Career development / 30. Access to career advice / 38. Continuing professional development / 39. Access to research training and continuous development	Q4 2021	HR	- Decision on funding an d desirability by EB. / - Give access to e-learning courses for all personnel	NEW	In progress	Completed	Completed	The contract with our former supplier Study Tube ended. This and the implementation of The Learning Hub, online training Platform, gave the opportunity to renew the e-learning offerings. HR	Development has an agreement with the company New Heroes. All 234 online trainings (NL/EN) are available for all staff though the Learning Hub. See intranet page eLearning: https://intranet.tudelft.nl/-/e-learning-for-members-of-staff.
27	Develop standardized tools to measure working pressure and stimulating an integral working pressure policy and stimulate an integral working pressure policy.			24. Working conditions	Q3 2016	HR Talent & Development	- Develop / use a standardised tool / - Develop integral working pressure policy	NEW	Completed	Completed	Completed	
28	Develop a program of requirements and setting up a policy framework to tackle the working pressure in an efficient and adequate manner.			24. Working conditions	Q2 2018	HR Talent & Development	- Develop a programme of requirements / - Develop a policy framework / - Roll out the policy framework and keep repeating the employee monitor	NEW	Completed	Completed	Completed	
29	Develop a recruitment policy framework for scientific and professional staff: OTM - Recruitment Guide	3. Professional responsibility / 10. Non-discrimination	12. Recruitment / 13. Recruitment (code) / 14. Selection (code) / 15. Transparency (code) / 16. Judging merit (code) / 17. Variations in the chronological order of CV's (code) / 18. Recognition of mobility experience (code) / 19. Recognition of qualifications (code) / 20. Seniority (code) / 21. Postdoctoral appointments (code)	29. Value of mobility / 32. Co-authorship	Q1 2019	HR Recruitment services	- Develop a recruitment policy framework / - Evaluate and improve the framework on a regular basis	NEW	Completed	Completed	Completed	
30	Implement Applicant Tracking system (ATS): bring ATS technical live, pilots, evaluate, implement for all TU Delft.	3. Professional responsibility / 10. Non-discrimination	12. Recruitment / 13. Recruitment (code) / 14. Selection (code) / 15. Transparency (code) / 16. Judging merit (code) / 17. Variations in the chronological order of CV's (code) / 18. Recognition of mobility experience (code) / 19. Recognition of qualifications (code) / 20. Seniority (code) / 21. Postdoctoral appointments (code)	29. Value of mobility / 32. Co-authorship	Q4 2021	HR Recruitment services / HR Information Management	- Develop a programme of requirements for a standardised recruitment system / - Configure the recruitment system / - Pilot recruitment system / - Implementing recruitment system	NEW	In progress	Completed	Completed	Since June 2020 the Applicant Tracking System: Recruitment Services is live. The system is a standard applicant tracking system. The configuration has been done, based upon the recruitment processes of TU Delft and the requirements, set up with the user groups. Based upon an individualised implementation plan for each faculty, corporate university office the implementation has been done in phases.
31	Develop a gender-neutral recruitment tool: extended Recruitment Guide	3. Professional responsibility / 10. Non-discrimination	12. Recruitment / 13. Recruitment (code) / 14. Selection (code) / 15. Transparency (code) / 16. Judging merit (code) / 17. Variations in the chronological order of CV's (code) / 18. Recognition of mobility experience (code) / 19. Recognition of qualifications (code) / 20. Seniority (code)		Q2 2021	HR Recruitment services	- Develop a gender-neutral recruitment tool / - Spread the tool throughout the university	NEW	Completed	Completed	Completed	The recruitment tool will be integrated in action 45: Make a toolkit for selection available for vacancy holders and selection committees
32	Recruitment of scientific (and support) talent by execution of the Long-term HR Agenda 2018-2024 for recruiting talented academic and support staff.	10. Non-discrimination	12. Recruitment / 13. Recruitment (code) / 14. Selection (code) / 15. Transparency (code) / 16. Judging merit (code) / 17. Variations in the chronological order of CV's (code) / 18. Recognition of mobility experience (code) / 19. Recognition of qualifications (code) / 20. Seniority (code)	29. Value of mobility	Q4 2024	HR Recruitment services and several people and teams within HR linked to a specific part of the Long Term HR agenda 2018 - 2024	- Execution of the Long-term HR Agenda 2018 2024, for recruiting talented academic and support staff	NEW	In progress	Completed	Completed	See the intranet page Posting a Vacancy on the intranet: https://intranet.tudelft.nl/-/vacatures-aanmelden University Services (Universiteit Dienst) and all faculties have a dedicated recruiter that you can approach for advice concerning recruitment. These recruiters, also known as Talent Acquisition Specialists, can give information regarding the specific working agreements in organisational unit that apply to the vacancy. Furthermore there are Recruitment assistants supporting the day to day operations. In the last two years the team Recruitment Services has had the focus on: implement ATS (action 30), transparency selection process (action 44), NVP code (action 57), selection toolkit (action 38). The team Recruitment Services has grown, based upon the demand of the TU Delft. This is now part of the continues recruitment process.
33	Set up a Diversity & Inclusion office to create an all-embracing culture towards diversity, with two dedicated policy advisors on D&I.	2. Ethical principles / 3. Professional responsibility / 10. Non-discrimination		23. Research environment / 24. Working conditions / 27. Gender balance / 28. Career development	Q4 2021	Strategic Development, Diversity & Inclusion Office	- Set up the Terms of Reference Diversity & Inclusion / - Decision of Executive Board on Terms of Reference Diversity & Inclusion / - Recruit a quartermaster / - Set up D&I office	NEW	In progress	Completed	Completed	See the Diversity & Inclusion page on the TU Delft internet: https://www.tudelft.nl/en/about-tu-delft/strategy/diversity-inclusion. Terms of Reference Diversity & Inclusion: https://d2k0ddhfilgrk1i.cloudfront.net/TUDelft/Over_TU_Delft/Diversiteit/ToR%20Diversity%20and%20Inclusion_2019.pdf) D&I Office: https://www.tudelft.nl/en/about-tu-delft/strategy/diversity-inclusion/di-staff
34	Installing an Ombudsman for personnel.			23. Research environment / 24. Working Conditions / 34. Complaints/ appeals	Q4 2018	HR	- Decision by Executive Board on installing an Ombudsman / - Recruit an Ombudsman	NEW	Completed	Completed	Completed	202103: see the ombudsman for students: https://www.tudelft.nl/en/student/legal-position/central-complaints-desk-for-students/the-ombudsman-for-students
35	Triennial Employee Survey monitor.			24. Working conditions	Q4 2020	HR	- Decision by Executive Board on which employee-satisfaction Survey to use / - Execute employee-satisfaction Survey / - Analyse outcome and set up a policy to tackle issues within faculties / - Repeat triennially	NEW	In progress	Completed	Completed	Once every three years, the Employee survey (Medmon) is carried out at TU Delft. This TU-wide survey measures job perception, workload, and level of appreciation for internal support. The previous survey took place in 2020, and the following one was due to take place in 2023. Due to stricter procurement rules it is not possible to carry out the Medmon in 2023 but in 2024. It was agreed with the Works Council that this legally required survey would be carried out once every three years. It goes without saying that we are disappointed not to be able to fulfil this agreement. On the other hand, we are required to comply with the (European) tendering rules at TU Delft. The postponement will also give every faculty and department the opportunity to devote more energy and time to the current action plans.
36	Supporting Postdocs in developing a Postdoc Delft Network.	4. Professional attitude		22. Recognition of the profession / 28. Career development / 35. Participation in decision-making bodies	Q4 2018	HR	- Start dialogue with Postdocs at TU Delft / - Set up Terms of Reference by Postdoc Network TU Delft / - Enhance Terms of Reference in dialogue between HR and Postdocs at TU Delft / - Decision by EB on Terms of Reference (ToR) Postdoc Delft Network, with an annual budget	NEW	Completed	Completed	Completed	
37	Improve the visibility of the NVP Recruitment code by publishing the code on the TU Delft website, including procedures for complaints.	10. Non - discrimination	12. Recruitment / 13. Recruitment (code) / 15.Transparency (code) / 16. Judging merit (code) / 17. Variations in the chronological of CVs (code)		Q1 2021	HR Recruitment services	- Publish the code on the TU Delft website, including procedure for complaints	Next action plan / New	Completed	Completed		The NVP Code is published on the TU Delft Website at the page: Why work at the TU Delft? https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/why-work-at-the-tu-delft. Under 2. Open international community with multidisciplinary teamwork the text is: 'A safe and inclusive working environment at TU Delft starts with honest and transparent recruitment and selection of new colleagues. Therefore, in addition to its own code of conduct, TU Delft follows the 'NVP Recruitment Code', a code of conduct drawn up by The Dutch Network for HR-Professionals (Nederlanse Vereniging voor Personeelsmanagement en Organisatieontwikkeling. By following the ground rules in this code of conduct we aim to provide a clear application procedure, and you can count on equal treatment and a fair chance. If you unfortunately experienced an application procedure as unpleasant or have a complaint about an application procedure in which you are or were involved, you can make this known verbally or in writing to the dean or the management of the department to which the vacancy belongs.'
38	Make a 'selection toolkit ' available for vacancy holders and selection committees, including improving BIAS awareness.	10. Non - discrimination	13. Recruitment (code) / 14. Selection (code) / 15. Transparency (code) / 16. Judging merit (code) / 17. Variations in the chronological of CVs (code) / 18. Recognition of mobility experience (code) / 19. Recognition of qualifications (code) / 20. Seniority (code)	24. Working conditions / 27. Gender balance / 28. Career development	Q1 2021	HR Recruitment services and Talent & Development	- Design toolkit and present to HR MT / - Develop toolkit, including training selection and BIAS / - Create #howto with focus on BIAS in selection process / - Make toolkit available for all staff through intranet	Next action plan / New	Completed	Completed		HR	Recruitment Services has made several information pages regarding Posting a Vacancy: https://intranet.tudelft.nl/-/vacature-plaatsen). On this page you find the toolkit for writing a vacancy text, searching, selecting, conducting interviews.
39	Renew structure of confidential advisors for undesirable behaviour.			34. Complaints/ appeals	Q3, 2021	D&I Office		Next action plan / New	Completed	Completed		See the internet page on the TU Delft Website: Confidential Advisors: https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/confidential-advisors
40	Structurally embed Ombud's office for staff after 2-year pilot; simultaneously revise Ombud's office for students.			34. Complaints/ appeals	Q3 2021	D&I Office		Next action plan / New	Completed	Completed		See the internet page on the TU Delft website: The Ombudsman for students: https://www.tudelft.nl/en/student/legal-position/central-complaints-desk-for-students/the-ombudsman-for-students. Is part of continues process.

#	Action	Principles	Code (RRF)	Code	Code	Quarter	Responsible	Activities	Plan	Status	P1	P2	Notes
41	Develop and implement Integrity roadmaps for staff and students - which includes existing confidential counsellors in Academic Integrity and Undesirable Behaviour.	3. Professional responsibility 6. Accountability		34. Complains/ appeals		Q4 2021	Integrity Office	- Creating new integrity roadmaps for staff and students - implement roadmaps.	Next action plan	New	Completed	Completed	Interim roadmap update is done, looking ahead to the next update. See the internet page on TU Delft website: Integrity Policy (https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy) 1. Interim integrity roadmap for staff: https://d2k0ddhflgrk1i.cloudfront.net/TUDelft/Over_TU_Delft/Strategie/Integriteitsbeleid/TU%20Delft%20-%20Interim%20Integrity%20Roadmap%20-%20Staff.pdf 2. Interim integrity roadmap for students: https://d2k0ddhflgrk1i.cloudfront.net/TUDelft/Over_TU_Delft/Strategie/Integriteitsbeleid/TU%20Delft%20-%20Interim%20Integrity%20Roadmap%20-%20Students%20%282%29.pdf The update of the integrity roadmaps is now a recurrent process.
42	Renew the TU Delft Dilemma Game, a tool for the TU community to stimulate open conversation and reflection on (academic, social and organisational) integrity dilemmas.	2. Ethical Principles				Q4 2021	Integrity Office	- Renew dilemma game - Implement by communicate about the dilemma game	Next action plan	New	Due	Completed	
43	Renew and publish the OTM – Recruitment guide	10. Non - discrimination	14. Selection (code) 15. Transparency (code) 16. Judging merit (code) 19. Recognition of qualifications (code) 20. Seniority (code)			Q4 2021	HR Recruitment services	- Renew and republish the OTM - Recruitment Guide and OTM- R Checklist	Next action plan	New	Completed	Completed	See the internet page HR Excellence in Research on the TU Delft Website: https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/why-work-at-the-tu-delft/hr-excellence-in-research. Here you will find a guide and a checklist on Open Transparent and Merit (OTM) based Recruitment at TU Delft. Both are part of the Internal Review for the HR Excellence in Research Logo. Moreover the Recruitment guide provides guidance to recruit OTM. The checklist gives a broad overview concerning Delfts' OTM-R practice and policy and possibilities to improve the policy. 1. OTM Recruitment Guide.(https://d2k0ddhflgrk1i.cloudfront.net/TUDelft/Over_TU_Delft/WerkenBij/RecruimentGuide-DEF.pdf) 2. OTM-R Checklist.(https://d2k0ddhflgrk1i.cloudfront.net/TUDelft/Over_TU_Delft/WerkenBij/2019_checklistOTM.pdf)
44	Make selection process clear to the (potential) candidate.		15. Transparency (code)			Q4 2021	HR Recruitment services	- decide process and where to make selection process clear - Implement and communicate	Next action plan	New	Completed	Completed	See the intranet page Recruitment, selection and internal procedure of academic staff (https://intranet.tudelft.nl/-/recruitment-selection-and-internal-procedure-of-academic-staff)
45	Consult and propose on wider research ethics needs and solutions.	2. Ethical Principles				Q4 2021	Integrity Office	- Consult and propose on wider research ethics needs and solutions	Next action plan	New	Due	Completed	The update human research ethics process is done, see the internet page on the TU Delft website: Human Research Ethics (https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/human-research-ethics)
46	All staff will be informed regarding code of Conduct and Health and Safety Catalogue as part of their onboarding program.	1. Research freedom 3. Professional responsibility 4. Professional attitude 6. Accountability 7. Good practice in research		34. Complaints/appeals		Q4 2022	HR Talent & Development and HSE	- Integrate code of Conduct and Health and Safety Catalogue in on boarding program - Offer onboarding program to all new staff	Next action plan	New	In progress	Completed	See intranet page: I'm a new employee on the TU Delft intranet: https://intranet.tudelft.nl/-/i-m-a-new-employee The new introduction programme is in place. The onboarding programme is renewed and updated. The start is that all new employees get an postcard of the Executive Board, for welcome and to join the online game. At the first day all new employees receive a welcome mail with all relevant information about TU Delft and support for onboarding. In the Learning Hub, the digital learning portal there is an Onboarding programme which contains all relevant learning bites and online trainings to get to know the TU Delft and support new employees. The half day on campus introduction is redesigned.
47	Setting up a continues evaluation recruitment process, the candidate journey (Employee Monitor central plan of approach).		12. Recruitment 14. Selection (code)			Q2 2022	HR Recruitment services	- Describe evaluation process based upon the candidate journey (Employee Monitor central plan of approach) - Evaluate on regular basis	Next action plan	New	Due	Completed	ATS has been implemented in all faculties and the University Services. A team of 11 central Recruitment Assistants continuously supports and promotes transparent and timely communication during application process. Deviations and opportunities for improvement are identified and communicated to dedicated Talent Acquisition specialists and HR advisors. A mandatory onboarding program for new managers, with candidate experience as a leading theme, is currently in pilot phase (action 61). The collection online tutorial documents has been expanded including a recruitment & selection guide for PhD candidates.
48	Implement new developments (to promote reach and quality) in the existing HREC processes	2. Ethical Principles				Q4 2022	Integrity Office	- Implement new developments (to promote reach and quality) in the existing HREC processes	Next action plan	New	Completed	Completed	See the internet page Human Research Ethics on the TU Delft website: https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/human-research-ethic 1. For HREC Approval 1: Application: https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/human-research-ethics/hrec-approval-1-application 2. HREC Approval 2: Student and course-related research: https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/human-research-ethics/hrec-approval-2-student-and-course-related-research 3. Tools and links: https://www.tudelft.nl/en/about-tu-delft/strategy/integrity-policy/human-research-ethics/tools-and-links
49	Evaluate and redesign the Results & Development Cycle	11. Evaluation/ appraisal systems			38. Continuing professional development	Q4 2021	HR	- Evaluate Results & Development Cycle - Redesign Result & Development Cycle		NEW	In progress	Completed / Completed	R&D Cycle was evaluated. In 2022 a redesign was implemented based on the current policy to make conversations more future-oriented. In 2022 the decision making process is started to abolish the scores in 2023 and implement this for the 2023 cycle. It is a continues improvement process.
50	Implement Strategic Personnel Planning as part of the Results & Development Cycle.	11. Evaluation / appraisal systems		22. Recognition of the profession		Q4 2021	HR	- Design process Strategic Personnel Planning and tooling - Implement integrated with the Results & Development Cycle	Next action plan	New	Completed	Completed	Strategic Personnel Planning will be an integrated process with the R&D Cycle. All HR has been trained through a masterclass to use the available tools which supports the process. The decision to start with SPP lies with the HR managers within the faculties and Corporate University Office. The tools and supported documents will be distributed. It will be a continues process.
51	Increase the targets set of 25% of full professors on the basis of the LNVH Monitor (Q4 2025)		27. Gender balance 28. Career development			Q4 2025	TU Delft	-Move to an annual campaign on the TU Delft Fellowship: Create and fill ten new vacancies especially for women scientists (every year until Q4 2025).	Next action plan	New	In progress	Completed	Responsibility for all faculties supported by the annual campaign of the TU Delft Fellowship: Create and fill ten new vacancies especially for women scientists (every year until Q4 2025). See the intranet page TU Delft Technology Fellowship of the TU Delft website: https://www.tudelft.nl/en/about-tu-delft/working-at-tu-delft/campaigns/delft-technology-fellowship
52	Offering to supervisors (including PI, New Tenure Track, new managers) supervision training and correct tooling and skills to enhance the career development of their staff.	6. Accountability		28.Career development 30. Access to career advice	36. Relation with Supervisors 37. Supervision and managerial duties 38. Continuing professional development 40. Supervision	Q4 2021	HR, Graduate school	- Analyse all offers regarding supervision trainings for all supervisors - Determine when and where and in what programs are suited target like PI, Tenure Track, new managers - Create clear offerings per target audience - Offer training to target audiences		NEW	in progress	Completed / Completed	There is an overview of trainings available for supervisors: see intranet page: I'm a PhD Supervisor. The analysis has started to determine when and where for whom the programs are suitable for which target group. The status right now is: 1. Intranet page Support & Supervision PhD: https://intranet.tudelft.nl/-/support-supervision-phd-1 2. Intranet page: I'm a PhD Supervisor: https://intranet.tudelft.nl/-/i-m-a-phd-supervisor 3. Checklists per phase for R&D talks for managers: intranet page https://intranet.tudelft.nl/-/r-d-results-and-development 4. Training available for R&D talks each first quarter of the year. In development is a short one day course about supervision suitable for those who only do the supervision of PhD.
53	Evaluate and provide advice for Tenure Track policy.			34. Complaints/appeals	36.Relation with supervisors 38. Continuing professional development	Q4 2021	HR Talent & Development	- Evaluate Tenure Track - Write advice on Tenure Track - Present evaluation and advise to Executive Board - Distribute evaluation and advise		NEW	In progress	Completed / Completed	Tenure Track is evaluated and presented with an advice to the Executive Board. A new policy for an Academic Career Track and a transition policy has been implemented.
54	Improve accessibility of all training and development possibilities for all staff by an easily findable and accessible development curriculum: providing access to a learning experience platform for all personnel.			28.Career development 30. Access to career advice 33.Teaching	38. Continuing professional development 39. Access to research training and continuous development 40. Supervision	Q4 2022	HR Talent & Development, ESA TLS, Library, Valorisation Centre, Language Centre	- Determine requirements learning experience platform - Start project with configuring learning experience platform - Configure learning experience platform - Add content to learning experience platform - Launch learning experience platform - Evaluate	Next action plan	New	Completed	Completed	The Learning Experience Platform has been implemented: see internet page The Learning Hub: https://intranet.tudelft.nl/-/the-learning-hub
55	Improve collaboration between TU Delft and Academic Transfer in relation to career development for PhD students in and outside of academia.			28.Career development 29.Value of mobility		Q4 2022	HR Recruitment services and Academic Transfer	- Define guiding principles for career development PhD students in and outside academia - Implement - Evaluate	Next action plan	New	Completed	Completed	Academic Transfer (with involvement of TU Delft Career and Counselling Services) has created the Academics Connected website - the career planner by Academic Transfer (https://www.academictransfer.com/en/academicsconnected/).
56	Develop an assessment framework for dual employment relationships with external partners.			28. Career development 29. Value of mobility		Q4 2022	HR Services	- Create assessment framework for dual employment relationships with external partners	Next action plan	New	In progress	Completed	See the internet page Coming to Delft Services on the TU Delft website: https://www.tudelft.nl/over-tu-delft/werken-bij-tu-delft/nederland-tu-delft/support-for-international-employees/at-tu-delft/dual-career-network They have different Dual Career orientations, workshops and support.

#	Action	Col A	Col B	Col C	Col D	Timeline	Responsible	Sub-actions	Plan	S1	S2	S3	Description
57	Continues leadership development for all staff by implementing the Leadership Profile (including the DIRECT core values).	4. Professional attitude 6. Accountability		22. Recognition of the profession 28. Career development	38. Continuing professional development 39. Access to research training and continuous development	Q1 2024	HR Talent & Development	- Launch leadership profile - Create positive energy regarding leadership profile - Create common language regarding leadership profile - Create toolkit for leadership profile - Translate leadership profile to insights and actions on individual, team and organisational level	Next action plan	New	Completed	Completed	The TU Delft Leadership Profile has been launched in 2019 as part of personal development by all. Personal leadership means taking charge of yourself by getting to know yourself well and making conscious choices. In addition, your work may involve leading a team or project, or supervising students or colleagues or an organisation. The leadership profile is implemented as support for selection and career committees and part of the R&D talks about Leadership. The leadership profile is the bases for all leadership programmes and leadership skills trainings. To create common language on Leadership, the TU Delft Leadership Dialogue Game is developed. All HR is trained to facilitate the game. We encourage HR to find different ways to use the dialogue game. Furthermore as part of the toolkit 360 feedback tool, My Leadership Profile, will be launched in November 2022 to help employees to gain insights in their own leadership profile based upon feedback from others. But also this will be used as part of training courses and R&D talks. In November 2022 the Leadership profile will be updated. See the intranet page Leadership by all: https://intranet.tudelft.nl/-/leadership. The translation of the leadership profile on individual, team and organisational level is an continues process.
58	In line with the new Recognition and Reward initiative, develop possibilities for academics to diversify career paths with various accents on research, education, valorisation and leadership. Faculties and teams will be equipped to form diverse teams based on both the strategic direction of the organisation and the talent of the team members.	11. Evaluation/ appraisal systems	20. Seniority	22. Recognition of the profession	38. Continuing Professional Development 39. Access to research training and continues development	Q4 2025	HR	- Develop ambition for TU Delft recognition and reward, including academic outreach - Translate into WP Criteria TU Delft - Implementing	NEW	In progress	In progress	In progress	A special programme is started based upon the position paper on Recognition and Rewards. Based upon focus groups TU Delft developed their own in June 2021 (see https://intranet.tudelft.nl/-/184206-206). See intranet page Recognition & Rewards https://intranet.tudelft.nl/-/184155-3. Phase 2 has started where the focus is on scientific criteria, leadership development and implement.
59	Developing a mentoring programme for specific target groups across faculties and service departments.				37. Relation with supervisors 38. Continuing professional development	Q4 2025	HR Talent & Development and Graduate School	- Develop mentoring program - Inventory who are the special target groups - Make mentoring program available for specific target groups	Next action plan	New	Due	Completed	This action is related to actions: 24,25, 53, 58, 60 and 61. The first focus was on developing leadership curriculum (action 24, 25) , onboarding and coaching(action 60). The new Tenue Track policy is in place, the academic career track for assistant professors, which advise that each assistant professor can ask for a mentor. What a mentor should do is described in the Booklet for Mentor. Based upon this booklet a training is available for associate professors and professors. For female scientists by DEWIS (Delft woman in Science) see: https://www.tudelft.nl/over-tu-delft/strategie/diversiteit-en-inclusie/contactpersonen-netwerk/dewis/activities-dewis/mentoring.
60	Availability of a pool of qualitative (team-) coaches and mentors			28.Career development 30. Access to career advice		Q4 2022	HR Talent & Development	- Evaluate current coach pool - Create guidelines for coaching and mentoring - Create mentor pool - Make coaching and mentoring available for staff	Next action plan	New	In progress	Completed	The Coach Network has been launched in June, including the new guidelines for coaching and made this available for staff though the Learning Hub (the digital portal for training & development). HR has its own support TeamSite regarding the Coach network. See intranet page Coaching (https://intranet.tudelft.nl/-/guidance-and-coaching). The new Tenue Track policy is in place, the academic career track for assistant professors, which advise that each assistant professor can ask for a mentor. What a mentor should do is described in the Booklet for Mentor. Based upon this booklet a training is available for associate professors and professors. Each faculty has their own pool of mentors, who they will use, based upon the question of the mentee.
61	Implement a central and practical onboarding programme that supports (new) managers/supervisors in carrying out their managerial tasks, so that they are faster and better equipped to carry out their managerial tasks.	11. Evaluation/ appraisal systems	13. Recruitment 14. Selection 15. Transparency 16. Judging merit 17. Variations in the chronological order of CV's (code) 19. Recognition of qualifications	28. Career development 34. Complaints/appeals	36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing Professional Development	Q4 2025	HR Talent & Development	- Design onboarding program for managers - Develop onboarding program for managers - Make onboarding mandatory for new managers - Evaluate onboarding program for managers	Next action plan	New	In progress	In progress	As from April 2024 the TU Delft boasts an onboarding programme for all new non-scientific managers from the faculties and professional services. This programme has been launched for new assistant professors in the academic career tract. As of November 2024 the onboarding programme for department heads and section leaders will be in place. The programme supports managers/supervisors to perform their managerial tasks and responsibilities to the best of their ability. Managers/supervisors gain practical and valuable knowledge and skills regarding the processes within TU Delft, learn with and from peers, and are better equipped for their role as a manager/supervisor.
62	During and after Covid 19 giving structural attention on well-being for all employees.			24.Working conditions		Q4 2022	HSE and HR Talent & Development and Communications	- Install workgroup Work and Wellbeing - Communicate on possibilities - Develop inspiration sessions and workshops - Roll out inspiration sessions and workshops - Evaluate and keep what is working	Next action plan	New	Completed	Completed	During covid there was a special workgroup Work and Wellbeing, who communicated and set up different inspiration sessions and workshops for all staff. The evaluation has took place. To set it up, was the action, it is now a continues process.
63	Roll out initiatives to support creating a safe environment with social security and feedback culture.			23. Research environment 28. Career development 34. Complaints/appeals	36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing Professional Development 40. Supervision	Q4 2026	HR Talent & Development, Integrity Office, ESA, Diversity & Inclusion Office	- Determine actions based upon Plan for Change Social Safety - Develop and implement actions	Next action plan	New	In progress	In progress	First the need for creating a safe environment was part of the HR strategy and based upon the Employee Survey. Since the new strategic priorities and the report of the Inspectorate of Education the focus is renewed and TU Delft will undertake actions regarding creating safe environment by determine actions based upon Plan for Change Social Safety.
64	Implementing and monitoring the Employee Monitor Central Plan of Action for 2020-2022.			23.Research environment 24. Working conditions		Q2 2023	HR and HSE	- Implement the actions of Employee Monitor - Monitor the actions	Next action plan	New	In progress	Completed	See intranet page Experience of work and Employee Survey: https://intranet.tudelft.nl/-/good-experiences-at-work. It was agreed with the Works Council that this legally required survey would be carried out once every three years. It goes without saying that we are disappointed not to be able to fulfil this agreement. On the other hand, we are required to comply with the (European) tendering rules at TU Delft. The postponement will also give every faculty and department the opportunity to devote more energy and time to the current action plans.
65	Improve recruitment of scientific (and support) talent and bias awareness for recruiting talented academic and support staff.	10. Non-discrimination	12. Recruitment 13. Recruitment (code) 14. Selection (code) 15. Transparency (code) 16. Judging merit 17. Variations in the chronological order of CV's (code) 18. Recognition of mobility experience (code) 19. Recognition of qualifications (code) 20. Seniority (code) 21. Postdoctoral appointments (code)	29. Value of mobility		Q4 2024	Recruitment Services, HR Talent & Development	- Professionales labour market communication. - Implement communication targeted campaigns - A guideline for defining and testing competences during the selection process. - Integrate selection process in onboarding new managers. - Offer masterclass on selection candidates for managers.	Next action plan	Next action plan	Next action plan	New	
66	Embed restrictions on hiring due to knowledge security guidelines in the standard recruitment procedure.		13. Recruitment 14. Selection 15. Transparency			Q4 2024	Recruitment Services, Knowledge Security	- A guideline for vacancy holders regarding knowledge security has been written and will be communicated internally. - Restrictions on hiring due to knowledge security guidelines embedded in the process of the standard recruitment procedure.	Next action plan	Next action plan	Next action plan	New	This is done by recruitment i.e.. knowledge safety and is in progress. The aim is to ensure knowledge safety while providing maximum transparency and fast process for good candidate experience:
67	Develop cooperation with Academic Transfer and 4TU in relation to recruitment of teaching staff.		14. Selection (code) 15. Transparency (code) 16. Judging merit (code) 19. Recognition of qualifications (code) 20. Seniority (code)	33. Teaching		Q4, 2024	Recruitment Services, 4TU	Develop cooperation with Academic Transfer and 4TU in relation to recruitment of teaching staff	Next action plan	Next action plan	Next action plan	New	