

TU Delft Recognition & Rewards Perspective 2021-2024



The starting point:

Room for everyone's talent

In November 2019, the VSNU (Association of Universities in the Netherlands) along with public knowledge institutions and funders like NFO, KNAW, NWO and ZonMw, published the position paper Room for everyone's talent: towards a new balance in recognising and rewarding academics. In this position paper, five ambitions are stated:

1. Diversifying and vitalising career paths
2. Focusing on quality
3. Achieving balance between individuals and the collective
4. Stimulating open science
5. Stimulating academic leadership

Every university formed a committee to make plans on how to achieve the ambitions set out in the position paper. The TU Delft Recognition & Rewards committee consists of Ena Voûte (chair), Ingrid Vos (project leader), Susan Steele-Dunne, Joris Melkert, Annoesjka Cabo, Anton Akhmerov, Darinka Czischke, Alexandros Daniilidis, Vittorio Nespeca, Selma de Ridder and Meike Blokland.

The TU Delft strategy is aimed at creating 'Impact for a better society'. At the TU Delft, as at all Dutch universities, our core activities are education, research and valorisation. The five ambitions are in line with our strategy as is evident from the following quotes from the People & Community paragraph of the Strategic framework 2018-2024:

"In the next few years, we continue our efforts to attract and connect the most ambitious students and staff members from the Netherlands and around the globe, and to foster their development. For our academic staff, we further enlarge the possibilities to pursue a variety of career paths linked to the various goals and values of TU Delft: research, education and innovation."

"We continue to invest in leadership development throughout TU Delft. Openness and diversity are our guiding principles herein. To us, diversity is an important precondition for excellence. Especially at TU Delft where teamwork is central, the value of a diverse team – in which the various team members all bring in their own, specific strengths – is well understood."

Over the last few years, TU Delft has undertaken several initiatives to achieve these ambitions. There have been many actions to improve the quality of education and to increase the importance of education in the academic career path. These will be reinforced by the Recognition & Rewards programme.

The modernisation of the system of recognition and rewards is very much connected to Open Science. In its Open Science Programme 2020-2024, Research and Education in the Open Era, TU Delft wishes to take Open Science to the next level: a situation in which Open Science has become the default way of practising research and education, and the "information era" has become the "open era".

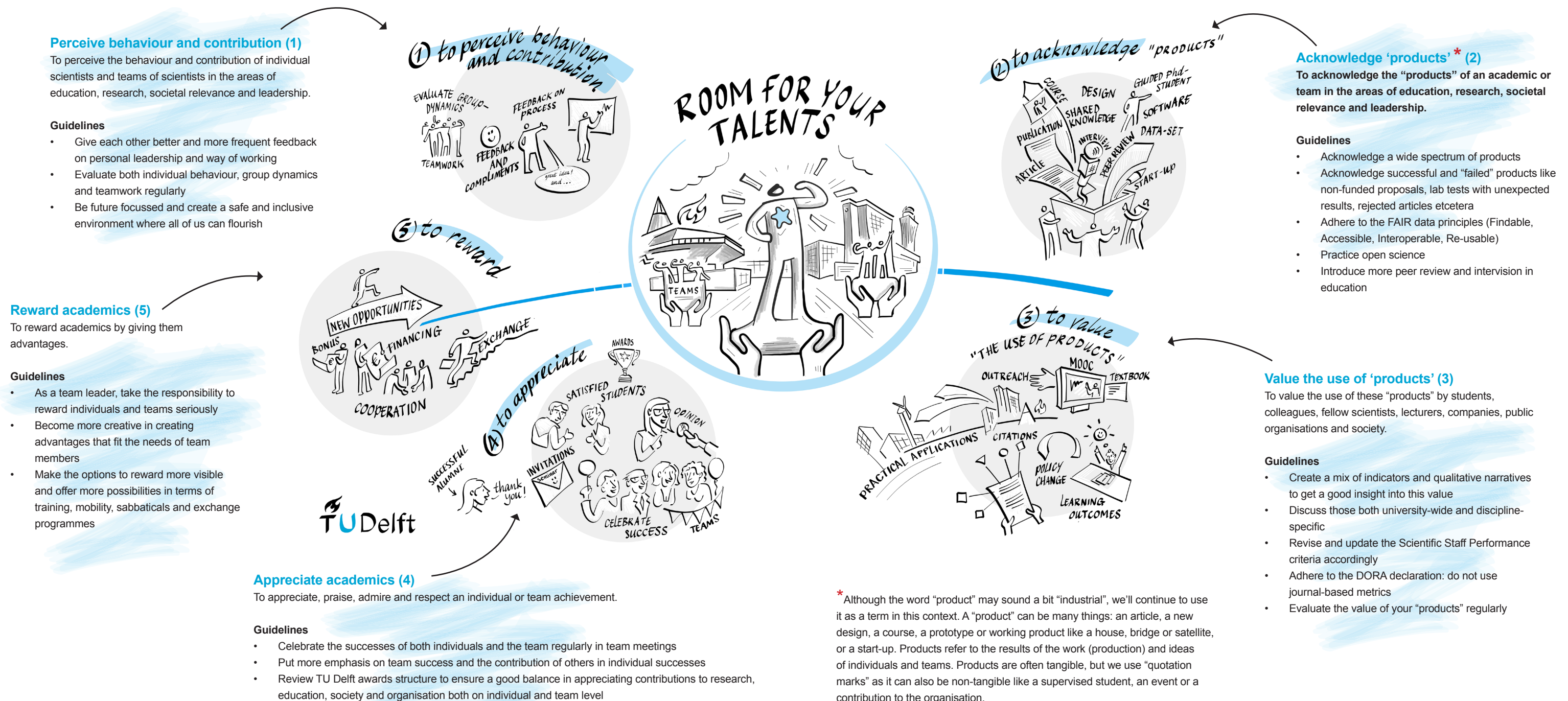
What is Recognition & Rewards and why do we need a change?

The TU Delft Recognition & Rewards committee distinguishes five levels of Recognition & Rewards and proposes guidelines for each level (see below). At TU Delft, changes are needed in the way we recognise and reward academics. Accomplishments in research and in the quantitative results are often overemphasised, for example the number of articles, citations or H-index. Whereas accomplishments in education, valorisation

and leadership are underappreciated. Also, to create impact for a better society, Delft engineers work on a wide spectrum of products and outputs, therefore putting excessive emphasis on research articles might be counter-productive. Excellent research, education and valorisation are frequently the result of a team effort. Team members from within and outside the university contribute to the

common goal (new insights and solutions, learning goals, innovations) with their talents, ideas and efforts. However, at TU Delft we tend to look mainly at individual accomplishments, for example in our Results & Development cycle and in our funding and awards. People have different talents and people who excel in all academic areas are rare. Recognising different talents and allowing people to build on their talents is important to give

academics the opportunity to flourish in different stages of their careers at the TU Delft or elsewhere. Open science and education can play an important role in improving the quality of our work and stimulating the use of our knowledge and findings by others.



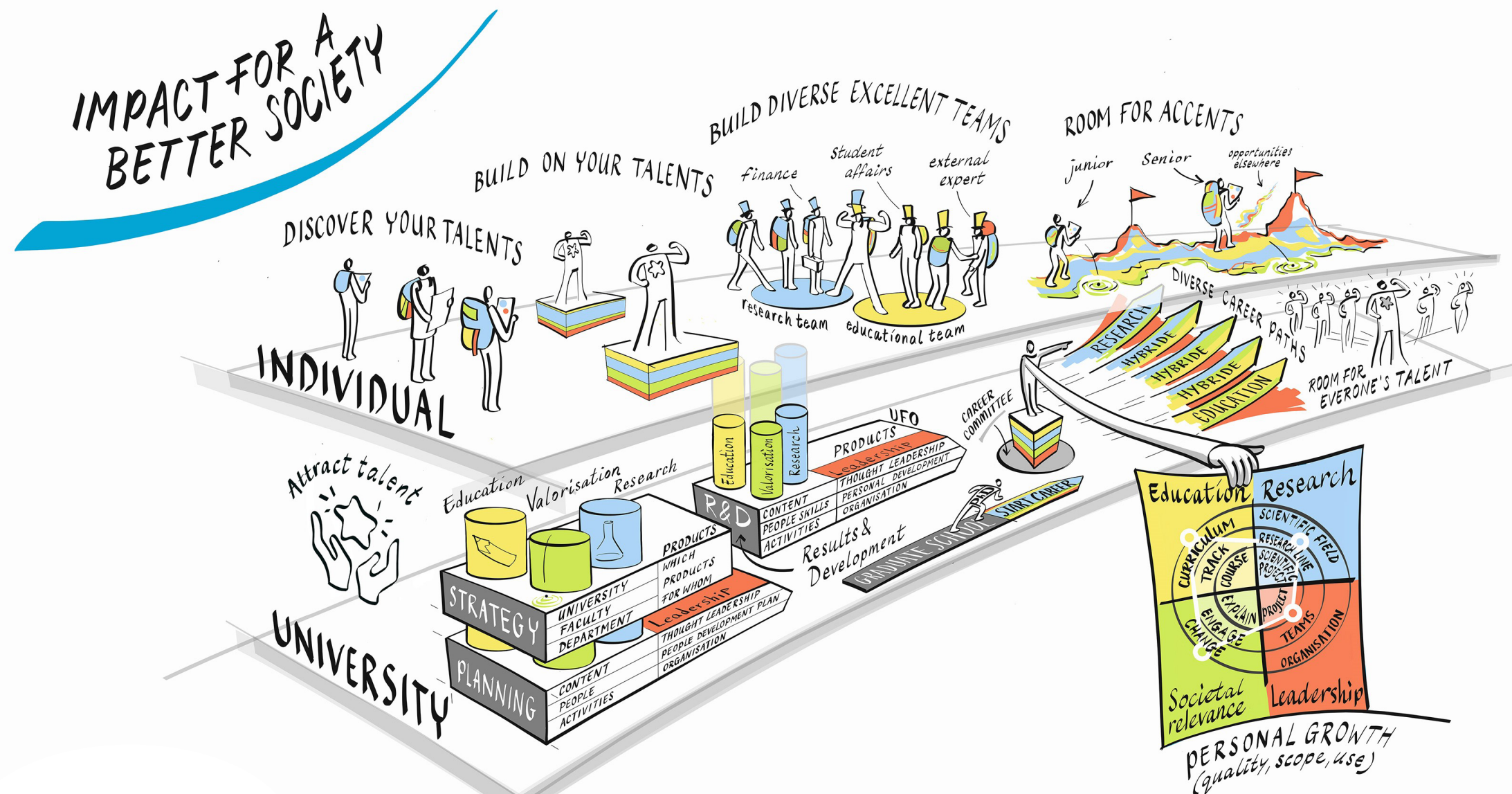
Diversifying and vitalising career paths: an individual and organisational approach

The TU Delft strategy is aimed at creating 'Impact for a better society'. At TU Delft, as at all Dutch universities, our core activities are education and research. With these activities, we want to have societal relevance and create societal impact. As a figure of speech, we're throwing a stone in the pond to create a ripple of positive change in society. We create societal impact, for example, by explaining our scientific findings and involving citizens in scientific research, by influencing policies, by creating new companies or transferring our findings to companies,

governments and NGOs, etc. Good leadership is needed to create a vision and a strategy, a stimulating cooperative environment and an effective organisation. At TU Delft, every faculty and every department has a strategy on how it will develop its education and research and the ways in which it wants to create impact. The strategy defines which products are developed for whom and how the use of these products is encouraged. This strategy is translated into more operational plans in which people, projects and activities, as well as resources are

planned. A strategic personnel plan should be part thereof to obtain good insight into the needs for development and recruitment, now and in the future. To reach our strategic goals, we need to build excellent teams with diverse sets of expertise, experience and background. Each of our academics has a meandering career path in which research, education, societal impact and leadership have a different accent depending on their knowledge, talents, ambitions and the organisational needs at a certain time. Depending on the understanding they gain in different disciplines, they fill their backpacks

with skills and shape their careers at the TU Delft or elsewhere. Some of our academics are more talented in research, others love to educate. Some have a talent for sharing their work with the public via media, stimulating entrepreneurship or involving citizens. Others are great in leadership roles. In the illustration below, the individual and organisational levels of career development at the TU Delft are shown and explanations and recommendations by the TU Delft Recognition & Rewards committee are given.



Valorisation: The process of creating societal and economic value from knowledge.

What is it?

Discovering your talents means that each individual, team and organisation discovers their talents, aspirations and potential for growth, their strengths and their weaknesses

Recommendations

- Support people to develop their personal leadership, stimulating reflection on personal effectivity and aspirations
- Stimulate exploring talent for education, societal relevance and leadership early in career
- Support people to develop their network of peers and role models

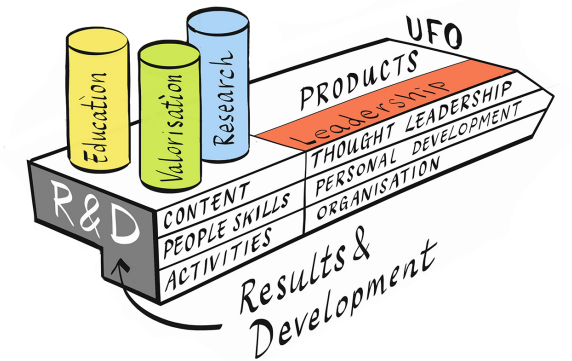


What is it?

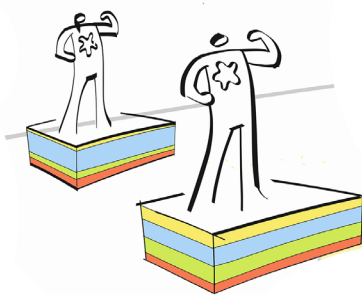
In our Results & Development cycle we evaluate the results of the past year and discuss personal development

Recommendations

- The purpose of R&D meetings should be to help people build on their talents, discussing both the 'what' and 'how' of accomplishments
- R&D talks should become more future focussed, emphasising development and improvement
- Give regular feedback throughout the year and organise team feedback sessions
- Discuss the top x contributions, products, use of products in the areas of education, research, valorisation and leadership and use a mix of narratives and indicators to do so
- Re-evaluate the system and process for Results & Development, for example, consider splitting the R-talk from the D-talk



BUILD ON YOUR TALENTS

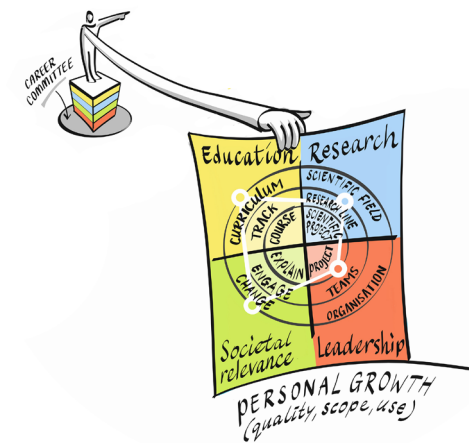


What is it?

Building on talent means creating an environment where people can deploy their talents and focus on their strengths, are stimulated to grow and give each other honest feedback

Recommendations

- Organise regular feedback sessions
- Provide an inclusive, safe environment and embrace a learning culture
- Provide pace and space



What is it?

In our career committees (BACs, career committee, council of professors, PhD yearly evaluation) we evaluate the talent development of an individual and decide on career steps

Recommendations

- On an individual level, the purpose and use of talent development meetings should be restructured
- The meetings should be more future focussed and emphasise how to further develop individual talents
- The mindset of committees should become: we're setting you up for success
- In early career this is focused on finding one's strengths and joys to build a base for more explicit career choices at a later stage
- At a later stage, one could focus on further maturing, becoming a recognised expert or even switching careers

What is it?

Building diverse, excellent teams means forming teams that have complementary skill sets, knowledge, talents and backgrounds to achieve goals

Recommendations

- Stimulate the development of collaboration skills and ownership
- Hire diverse people that can add new skills, perspectives and ideas to the team
- Develop leadership skills to attract and develop talents

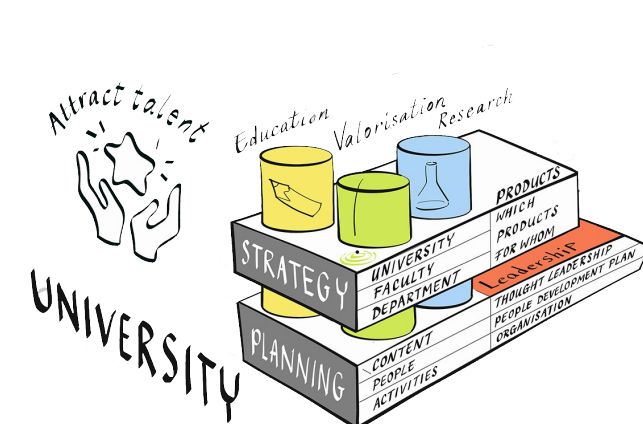


What is it?

The Graduate School offers PhD candidates the development opportunity to become an independent researcher. A postdoctoral research position is often the start of an academic career

Recommendations

- Make gaining teaching experience an explicit option and provide training and mentoring
- Stimulate collaboration
- Start a Postdoc development programme
- Acknowledge supervisory role of PhDs and Postdocs and provide training for this role



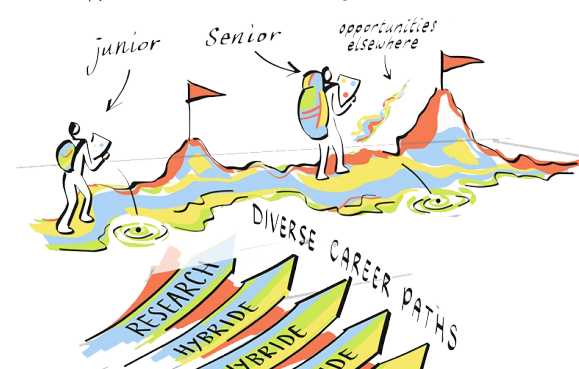
What is it?

The strategy of the university, faculty and department is translated into a plan

Recommendations

- Create an evolving strategic personnel plan on department level to get a better insight into
 - the needs of the organisation
 - the available talent and capacity
 - the needs for development and recruitment
- Account for the talent diversity needs that are required to achieve the strategic goals

ROOM FOR ACCENTS



What is it?

Diverse career paths mean offering careers with different mixes of education, research, societal relevance and leadership. Through the course of a career, accents may vary depending on ambitions, skills, organisational needs and opportunities

Recommendations

- Use the frameworks for research, education and leadership
- Revisit the framework for valorisation
- Discuss what the minimum requirements are to make a career step
- Help people to mitigate their weaknesses

Levers for change:

Building on Talent and Creating Excellent Teams

To achieve the ambitions set out in the position paper 'Room for everyone's talent', a change is needed. The TU Delft Recognition & Rewards committee proposes two themes as levers for change: Building on talent and creating excellent teams.

Building on talent as a lever for change

To diversify and vitalise career paths, we have to encourage people to discover their talents and build on them. We currently see that in early career stages there is too much focus on developing research talent. We should stimulate people to recognise their talent and to develop their education, valorisation and leadership skills. Since we want to focus more on quality instead of quantity, people

also have to know and develop their individual qualities and learn to recognise and acknowledge the qualities of others. Personal leadership development is expected from everyone. People in the role of supervisor, team/project lead etc. have the responsibility to give constructive feedback and help others to discover and develop their talents: with the mindset of setting your colleagues up for success.

Creating excellent teams as a lever for change

Diverse teams tend to get better results. In many scientific, engineering and design fields a mix of expertise is needed to drive progress and innovation. Practicing open science is conducive to sharing data sets and results and stimulating collaboration.

To diversify career paths, teams should be created where people can build on their talents and have accents or specialisations. In any given department there will be a mix of people: some following the all-round career path, others specialising in research or education and some with an accent on education, research or valorisation. There will also be specialised roles supporting research and education: data managers, scientific software engineers, project managers, technicians, learning developers etc. The possibilities depend on the department strategy, the mix of talents and the organisational needs. Everyone will need to develop their personal leadership skills and some will grow into managerial roles as supervisor, project lead, team leader, section/department head or contribute to

organisational tasks like exam committees, work groups etc. Many will be part of multiple education and research teams (course or curriculum team, research project or programme). They will work with other universities, companies, governments etc. Therefore collaboration skills are also very important.

Following a McKinsey model, we have recommendations in four areas for each lever of change. The idea of the model is that to achieve change you need to: show role modelling, foster understanding and conviction, develop talent and skills and reinforce the change with formal mechanisms.

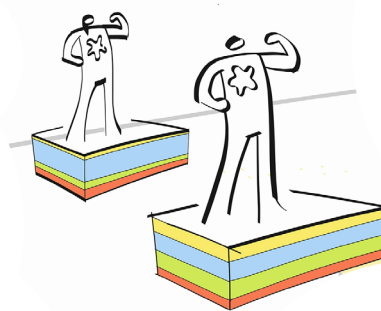
Role modelling

- Show examples of diversity in career paths
- Give people opportunities to try new things
- Provide pace and space

Developing talent and skills

- Provide training on giving future focussed, constructive feedback
- Provide training on talent development talks
- Develop coaching skills of supervisors and managers for attracting and coaching talent

BUILD ON YOUR TALENTS



Fostering understanding and conviction

- Stimulate mindset: We're setting you up for success
- Better communication of talent & development cycles and the use of criteria (including flexibility)
- Better onboarding of new employees and managers
- Create a shared vocabulary

Reinforcing with formal mechanisms

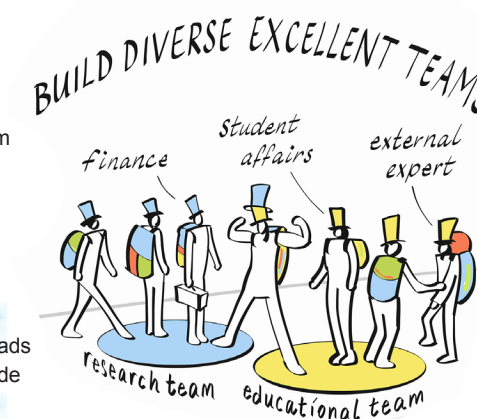
- Restructure the purpose and use of meetings on talent development (Results & Development, career committee, hiring committee, yearly review, mid-term, Tenure Track agreement)
- Define criteria for building on talent and feedback
- Introduce new narrative CV-format (top 5 education and research)

Role modelling

- Lead by example: Show that the Executive Board, deans and management teams are well-functioning teams
- Professors who focus on enabling others
- Show the different contributions to successes
- Create course, track and curriculum teams and let junior lecturers learn from seniors
- Show teamwork in our external communication (stories)

Developing talent and skills

- Appoint the right people to team leads and set them up for success: provide team leaders with the right tools, infrastructure and training on building and maintaining high-performing diverse teams
- Offer training to highlight the importance of and educate staff on working in well-functioning diverse teams
- Implement leadership profile



Fostering understanding and conviction

- Foster a team spirit mindset
- Ask teams to be clear on goals, resources and governance
- Celebrate team successes
- Let teams explain and evaluate successes or setbacks and communicate success factors
- Manage expectations on contributions of team members
- Explain the diversity in roles and career paths and that expectations differ depending on the accents in one's career

Reinforcing with formal mechanisms

- Make the evaluation of teamwork part of the Results & Development cycle
- Reward teams that show a constructive and inclusive work atmosphere
- Actively encourage collaboration within and across departments and provide funds to spark new project ideas

TU Delft's next steps

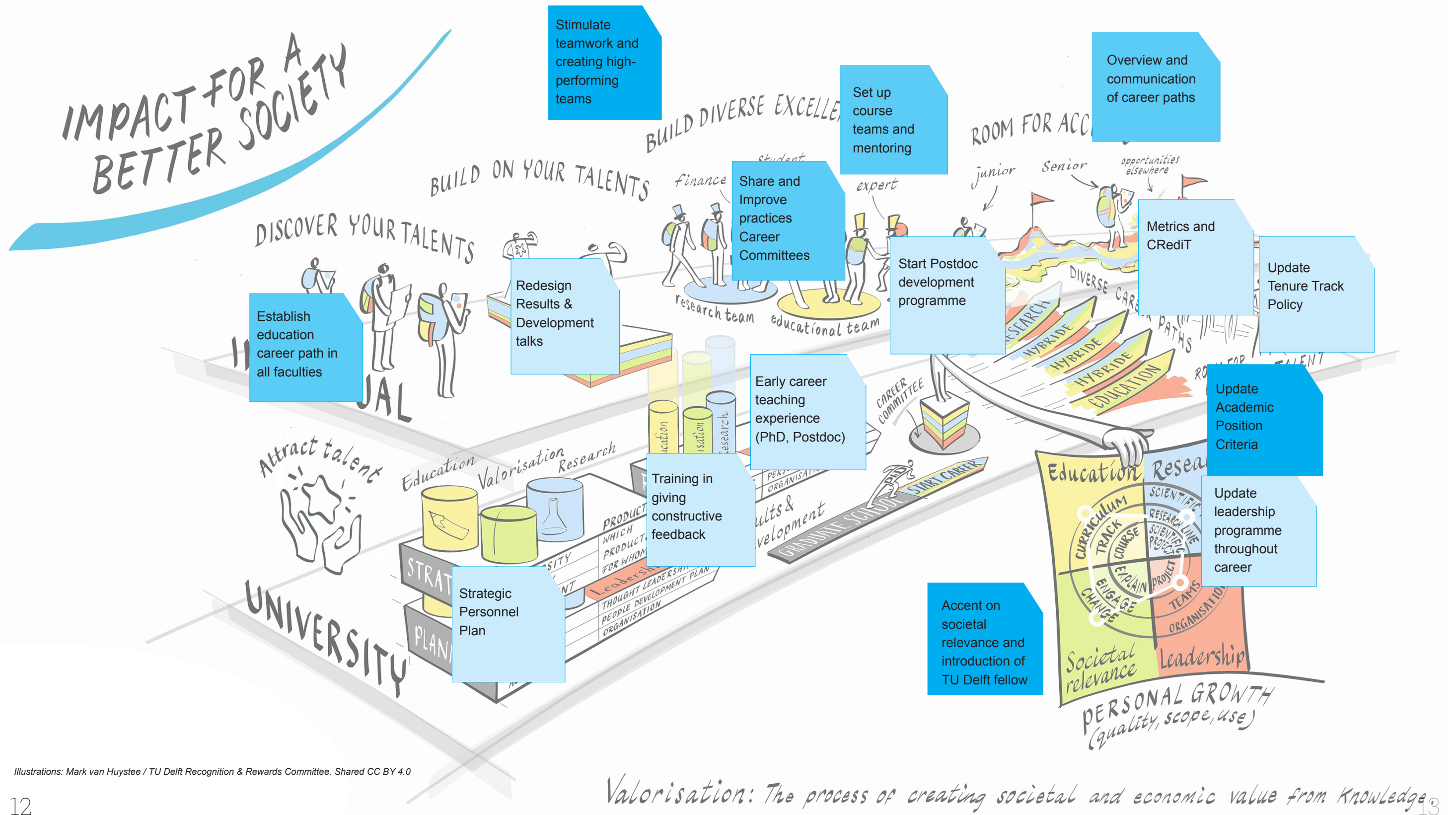
In May 2021, the TU Delft Recognition & Rewards committee will propose several projects to the Executive Board working towards these ambitions. Some are a continuation of existing projects, others are new.

Legend

Enhancing current approach

Spread good practices

Develop and add new practices





Contact

If you have questions or want to be kept informed about the TU Delft Recognition & Rewards programme, please send an email to recognitionandrewards@tudelft.nl