IDE GRADUATE SCHOOL
MEETING MANUAL

- meeting guidelines
- roles & responsibilities
- doctoral education guidelines
- forms
MEET THE MANUAL
Doing a PhD is a collaboration. Central to this is the PhD candidate, but many other people are involved too. They collaborate with the PhD candidate in order to make it as successful as possible: supervisors, PhD mentors, and representatives of the departments and Graduate School. Throughout the PhD process, the collaboration includes a number of milestones; the mandatory progress meetings. These serve to facilitate and document the research progress. The meetings are the place to explain things, make plans and evaluate results. Depending on the type of meeting, different people collaborating in a PhD process are involved.

This manual describes who is present at which meeting, and explains who does what before, during, and after each meeting. And why. In the first year, five meetings serve to ensure that the PhD project gets a strong definition and gets off to a good start. In the later years up to the doctoral defence, there is a yearly progress meeting where the candidate gets feedback on the development of his skills.

And of course, in addition to these meetings, the candidate and supervisors have regular meetings about the research, the project, writing papers, and further development. But those are not in this manual. You can find a digital copy of this manual, and the forms that are needed for each of the meetings, on the IDE-GS webpage (graduateschool.ide.tudelft.nl) under Meetings & Forms.

Let’s meet...

THE MEETINGS
On the right please find an overview of the meetings along the planning of a PhD project from the moment the department registers the candidate with the Graduate School until the final exam: the doctoral defence. These meetings are mandatory for all PhD candidates at the faculty of Industrial Design Engineering. Most of the meetings are organised within the faculty, with exception of the 0-2 months intake at the UGS and the doctoral defence. These are university-wide affairs (hence these meetings are depicted in grey instead of blue).

The timing for these meetings is meant as a final deadline for when these meetings can take place. This is especially the case for the 9 months meeting and the 12 months meeting.

Each meeting is described on the following pages. The column on the left gives the general when, where, why, and how of the meeting, the diagram shows who is present at the meeting, and what each of them should do. When there are other people involved but not present (e.g., the department secretaries in setting up a meeting), these are mentioned in the text, but not visualized. There is also a pointer to the documents needed for the meeting (these can be found in the back of this manual and on the IDE-GS webpage).

In case any of the information in this document is in conflict with either the Doctoral Regulations or the Implementation Decree on the Doctoral Regulations, the latter 2 documents are leading.
## MEETING OVERVIEW

<table>
<thead>
<tr>
<th>0-2 MONTHS</th>
<th>0-2 MONTHS</th>
<th>3 MONTHS</th>
<th>9 MONTHS</th>
<th>12 MONTHS</th>
<th>24/36/.. MONTHS</th>
<th>DOCTORAL DEFENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>meeting with the mentor</td>
<td>intake at UGS</td>
<td>phd-agreement meeting</td>
<td>review meeting</td>
<td>go/no-go meeting</td>
<td>yearly progress meeting</td>
<td>yearly progress meeting</td>
</tr>
<tr>
<td>Get on board.</td>
<td>Enter the system.</td>
<td>Plan how to work together.</td>
<td>Check if we’re on course.</td>
<td>Decide if we expect we can make it.</td>
<td>Share feedback on performance.</td>
<td>Get back to reality.</td>
</tr>
</tbody>
</table>

### Participants

- PhD candidate
- Supervisory team
- PhD mentor
- Department head
- IDE-GS director
- External expert
- UGS
ROLES & RESPONSIBILITIES

THE PHD CANDIDATE
The PhD candidate carries out the research plan as agreed with the supervisory team. This research has to eventually lead to a PhD dissertation. The TU Delft requires all PhD candidates in the Graduate School to not only develop their research skills through their research project, but to also work on their personal and professional skills with the Doctoral Education (DE) programme. Furthermore, the PhD candidate has to prepare the required progress reports, document progress in DMA and attend the organised events (e.g. PhD-day).

The PhD candidate has two areas of responsibility: research and teaching. At least 85% of the time should be devoted to research and related activities. The faculty guideline is that the PhD candidate is expected to take part in teaching up to 10% of his/her time (for in-house standard or contract PhD candidates).

In order to keep track of the progress of the PhD candidate a number of mandatory progress meetings is set up. An important meeting in this system is the 12 months meeting. During this meeting the research results and competence development as well as the plan for the remainder of the PhD research will be evaluated. Upon a Go decision the PhD project is set to continue. In case of a No-Go decision, the PhD project, supervision and employment of the PhD candidate will be terminated.

THE SUPERVISORY TEAM
The supervisory team (consisting of promoter(s), co-promotor(s) & daily supervisor(s)) is responsible for the academic quality of the research. The supervisory team supervises the PhD candidate in both academic and personal development. The academic development of the PhD candidate into a creative and independent researcher plays a central role in this. The supervisory team is also responsible for monitoring the PhD candidate’s progress, encouraging the taking of responsibility and stimulates the PhD candidate to write and publish academic articles throughout the PhD period. Transparency towards the PhD candidate in terms of progress and quality evaluation is key in this.

Each year, the supervisory team commits up to a total of 200 hours for supervising the PhD candidate (these hours should be divided among the supervisors). During the 3 months meeting, agreements are made on the division of these hours among the supervisory team and on how these hours are planned in a meeting schedule.

THE IDE GRADUATE SCHOOL (DIRECTOR)
The IDE GS director is responsible for policy and management of the Faculty Graduate School at Industrial Design Engineering (IDE-GS). The IDE GS director chairs the 12 months meeting.

THE UNIVERSITY GRADUATE SCHOOL (UGS)
The UGS office handles university-wide matters for the Board for Doctorates. These include the 3 months intake meeting and the procedure after the thesis manuscript has been approved by supervisors.

THE EXTERNAL EXPERT
The external expert who is invited to be present at the 12 months meeting should meet the following criteria:

- Is not related to, or involved in, the research conducted by the PhD candidate.
- Is independent of the supervisors
- Has expertise in the research area of the PhD candidate.
- Has at least obtained a doctorate degree.

The role of the external expert within the 12 months meeting is to give advice about the progress of the candidate based on their expertise.

THE PHD MENTOR
The IDE Graduate School assigns a PhD mentor to each PhD candidate. This is done at the start of the PhD project. PhD mentors are staff members with experience of doing a PhD and of supervising PhD candidates. The PhD mentors act as a sounding board, provide PhD candidates with support in the process and alert them on potential bottlenecks and difficulties. The PhD mentor will also be present during all mandatory progress meetings within the PhD trajectory up until the 24 months meeting. They ensure all topics are discussed and monitor the progress, but are not involved in the scientific content of the project.

THE DEPARTMENT (HEAD)
The department is responsible for the work done in the department, which includes research and supervision, recruitment and selection of people carrying out that work. For those reasons the department head takes part in the selection procedure of new PhD candidates and the 12 months meeting.

THE DEPARTMENT SECRETARY
The secretary of the department of the PhD candidate schedules and arranges most meetings (as specified in the meeting details). The secretary is also responsible for the collection of all forms.
GRADUATE SCHOOL, JARGON & SPECIAL CIRCUMSTANCES

UNIVERSITY GRADUATE SCHOOL (UGS)
All TU Delft PhD candidates fall under the Graduate School. As a PhD candidate at the faculty of IDE you’ll face both the University Graduate School (UGS) and the IDE Graduate School (IDE-GS). What’s the difference between these two? How do they relate? And when to contact which one?

The UGS is the central organisation, responsible for all TU-wide affairs in relation to PhD candidates, Doctoral Education and the doctoral defence. Typically you’ll get in touch with the UGS at the start of your PhD programme (with the intake meeting) and at the end of your PhD programme (in order to arrange your defence). Besides that the UGS offers a wide range of Doctoral Education courses

website: graduateschool.tudelft.nl
email: graduateschool@tudelft.nl

IDE GRADUATE SCHOOL (IDE-GS)
The IDE Graduate School is the faculty graduate school for Industrial Design Engineering and falls under the umbrella of the UGS.

The IDE-GS arranges PhD matters specific to the Faculty of Industrial Design Engineering. It organizes events for PhD candidates in the faculty, gives a number of courses, and arranges connections to the IDE research community. Typically, the meetings in this manual (the ones in blue on page 3) are organized by staff at IDE. We also provide information for candidates on opportunities and regulations, such as this meeting manual. Because not all faculties arrange meetings in the same way, look to IDE-GS for guidance on these meetings

For questions about this document, please contact the IDE Graduate School.

website: graduateschool.ide.tudelft.nl
email: graduateschool-IDE@tudelft.nl

JARGON
Affiliated documents - At most meetings (some of the) participants are asked to fill out a form or produce a report based on guidelines. These forms and guidelines are available at graduateschool.ide.tudelft.nl under Process & Forms.

Board for Doctorates - The Board for Doctorates determines the doctoral regulations, appoints (co)promotor(s) and doctoral committees (forms A and C).

Department - Within the faculty of IDE we have 3 departments; Design Engineering (DE), Industrial Design (ID) and Product Innovation Management (PIM).

DMA (Doctoral Monitoring Application) - dma.tudelft.nl - Online application, used to monitor the progress of PhD candidates.

Doctoral Education (DE) - A programme of courses and learning on the job activities, aimed at the development of your personal and professional skills. Mandatory for all PhD candidates at TU Delft. More information on page 19-20 of this manual.

Doctoral Regulations and Implementation Decree - The leading rules, regulations and guidelines for the PhD programme at TU Delft. The regulations are available on the UGS website.

Forms A,B,C,D - These forms are the milestones for the finalisation process of the PhD. Form A proposes the supervisory team, and comes into play after the 12 month meeting (see page 27). Forms B,C,D are used at the end, after the final manuscript is approved and the doctoral committee is formed (forms not shown in this booklet)

PhD category - There are various types of PhD candidates: Standard-, Contract-, Internal-, and External PhD candidates. A detailed description of these categories is given on graduateschool.ide.tudelft.nl under Application & Admission. This Meeting Manual applies to all.

SPECIAL CIRCUMSTANCES
The time frames in this document are based on calendar years. The times mentioned apply to all PhD candidates, also those external candidates working parttime on a longer track. If unforeseen circumstances (e.g. illness) require a shift, this should be arranged immediately with the IDE Graduate School director.

The previous page listed a number of roles which may be held by the same person, e.g. when a PhD mentor, department head, or GS director themselves are (co-)promotor. In that case appropriate delegation should be arranged in advance with the IDE Graduate School.
**AIM OF THE MEETING**
The aim of this meeting is for the PhD candidate and the mentor to get to know each other, to inform the PhD candidate about the way we work at IDE and what is expected from the PhD candidate during the PhD-agreement meeting.

**MEETING SCHEDULE**
- This meeting should take place as soon as a PhD mentor is assigned to the candidate, but at the latest within 2 months after the start of the project.
- This is a 1 hour meeting.

**MEETING INITIATION**
The IDE Graduate School assigns a PhD mentor to the PhD candidate. And informs the PhD candidate, PhD mentor and the department secretary via email. Upon receiving this email the PhD candidate should contact the mentor to plan this meeting.

**MEETING ATTENDEES**
- PhD candidate
- PhD mentor

**MEETING AGENDA**
1. Introduction by the mentor
2. Role of the mentor
3. Role of the supervisors
4. Scope of the PhD project and embedding
5. Doctoral Education & how to earn credits
6. How all forms & approval systems protect the PhD candidate
7. What is expected from the PhD candidate in the mandatory meetings
8. How to prepare for the PhD-agreement meeting (the PhD Agreement form)

---

**PREPARATION**
- Make the appointment with the mentor.
- Read this document.

**DURING THE MEETING**
- Explain the scope of the PhD project and how it is embedded within a larger context.
- Inform the mentor on the planned structure and frequency of supervision.

**COMPLETION**
- Introduce the meeting.
- Make sure all relevant topics are discussed.
- Keep the agenda.
0-2 MONTHS INTAKE AT UGS

AIM OF THE MEETING
The aim of this meeting is to check all documents & requirements of the PhD candidate and to officially admit him or her as a PhD candidate at the TU Delft. Furthermore there is an introduction to the Graduate School, the Doctoral Monitoring Application (DMA) and Doctoral Education (DE).

MEETING SCHEDULE
• This meeting should take place within 2 months after the start of the project.
• This is a 1 hour meeting.

MEETING INITIATION
The University Graduate School contacts the PhD candidate by email after they have received all necessary information from the IDE Graduate School.

MEETING ATTENDEES
• PhD candidate
• University Graduate School
• Supervisor(s) (are welcome, but not required)

MEETING DETAILS
More information on this meeting, including the documents and requirements, can be found on the UGS webpage (graduateschool.tudelft.nl) under Intake meeting.

PREPARATION
• Make sure all documents and requirements are in order (check graduateschool.tudelft.nl under Intake meeting for details).
• Know the names of your promotor and daily supervisor.

DURING THE MEETING
• Provide personal information, information about the PhD project and information about the supervisory team to the University Graduate School (UGS).

COMPLETION
• Check academic degree and passport
• Ask general questions such as: who are your supervisors, what was the start date of your PhD?
• Inform the PhD candidate about the GS requirements and guidelines, e.g. the DE programme, the PhD agreement and progress meetings.
• Activate the DMA account of the PhD candidate.
• Demonstrate how to use DMA and Brightspace.
• Send an email to IDE Graduate School and promotor to inform them that the PhD candidate has attended the intake meeting.
• Send an email to the PhD candidate to confirm the registration at the Graduate School.

This is a UGS meeting.
AIM OF THE MEETING
The aim of this meeting is to set agreements for the PhD project. Specifically, to agree upon the content of the PhD Agreement form and the Doctoral Education planning. If you’d want to apply for dispensation or exemption from (part of) the Doctoral Education programme, you should send your request during this meeting.

MEETING SCHEDULE
• This meeting should take place within 3 months after the start of the project.
• This is a 1 hour meeting.

MEETING INITIATION
This meeting is planned by the department secretary of the PhD candidate, as soon as the IDE-GS has informed the department on who will be the PhD mentor.

MEETING ATTENDEES
• PhD candidate
• Supervisory team (promotor(s), co-promotor, daily supervisor)
• PhD mentor

MEETING AGENDA
1. Introduction by the mentor
2. The research topic & its embedding in the research conducted at the faculty of IDE
3. Project planning
4. Doctoral Education planning, exemption/dispensa
tion request (if applicable)
5. Teaching activities
6. Supervision
7. Funding, costs & additional (external) agreements
8. Sign the PhD Agreement form
9. Fill out the DE Exemption request form / write the DE Dispensation request letter (if applicable)

PHD-AGREEMENT FORM
Description
In this form you put down the agreements on the research plan, competence assessment, Doctoral Education, supervision and teaching activities for the PhD project.

Tips & Tricks
• Don’t forget to include the Research Plan in the attachment of this form.
• Make sure the form is signed by all parties during the meeting.
• The department secretary will get this form and its attachments to the IDE-GS director for signature.

DE EXEMPTION REQUEST FORM
(IF APPLICABLE)
Description
If you’ve already completed some doctoral level course work prior to starting your PhD, you can request an exemption from part of the Doctoral Education programme via this form.

DE DISPENSATION REQUEST LETTER
(IF APPLICABLE)
Description
In exceptional cases you might be granted full dispensation from the Doctoral Education programme. In order to apply for this you have to send a request letter to the IDE-GS, specifying your prior experience and how this relates to the Doctoral Education programme.

More information on exemption and dispensation from the Doctoral Education programme and how to apply for this can be found on the UGS website, under Doctoral Education Programme > Exemptions and dispensation.

Don’t forget to hand the forms to the department secretary within 1 week after the meeting, please.
## 3 MONTHS PHD-AGREEMENT MEETING

### PREPARATION

**PHD CANDIDATE**
- Fill out the PhD Agreement form.
- Discuss the content of the PhD Agreement form with the supervisors.
- Forward the final version of the PhD Agreement form to all meeting attendees **1 week** prior to the meeting.

**SUPERVISORY TEAM**
- Give input for the PhD Agreement form of the PhD candidate.
- Read the PhD Agreement form sent by the PhD candidate.

### DURING THE MEETING

**PHD CANDIDATE**
- Discuss the content of the PhD Agreement form with the supervisory team.
- Come to an agreement on the (structure and frequency of) supervision, the research proposal, the DE programme and other aspects of the PhD project.
- Fill out the DE Exemption request form / write the DE Dispensation request letter (if applicable).

**SUPERVISORY TEAM**
- Approve the plans of the PhD candidate or discuss alterations.
- Prepare the PhD candidate for the **9 months meeting** by making agreements on the criteria for this meeting and the way in which assessment will take place.
- Sign the PhD Agreement form.
- Fill out the DE Exemption request form / write the DE Dispensation request letter (if applicable).

**PHD MENTOR**
- Read the PhD Agreement form sent by the PhD candidate.
- Introduce the meeting.
- Keep the agenda.
- Give advice for courses and project outlines (refer to the Doctoral Education coordinator of the IDE Graduate School).
- Make sure all relevant topics have been discussed.

### COMPLETION

**PHD CANDIDATE**
- Send the DE Exemption/Dispensation request to the IDE-GS with a CC to your supervisors within **1 week** (if applicable).

**SUPERVISORY TEAM**
- Promotor: Hand in the signed PhD Agreement form to the department secretary within **1 week**.
9 MONTHS REVIEW MEETING

AIM OF THE MEETING
The aim of this meeting is to evaluate the progress of the PhD project and to prepare for the Go/No-Go meeting.

MEETING SCHEDULE
• This meeting should take place within 9 months after the start of the project.
• This is a 1 hour meeting.

MEETING INITIATION
This meeting is planned by the department secretary of the PhD candidate, as soon as the IDE-GS has informed the department on who will be the PhD mentor.

MEETING ATTENDEES
• PhD candidate
• Supervisory team (promotor(s), co-promotor, daily supervisor)
• PhD mentor

MEETING AGENDA
1. Introduction by the mentor
2. Presentation by the PhD candidate (20 mins)
3. Reflection on the preceding period (research, personal development & Doctoral Education) (10 mins)
4. Evaluation of the supervision (10 mins)
5. Evaluation of the PhD candidate’s progress by the supervisory team, giving a provisional Go/No-Go (including explicit statement of what needs to be done to achieve a ‘Go’) (10 mins)
6. Fill out and sign the review form (5 mins)
7. Decide upon 2 options for the external expert* for the Go/No-Go meeting (5 min)

*: External expert role is defined on page 4

9 MONTHS REPORT (GUIDELINES)
Description
In the 9 months report (and presentation based on the report) the PhD candidate provides the supervisory team the information needed to assess the quality of progress of the PhD candidate.

Preparation time
Tips & Tricks
• Stick to the topics and number of pages described in the 9 months report guidelines.
• Consult with the supervisory team while writing this report.
• Don’t forget to prepare a 20 mins presentation on the content of the report.

REVIEW FORM
Description
The review form is filled out during the 9 months meeting. In this form the supervisory team states what needs to be done in order for the PhD candidate to get a Go at the 12 months meeting.

Preparation time
Tips & Tricks
• Make the agreements on the form actionable and measurable.
• Make sure the form is signed by all parties during the meeting.
• Consult HR in case of a provisional No-Go decision.

Don’t forget to hand the forms to the department secretary within 1 week after the meeting, please.
# 9 MONTHS REVIEW MEETING

## PREPARATION

**PhD Candidate**
- Write the *9 months report* based on the *9 months report guidelines*.
- Discuss the *9 months report* with the supervisors.
- Forward the final version of the *9 months report* to all meeting attendees 1 week prior to the meeting.
- Prepare a presentation (20 mins) about the contents of the *9 months report*.

**Supervisory Team**
- Give input for the *9 months report* of the PhD candidate.
- Read the *9 months report* sent by the PhD candidate.

**PhD Mentor**
- Read the *9 months report* sent by the PhD candidate.

## DURING THE MEETING

**PhD Candidate**
- Give a presentation on the contents of the *9 months report* (20 mins).

**Supervisory Team**
- Hear the presentation.
- Ask questions and give advice.
- Give an evaluation of the candidate’s progress; state if the current progress would suffice for a Go, or would lead to a No-Go. Indicate what needs to be achieved for a Go and indicate how assessment will take place.
- Fill out and sign the *review form*.
- Decide on the external expert* (and backup) for the 12 months meeting.

**PhD Mentor**
- Introduce the meeting.
- Keep the agenda.
- Hear the presentation.
- Ask questions and give advice.
- Make sure all relevant topics have been discussed.

## COMPLETION

**PhD Candidate**
- Incorporate the additions and alterations from this meeting into the *12 months report* (which is built upon the *9 months report*).

**Supervisory Team**
- Promotor: Invite the external expert* for the 12 months meeting.
- Promotor: In case of a provisional No-Go decision, consult with Human Resources.
- Promotor: Hand in the *review form* to the department secretary within 1 week.

**PhD Mentor**
- Promotor: Hand in the *review form* to the department secretary within 1 week.
12 MONTHS GO/NO-GO MEETING

AIM OF THE MEETING
The aim of this meeting is to assess whether the progress and quality of the PhD project meet expectations and to supply the PhD candidate with advice and feedback. Based upon this the supervisory team decides on a Go or a No-Go for the remainder of the PhD trajectory. The mentor puts the main points of advice from this meeting in a Recommendation letter for the PhD candidate.

MEETING SCHEDULE
• This meeting should take place within 12 months after the start of the project.
• This is a 2 hour meeting.

MEETING INITIATION
This meeting is planned by the department secretary of the PhD candidate, as soon as the IDE-GS has informed the department on who will be the PhD mentor.

MEETING ATTENDEES
• PhD candidate
• Supervisory team (promotor(s), co-promotor, daily supervisor)
• PhD mentor
• Head of the department
• IDE-GS director
• External expert*

MEETING AGENDA
The PhD candidate should leave the room for points 4 and 5 on the agenda.

1. Introduction by the IDE-GS Director
2. Presentation by the PhD candidate (20 mins)
3. Discussion (40 mins)
4. Recommendation by committee (20 mins)
5. Formal Go/No-Go decision by promoters (5 mins)
6. Fill out and sign the Go/No-Go form and Form A (5 mins)
7. Conclusion (10 mins)

*: External expert role is defined on page 4

12 MONTHS REPORT (GUIDELINES)

Description
The 12 months report is an iteration of the 9 months report which was prepared for the 9 months review meeting. In the 12 months report the PhD candidate elaborates on the progress that has been made so far.

GO/NO-GO FORM

Description
In the Go/No-Go form the decision of the supervisory team on the continuation of the project is stated. This decision is supported by a motivation. The advice of the committee members is also included in this form.

FORM A

Description
Form A is filled out during the meeting. This form is used to request the formal assignment of the supervisory team by the Board for Doctorates.

RECOMMENDATION LETTER

Description
After the meeting the PhD mentor writes this letter, which covers all recommendations and tips given during the meeting. This letter is used as a reference in the 24 months progress meeting.

Tips & Tricks
• Make sure the form is signed by all parties during the meeting.

Tips & Tricks
• Stick to the topics and number of pages described in the 12 months report guidelines.
• Consult with the supervisory team while writing this report.
• Don’t forget to prepare a 20 mins presentation on the content of the report.

Don’t forget to hand the forms to the department secretary within 1 week after the meeting, please.

12 MONTHS REPORT (GUIDELINES)

GO/NO-GO FORM

FORM A

RECOMMENDATION LETTER
## 12 MONTHS GO/NO-GO MEETING

### PREPARATION

**PhD Candidate**
- Write the *12 months report* based on the *12 months report guidelines*.
- Discuss the *12 months report* with the supervisors.
- Forward the final version of the *12 months report* to all meeting attendees 2 weeks prior to the meeting.
- Prepare a presentation (20 mins) about the contents of the *12 months report*.

**Supervisory Team**
- Give input for the *12 months report* of the PhD candidate.
- Read the *12 months report* sent by the PhD candidate.
- Inform the PhD candidate, PhD mentor and Head of the department on the intended decision (at least 1 week prior to the meeting).

**PhD Mentor**
- Read the *12 months report* sent by the PhD candidate.
- Inquire with the supervisory team what the intended decision is.

**IDE-GS Director**
- Read the *12 months report* sent by the PhD candidate.

**Head of the Department**
- Read the *12 months report* sent by the PhD candidate.

**External Expert**
- Read the *12 months report* sent by the PhD candidate.

### DURING THE MEETING

**PhD Candidate**
- Give a presentation (20 mins).
- Discuss the work with the committee.
- Leave the room for points 4 and 5 on the meeting agenda.

**Supervisory Team**
- Hear the presentation.
- Can ask clarifying questions.
- Make the Go/No-Go decision.
- Inform the PhD candidate on the decision.
- Fill out the *Go/No-Go form*.
- Fill out *Form A*.

**PhD Mentor**
- Keep the agenda.
- Ask questions.
- Does not pass judgement on the Go/No-Go review.
- Make sure all relevant topics have been discussed.

**IDE-GS Director**
- Introduce and chair the meeting.

**Committee**
- Hear the presentation.
- Act as an opponent in the discussion.
- Give recommendations for the research project.
- Advise the supervisory team on the Go/No-Go decision. This is recorded on the *Go/No-Go form*.

### COMPLETION

**PhD Candidate**
- In case the candidate disagrees with a No-Go decision the PhD candidate can lodge an objection within 6 weeks after the decision (refer to the Doctoral Regulations for further details).

**Supervisory Team**
- Promotor: In case of a No-Go: immediately inform HR, the department secretary and IDE Graduate School.

**PhD Mentor**
- Promotor: Hand in the *Go/No-Go form and Form A* to the department secretary within 1 week.

**IDE-GS Director**
- Write a *Recommendation letter* of the meeting on behalf of the IDE-GS director and forward it within 1 week to the IDE-GS office (who will get this document signed by the IDE-GS director, forward it to all meeting attendees and upload it to DMA).

**Head of the Department**
- Sign the *Recommendation letter*.
24/36/.. MONTHS YEARLY PROGRESS MEETING

AIM OF THE MEETING
The aim of this meeting is to evaluate the progress of the PhD candidate and to discuss future goals. There are special attention points for both the 24 months and 36 months meeting.

MEETING SCHEDULE
- This meeting should take place on a yearly basis within 24/36/.. months after the start of the project. These meetings continue annually until the manuscript has been approved with Form B.
- This is a 1 hour meeting.

MEETING INITIATION
The department secretary plans this meeting on a yearly basis after receiving the forms of the Go/No-Go meeting or Yearly Progress Meeting.

MEETING ATTENDEES
- PhD candidate
- Supervisory team (promotor(s), co-promotor, daily supervisor)
- PhD mentor (only at 24 month meeting)

MEETING AGENDA
1. Introduction by the mentor
2. Discuss self reflection
3. Discuss Doctoral Education progress
4. Discuss competences
5. Feedback on development
6. Agreements and planning for the upcoming period
7. Future plans and feedback on supervision
8. Fill out and sign the Progress Meeting form

PROGRESS MEETING FORM

Description
On this form both the PhD candidate and the supervisory team assess the competences of the PhD candidate.

Preparation time

Tips & Tricks
- The competences on this form are in line with the Doctoral Education competences. Courses from the Doctoral Education programme can be used to improve on these competences.

Don’t forget to hand the forms to the department secretary within 1 week after the meeting, please.
## 24/36/.. MONTHS YEARLY PROGRESS MEETING

<table>
<thead>
<tr>
<th><strong>PREPARATION</strong></th>
<th><strong>DURING THE MEETING</strong></th>
<th><strong>COMPLETION</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PHD CANDIDATE</strong></td>
<td>Fill out the appropriate sections on the Progress Meeting form.</td>
<td>Discuss the progress (see points 2-7 of the meeting agenda).</td>
</tr>
<tr>
<td></td>
<td>For the 24 months meeting - explicitly mention how the recommendations from the Recommendation letter were addressed</td>
<td>Special attention should be paid to the Doctoral Education progress.</td>
</tr>
<tr>
<td></td>
<td>For the 36 months meeting - explicitly mention whether DE is complete or how/when a deficit is tackled.</td>
<td>Fill out and sign the Progress Meeting form.</td>
</tr>
<tr>
<td></td>
<td>Forward the Progress Meeting form to all meeting attendees 2 weeks prior to the meeting.</td>
<td></td>
</tr>
<tr>
<td><strong>SUPERVISORY TEAM</strong></td>
<td>Read the Progress Meeting form sent by the PhD candidate.</td>
<td>Discuss the progress (see points 2-7 of the meeting agenda).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Special attention should be paid to the Doctoral Education progress, in relation to the competences.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fill out and sign the Progress Meeting form.</td>
</tr>
<tr>
<td><strong>PHD MENTOR</strong> (only at 24 months meeting)</td>
<td>Read the Progress Meeting form sent by the PhD candidate.</td>
<td>Introduce the meeting.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Keep the agenda.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Make sure all relevant topics have been discussed.</td>
</tr>
</tbody>
</table>
After finishing the thesis and the Doctoral Education programme, the Doctoral Defence takes place. The aim of this meeting is the defence and examination of the PhD dissertation. Details on this meeting are specified in the Doctorate Regulations, as this is a TU wide affair.

In preparation to this meeting the thesis and propositions need to be approved by the supervisors (Form B,C,D). Also, Doctoral Education has to be completed and approved by the supervisory team and the Graduate School before a date can be set. As soon as the PhD candidate has completed the Doctoral Education programme and filled out all activities in DMA s/he informs the IDE Graduate School (graduateschool-ide@tudelft.nl). If the supervisory team has approved the programme and it fulfills all requirements, the Doctoral Education Certificate will be issued.

FINISHING DOCTORAL EDUCATION
You can't get a date for your doctoral defence without your Doctoral Education certificate. So make sure you’ve completed your Doctoral Education programme with your application for the Doctoral Education certificate well before handing in your dissertation. More information on how to obtain the Doctoral Education certificate can be found on page 18.

PLANNING & PREPARATION
The entire process of planning and preparation for the doctoral defence is coordinated by the University Graduate School (UGS). So please refer to the UGS website (graduateschool.tudelft.nl) for information on the procedures for planning your doctoral defence.
DOCTORAL EDUCATION

Besides doing your research another important aspect of obtaining your PhD-degree at TU Delft is the Doctoral Education (DE) programme. In this programme you’ll work on the development of your personal and professional skills via courses and learning on the job activities.

RELATION TO COMPETENCES & EVALUATION CRITERIA
Each year the progress of the PhD candidate is evaluated based on a specified set of competences and skills. The DE programme is set up to support the PhD candidate in improving these competences and skills.

PLANNING YOUR DOCTORAL EDUCATION PROGRAMME
In preparation for your 3 months PhD-agreement meeting you create a plan for your personal Doctoral Education programme. You do this in consultation with your supervisory team. This planning isn’t set in stone and can be adjusted to your needs along the way. But keep in mind that this always has to be done in consultation with your supervisory team.

You should keep track of your Doctoral Education activities in the Doctoral Monitoring Application (DMA).

OUTLINES
As a PhD-candidate at TU Delft, you’re required to complete the Doctoral Education programme to an amount of 45 GS-Credits (1 GS-Credit = 8 hours of coursework + 4 hours of preparation/assignments). The DE programme is divided into three skill categories:

**Discipline related skills**
The discipline related skills category focuses on giving you a greater breadth and depth of knowledge in the field of your doctoral research.

**Research skills**
The focus of the research skills category is to improve your ability to conduct scientific research, and improve your skills needed for a role as a researcher in an academic environment.

**Transferable skills**
The transferable skills category focuses on personal and professional development, which will help you now and in your future career.

HOW TO EARN CREDITS
In all three categories of Doctoral Education you can obtain credits by taking courses. In the research skills category you can also obtain credits by Learning on the Job.

**Learning on the Job**
Learning on the Job only applies to the research skills category. It consists of a number of research activities which are part of your PhD research, such as writing a research proposal or giving a presentation. You should complete a minimum of 5 (up to a maximum of 15) GS-Credits in the research skills category through Learning on the Job. The list of Learning on the Job activities and the credits associated with them is given in the Learning on the Job overview.

This is available for download on the IDE Graduate School website.

**Courses**
Courses can be taken for all three categories of Doctoral Education. For each course you can get a maximum of 5 GS-Credits. Courses can be obtained from a variety of providers.

- TU Delft University Graduate School
- IDE Graduate School
- MSc courses
- IDE Masterclasses
- Online courses
- Other providers

Check the IDE Graduate School website (graduateschool.ide.tudelft.nl) for more information on where to obtain courses.

MANDATORY COURSES
The following courses are obligatory for all IDE PhD candidates.

**Discipline related**
- IDE Research Course (IDE-GS course)

**Transferable**
- PhD Start-Up (UGS course)
- Career Development Course (1 GS-credit minimum, either via UGS courses, or elsewhere)
DOCTORAL EDUCATION

RULES & REGULATIONS
Please keep the following rules and regulations in mind when planning your Doctoral Education programme.

General
• The outlines of your Doctoral Education programme must be made in consultation with your supervisory team.

Learning on the Job
• Learning on the Job can only be used for the Research skills category.
• Only activities from the Learning on the Job activities table are eligible for Learning on the Job credits.

Credits
• You can obtain a maximum of 5 GS-credits per course.
• You can obtain in total a maximum of 10 GS-credits via online courses.
• You can obtain a maximum of 4 GS-credits via language courses.
• You have to obtain a minimum of 5 GS-credits and a maximum of 15 GS-credits via Learning on the Job.
• For MSc courses 1ECTS = 1 GS-credit, the credits may only be included if you pass the exam.
• You can only take each course once for GS-credits.

Registration of credits
• In order for to obtain credits for attending a course you have to get the course attendance form signed by the lecturer of the course. This applies to all courses and workshops. The only exception is Learning on the Job, for which no course attendance form is required.
• All Doctoral Education activities must be registered in DMA and be approved by your supervisory team.

COMPLETION
When you have finished your Doctoral Education, you have to apply for the Doctoral Education Certificate (which you need in order to get a date for your Doctoral Defence Ceremony). The process of applying for the Doctoral Education Certificate is as follows:

1. Make sure all your courses and Learning on the Job activities are registered in DMA correctly (for the courses make sure you have uploaded the course attendance forms as well)
2. Ask your supervisory team for approval of your Doctoral Education programme
3. Send an email to graduateschool-ide@tudelft.nl asking for a final check of your Doctoral Education programme
4. The IDE Graduate School checks your Doctoral Education programme. If you fulfil all requirements you’ll get the Doctoral Education Certificate. If not, you’ll be informed on how to proceed.

Make sure you apply for the Doctoral Education certificate well on time, preferably around the 36 months meeting.

The IDE Graduateschool occasionally organises a workshop on the requirements, common mistakes and frequently asked questions around finishing your Doctoral Education programme. Contact graduateschool-IDE@tudelft.nl for upcoming dates.

EXEMPTION & DISPENSATION
In some cases a PhD candidate can get a partial exemption from certain parts of the Doctoral Education programme, or complete dispensation from the entire Doctoral Education programme.

In order to qualify for exemption or dispensation the PhD candidate and supervisory team have to enter a request to the Board for Doctorates at the 3 months PhD-agreement meeting (this request has to be received within 4 months after the start of the PhD project).

More details on the regulations for exemptions and dispensation can be found at the UGS website.
On the next pages you’ll find an overview of all forms and guidelines affiliated with the meetings of this manual.

Download the A4 printable version of these forms and guidelines from the IDE Graduate School website under Meetings and Forms.

graduateschool.ide.tudelft.nl

3 MONTH PHD-AGREEMENT MEETING

- PHD AGREEMENT FORM
- DOCTORAL EDUCATION EXEMPTION REQUEST FORM

9 MONTHS REVIEW MEETING

- REVIEW FORM
- 9 MONTHS REPORT GUIDELINES

12 MONTHS GO/NO-GO MEETING

- 12 MONTHS REPORT GUIDELINES
- GO/NO-GO FORM
- FORM A

24/36/.. MONTHS YEARLY PROGRESS MEETING

- PROGRESS MEETING FORM

COMPETENCES / DOCTORAL EDUCATION

- DOCTORAL EDUCATION COMPETENCES MODEL
- COMPETENCY DEVELOPMENT GUIDE
WHY FILL OUT THIS FORM
At the beginning of the project the collaborating parties (e.g. PhD candidate & supervisory team) need a clear agreement on what to expect from each other, and how the collaboration is arranged.

PROJECT DETAILS

<table>
<thead>
<tr>
<th>Full name PhD candidate</th>
<th>Employee number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Start date PhD</th>
<th>Date PhD-agreement meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(proposed) promotor(s):

daily supervisor(s)/(proposed) co-promotor(s):

PhD-mentor:

DESCRIPTION OF THE RESEARCH

Please give a 200-300 words description of the research topic and its connection to the research portfolio of IDE.

RESEARCH PLAN

Please attach the planning for the research work. Clearly indicating planned studies, publications, milestones, other research activities and Doctoral Education activities with the timeframe in which these activities will take place.

Please submit the filled out and signed form (with attachments) to the department secretary within 1 week after the meeting.

DEVELOPMENT OF COMPETENCES AND SKILLS

The TU Delft has defined a set of competences which suit the profile of a PhD candidate at this university. During your time as a PhD candidate at TU Delft you should work on developing these competences. The Doctoral Education programme is aligned with these competences. So link the development of these competences to the activities you plan to do in your Doctoral Education programme.

PhD candidate preparation

In preparation for the meeting please assess your development on the competences below in relation to the UGS IDE Competence Model. And indicate where/how improvements can be made. Refer to the UGS Competency Development Guide for a definition of the competence levels.

During the meeting

During the meeting the PhD candidate and the supervisory team discuss each competence, set priorities and formulate concrete goals and actions. Coming to a clear plan on which competences are to be developed during the first year.

Competence: Level: Goals and actions:

<table>
<thead>
<tr>
<th>Discipline related skills</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>D1. Scientific Knowledge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D2. Engineering &amp; Design</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Research skills</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>R1. Research Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>R2. Academic Thinking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>R3. Academic Attitude</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transferable skills</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>T1. Effective Communication</td>
<td></td>
<td></td>
</tr>
<tr>
<td>T2. Working with Others</td>
<td></td>
<td></td>
</tr>
<tr>
<td>T3. Teaching, supervising &amp; coaching</td>
<td></td>
<td></td>
</tr>
<tr>
<td>T4. Self-management</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3 MONTHS MEETING PHD AGREEMENT FORM

TEACHING PLAN
The PhD candidate has two areas of responsibility: research and teaching. At least 85% of the time should be devoted to research and related activities. The faculty guideline is that the PhD candidate is expected to take part in teaching up to 10% of his/her time (in-house standard or contract PhD candidates).

Amount of hours dedicated by the PhD candidate to teaching activities:

Please give a description and planning of the teaching activities:

SUPERVISION PLAN
The supervisory team commits up to a total of 200 hours of supervision for each year as needed (to be divided among the supervisors). Please describe the way in which supervision will take place and how the supervision hours will be divided among the supervisory team.

ADDITIONAL (EXTERNAL) AGREEMENTS
Please describe any additional conditions for this project (e.g., scholarship-conditions, project-partner agreements, mandatory presence/absence, requested progress declarations, etc.):

AGREEMENT
As agreed upon by (please also sign attachments):

Signature (proposed) promotor(s):

Signature daily supervisor(s)/proposed co-promotor(s):

Signature PhD candidate:

Signature PhD-mentor:

Signature IDE-GS director:

Please submit the filled out and signed form (with attachments) to the department secretary within 1 week after the meeting.
Guidelines and Procedure for Doctoral Education (DE) Exemption Requests

Please keep in mind that the idea behind the Doctoral Education programme is to allow PhD candidates to further develop themselves and invest in their professional growth. The aim of the Graduate School is to deliver excellent doctors on the labour market. The DE Programme is expected to support them with their growth towards excellence. Exemption for parts of the DE programme will therefore only be granted by exception.

1. Doctoral Education exemption requests are made by the PhD candidate to the director of their Faculty Graduate School.
2. In order to request a Doctoral Education exemption, please formulate your request following the below exemption request guidelines, in consultation with your supervisor, and submit it to your Faculty GS. Please enclose copies of your course transcript(s)/certificates.
3. If your exemption request is complete, your request will be reviewed by your Faculty GS director.
4. The result of your exemption request will be sent to you no later than four weeks (with exception of the summer holiday) after the Faculty GS receives your application and has deemed it complete. This result will be sent to you via e-mail from your Faculty Graduate School. This e-mail will also be sent to your promotor and to the University GS.
5. The exemption request should be sent within the first year of your PhD.
6. The total exemption request should be for a minimum of 5 GS credits.
7. Per course, you can receive an exemption of maximum 5 GS credits.

Send your exemption form via e-mail to your Faculty Graduate School, cc to your promotor.

N.B.
- Please note that if you are granted an exemption for more than 15 Graduate School credits, for courses, you will no longer be eligible for the DE certificate. However, you are still required to complete the remainder of the DE programme.
- This form cannot be used for dispensation requests (i.e. complete exemption from all DE requirements). For more information about dispensation requests, please refer to the GS website.

Application form for DE Exemption Requests

- Name of PhD candidate
- Employee nr.
- Faculty Graduate School

Please keep a general explanation as to why you are applying for a Doctoral Education exemption. (e.g. you started your PhD at another university and have followed courses there):

Please state your precise exemption request by providing the following information:
- Specify the total number of GS credits you are requesting an exemption for per DE category (i.e. discipline-related, research or transferable skills);
- Describe the professional experience that you have gained /courses that you have followed that justify your exemption request. State the competence category that you have developed through this experience/course.

Example: May I have an exemption of 10 GS credits for the category Research-related skills. I am asking for this exemption because, while working as a researcher at company 'X' I have followed a 5-day course on Research Design at Research School 'Y' and 5-day course on Scientific Integrity for doctoral students at University 'Z'. Enclosed are copies of my course certificates.
**REVIEW FORM**

To be filled out during the review meeting (9 months) details on this meeting are available in the IDE Graduate School Meeting Manual.

**WHY FILL OUT THIS FORM**

In the run-up to the 12 months Go/No-Go meeting, it is important to make explicit what the supervisory team expects from the PhD candidate in order to give a Go for the remainder of the project.

**PROJECT DETAILS**

<table>
<thead>
<tr>
<th>Full name PhD candidate:</th>
<th>Employee number:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Start date PhD:</th>
<th>Date Review meeting:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(proposed) promotor(s):</th>
<th></th>
<th>(proposed) co-promotor(s):</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PhD mentor:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

**PROVISIONAL GO/NO-GO DECISION**

<table>
<thead>
<tr>
<th>Decision by supervisory team</th>
<th>(proposed) promotor(s)</th>
<th>daily supervisors / (proposed) co-promotor(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provisional Go</td>
<td>signature:</td>
<td>signature:</td>
</tr>
<tr>
<td>Provisional No-Go</td>
<td>date:</td>
<td>date:</td>
</tr>
</tbody>
</table>

Agreements on what needs to be achieved for a Go and the means of assessment:

<table>
<thead>
<tr>
<th>Seen by the PhD candidate:</th>
<th>Seen by the PhD mentor:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
9/12 MONTHS MEETING REPORT GUIDELINES

9 MONTHS & 12 MONTHS REPORT GUIDELINES

All PhD candidates are required to prepare these reports based on these guidelines (format & lay-out are free prior to respectively the review meeting (@ 9 months) and the Go/No-Go meeting (@ 12 months). Details on these meetings are available in the IDE Graduate School Meeting Manual.

WHY ARE THESE REPORTS WRITTEN?
In the 9 months review meeting and the 12 months Go/No-Go meeting, the supervisors and the committee need to assess the quality of progress of the PhD candidate. In the report (and the presentation), the PhD candidate provides the information for making this assessment.

HOW ARE THESE REPORTS RELATED?
In short the 12 months report (prepared for the Go/No-Go meeting) should build on the 9 months report (prepared for the Review meeting). Both reports cover the same topics, with the 12 months report going more in depth and based on 3 months more wisdom.

FORMAT, LAYOUT & SIZE OF THE REPORTS
For both reports you should keep the order of the topics as is provided in these guidelines. The format and lay-out of the report are free. There is a maximum to the number of pages for each of these reports (appendices not included):
- 9 months report - 7 pages (approx. 2500 words)
- 12 months report - 20 pages (approx. 7500 words)

DEADLINES
Both reports should be sent to all meeting attendees prior to the respective meeting.
- 9 months report
  - Needs to be sent 1 week prior to the Review meeting to the following persons:
    - Supervisory team
    - PhD mentor
- 12 months report
  - Needs to be sent 2 weeks prior to the Go/No-Go meeting to the following persons:
    - Supervisory team
    - PhD mentor
    - Head of the department
    - IDE GS director
    - External experts

CONTENT OF THE REPORT
Each of the reports should cover the following topics (@ which the 12 months report is supposed to be more elaborate than the evaluation report). Notes in red are required sections, text in italics explain the purpose of each section and the bullet points are suggested topics to address (which may be used as headings):

General information
The front page of your report summarizes the administrative details of the project.
- Name of the PhD candidate
- Department
- Starting date of the PhD
- Supervisory team (promotor, 2nd promotor, co-promotor(s), daily supervisor(s))

Research topic
Describe what the research is about, what problem or phenomenon is studied. Indicate what you are aiming for with your research (and design, if that is part of your thesis). Indicate what theory, knowledge your research will bring, by giving the research questions. And explain the direct and indirect contribution to science (new knowledge and society: product, methods, tools, …).
- Background of the research, problem statement
- Research goal, intended outcomes (design goal)
- Research questions
- Scientific relevance and societal relevance

Research methodology
Describe the approach and methods that you are using in your research, e.g., experimental methods, case studies, observation techniques, surveys, hypothesis testing, research-through-design. Indicate which methods are appropriate means answer the research questions stated earlier:
- Research approach and methods

Framing and embedding
Research is not done in a vacuum, but typically positioned within one, sometimes more fields and communities of researchers. Similarly the research questions were framed in a disciplinary perspective, e.g., engineering, psychology, marketing, philosophy, which each come with their own journals, conferences. Indicate which are relevant sources for your research, and which ones you are planning to use as publication channels for your results.
- How does the research fit to the research within the research themes of the faculty of IDE? Which groups or individuals work on related questions?
- How can the research fit into the larger project as a whole? (Only if this PhD project is part of a larger project)
- What are the relevant journals and conferences for the research. How do the fields overlap?
- Literature review and state of the art

Progress 1st year
Indicate what has been done in the past period, to show how well the research and other progress is on track.
- Research actions that have been completed (literature research, lab experiments, field studies, writing papers, visiting conferences)
- Other activities (doctoral education, teaching)

Planning
Indicate what the next steps are that lead to the completion of the PhD. Which studies will be conducted, when will what be completed, and where special attention is needed. Use a graphic format, or a table to show the timing and relations between different activities. Two example are given below. Also discuss the following subjects:
- Timeline of planned studies, conferences, journal articles, teaching periods, doctoral education etc.
- Critical risks, hazards and safeguards: what may go wrong, and what can be done about it?

Appendices
- All submissions and publications so far,
- Any other relevant information.
9/12 MONTHS MEETING REPORT GUIDELINES

EXAMPLES OF GRAPHIC FORMATS FOR PLANNING

Feel free to choose a format that better fits your project.

For questions about this document please contact the IDE Graduate School (graduateschool-IDE@tudelft.nl)
12 MONTHS MEETING GO/NO-GO FORM

GO/NO-GO FORM

to be filled out during the Go/No-Go Meeting (@ 12 months)
details on this meeting are available in the IDE Graduate School Meeting Manual

WHY THIS FORM EXISTS
At the Go/No-Go meeting the decision is made to either continue or terminate the PhD project. This decision is taken by the promotor, based on the progress of the PhD candidate and the advice of the committee members. With this form the advice of the committee and the decision of the promotor are made explicit.

HOW TO FILL OUT THIS FORM
During the Go/No-Go meeting the committee members articulate their Go or No-Go advice to the (proposed) promotor on page 2 of this form. Based upon this advice the (proposed) promotor will come to a Go or No-Go decision, which is filled out on page 3. The filled out and signed form has to be forwarded to the department secretary of the PhD candidate.

PROJECT DETAILS
Full name PhD candidate: Employee number:
Start date PhD: Date Go/No-Go meeting:

SUPERVISORY TEAM
(Proposed) promotor(s):
Daily supervisor(s) (proposed) co-promotor(s):
PhD-mentor:

COMMITTEE MEMBERS
IDE-GS director:
Head of the department:
External expert I:
External expert II:

COMPETENCES
The left part of this section is to be filled out by the PhD candidate prior to the meeting. The right part is to be filled out by the supervisory team either prior to, or during the meeting. It is also possible to add competences which are not listed below. The competences below are in line with the Doctoral Education competences.

PhD candidate
Please identify your performance on all relevant competences and indicate where improvements can be made. Clearly state whether these competences are subject to further development, or are satisfactory developed in your opinion.

Supervisory team
Give feedback on all relevant competence, especially where difference of opinion with the PhD candidate appears. And provide the PhD candidate with scores on each of the relevant competences using the following scoring system:
1 = needs further development
2 = at requested professional level
3 = exceeds requested professional level

PhD candidate
reflection: Competence: Supervisory team
score: feedback:

D1. Scientific Knowledge
Acquires and internalises existing scientific knowledge in the field of the PhD project.

D2. Engineering & Design
Acquires and internalises the design and engineering skills to execute the PhD project.

R1. Research Management
Formulates and designs the research strategy including the planning and carrying out of the project and evaluation/validation.

R2. Academic Thinking
Evaluates the value of a statement or a fact, to question matters and to make clear reasoned judgements, to take deocratic and creatively look for improvements.

R3. Academic Attitude
Makes choices that reflect integrity and responsible behaviour and works in line with the TU Delft scientific code of ethics.

T1. Effective Communication
Passes on ideas and opinions to diverse audiences in a clear language. Is able to prepare and give clear and fluent presentations in a confident manner.

T2. Working with Others
Works well with academic staff, peers and supervisor, sets a tone of cooperation within the work group and across groups; coordinates own work with others; values working relationships; when appropriate facilitates discussion before decision-making process is complete.

T3. Teaching, supervising & coaching
Empowers students to develop knowledge and skills.

T4. Self-management
Manages time effectively and maintains a healthy work-life balance with an assertive, creative and confident attitude as well as being able to deal with change, stress and deadlines.
### 12 MONTHS MEETING GO/NO-GO FORM

#### Advice by Committee Members

<table>
<thead>
<tr>
<th>Advice by IDE-GS director</th>
<th>IDE-GS director</th>
<th>Motivation for the advice and feedback/advice for the PhD candidate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Go</td>
<td>Signature</td>
<td></td>
</tr>
<tr>
<td>No-Go</td>
<td>Date</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Advice by department head</th>
<th>Department head</th>
<th>Motivation for the advice and feedback/advice for the PhD candidate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Go</td>
<td>Signature</td>
<td></td>
</tr>
<tr>
<td>No-Go</td>
<td>Date</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Advice by external expert I</th>
<th>External expert I</th>
<th>Motivation for the advice and feedback/advice for the PhD candidate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Go</td>
<td>Signature</td>
<td></td>
</tr>
<tr>
<td>No-Go</td>
<td>Date</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Advice by external expert II</th>
<th>External expert II</th>
<th>Motivation for the advice and feedback/advice for the PhD candidate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Go</td>
<td>Signature</td>
<td></td>
</tr>
<tr>
<td>No-Go</td>
<td>Date</td>
<td></td>
</tr>
</tbody>
</table>

#### Go/No-Go Decision

<table>
<thead>
<tr>
<th>Decision by (proposed) promotor</th>
<th>(proposed) promotor</th>
<th>Motivation for the decision and feedback/advice for the PhD candidate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Go</td>
<td>Signature</td>
<td></td>
</tr>
<tr>
<td>No-Go</td>
<td>Date</td>
<td></td>
</tr>
</tbody>
</table>

The PhD candidate can lodge an objection to this decision within six weeks after the date of this decision by emailing a letter (PDF-document) to jz@tudelft.nl. The letter of objection must at least contain your name and address, the date of objection, a copy of the decision form to which you are objecting and the reasons for your objection. This letter must be signed.
12 MONTHS MEETING FORM A

Form A
Request for formal admission to the doctoral programme and appointment as (co)promotor

Having come to a Go decision in accordance with Article 7.4 of the TU Delft Doctoral Regulations, we, the undersigned intended promotor(s),

<table>
<thead>
<tr>
<th>Titles, initials and full name:</th>
<th>Institute for Higher Education:</th>
<th>Signature and date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email address:</td>
<td>(Mobile) phone number:</td>
<td></td>
</tr>
</tbody>
</table>

Request the Board for Doctorates to:
grant the below-mentioned doctoral candidate formal admission to the doctoral programme;
appoint the aforementioned person(s) as promotor;
and to appoint the following person(s) as copromotor in accordance with articles 7.4, 8.2 and 8.5 of the TU Delft Doctoral Regulations.

Furthermore, we declare that our request is compatible with article 8.3*.

<table>
<thead>
<tr>
<th>Titles, initials and full name:</th>
<th>Institute for Higher Education:</th>
<th>Faculty:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email address:</td>
<td>(Mobile) phone number:</td>
<td>Signature and date:</td>
</tr>
</tbody>
</table>

In case of two copromotors, please include a reasoned request.

<table>
<thead>
<tr>
<th>Titles, initials and full name:</th>
<th>Institute for Higher Education:</th>
<th>Faculty:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email address:</td>
<td>(Mobile) phone number:</td>
<td>Signature and date:</td>
</tr>
</tbody>
</table>

Surname corresponding promotor (Article 8.6):

| Full name doctoral candidate | TUD ID number: | Signature and date: |

I, the undersigned candidate, accept and agree with the supervision of the proposed (co)promotors.

We, the aforementioned, declare that we undertake to observe the stipulations of the TU Delft Doctoral Regulations.

| Full name | Faculty & Department | Signature and date: |

Article 8.3: Close family members with an affinity up to and including the fourth degree or other persons who have such a relationship to the doctoral candidate that they cannot reasonably be expected to make an independent judgement on the doctoral candidate will not be eligible to act as promotor or copromotor.

Please submit the form to the Faculty Graduate School.
24/36/.. MONTHS MEETING PROGRESS MEETING FORM

WHY FILL OUT THIS FORM
For PhD candidates the Yearly Progress Meeting (YPM) replaces the traditional R&D meeting. This YPM is designed to better fit the situation and needs of the PhD candidate. Just as in the R&D cycle, the aim of the Yearly Progress Meeting and this form is to provide the PhD candidate with explicit assessment of his/her performance on a yearly basis.

HOW TO FILL OUT THIS FORM
This form is divided into 4 sections: reflection by the PhD candidate (p.2-3), competences (p.4), feedback by the supervisory team (p.5) and agreements (p.6). The PhD candidate is asked to fill out the reflection by the PhD candidate section, as well as a part of the competences section prior to the meeting. The supervisory team can then fill out their part of the competences section and the feedback by the supervisory team section either prior to, or during the meeting. The PhD candidate and supervisory team should fill out the agreements section during the meeting, after which the form has to be signed and forwarded to the secretary of the department of the PhD candidate.

PROJECT DETAILS
Full name PhD candidate: 
Employee number: 
Start date PhD: 
Date Yearly Progress meeting: 

SUPERVISORY TEAM
Promotor(s): 
Daily supervisor(s)/Co-promotor(s): 
PhD-mentor: 

SIGNATURES FOR AGREEMENT ON THE CONTENT OF THIS FORM
Sign this form after all sections have been filled out.

SELF REFLECTION BY PhD CANDIDATE
This section of the form needs to be filled out by the PhD candidate prior to the meeting.

RECAP ON AGREEMENTS & RECOMMENDATIONS FROM PREVIOUS PROGRESS MEETING
Summarize the agreements and recommendations from the Go/No-Go evaluation letter or previous progress meeting form (whichever applies), copy-paste if possible.

SELF REFLECTION ON PROGRESS
Indicate your progress on the issues stipulated in the agreements and recommendations from the previous progress meeting. Also, give an overview of the achieved results and completed assignments of the past year. If applicable, which part of the planning has deviated or been delayed? What have been obstructing/bothering factors? What was your part? What did you learn? If needed, you can also reflect on the PhD process, supervision and your well-being.
DOCTORAL EDUCATION

Indicate whether your Doctoral Education progress is on schedule, how many GS-credits you have obtained and your planning for the remainder of the Doctoral Education programme. Also indicate any difficulties you might have encountered in the Doctoral Education programme.

CAREER PERSPECTIVE

At the 24 month Yearly Progress Meeting: describe your ambition after your PhD. At the 36 month Yearly Progress Meeting: describe what your next career step will be. Discuss the assistance or advice you may require with your supervisory team.

COMPETENCES

The left part of this section is to be filled out by the PhD candidate prior to the meeting. The right part is to be filled out by the supervisory team either prior to, or during the meeting. It is also possible to add competences which are not listed below.

PhD candidate

Please identify your performance on all relevant competences and indicate where improvements can be made. Clearly state whether these competences are subject to further development, or are satisfactory developed in your opinion.

Supervisory team

Give feedback on all relevant competence, especially where difference of opinion with the PhD candidate appears. And provide the PhD candidate with scores on each of the relevant competences using the following scoring system:

1 = needs further development
2 = at requested professional level
3 = exceeds requested professional level

PhD candidate

reflection:

Supervisory team

score: feedback:

D1. Scientific Knowledge
Acquires and internalises existing scientific knowledge in the field of the PhD project.

D2. Engineering & Design
Acquires and internalises the design and engineering abilities to execute the PhD project.

R1. Research Management
Formulates and designs the research strategy including the planning and carrying out of the project and evaluation/evaluation.

R2. Academic Thinking
Evaluates the value of a statement or a fact, to question matters and to make clear reasoned judgements. Is able to actively and creatively look for improvement.

R3. Academic Attitude
Makes choices that reflect integrity and responsible behavior and works in line with the TU Delft scientific code of ethics.

T1. Effective Communication
Passes on ideas and opinions to diverse audiences in a clear language. Is able to prepare and give clear and structured presentations in a formal setting.

T2. Working with Others
Works well with academic staff, peers and supervisor. Sets a tone of cooperation within the work group and across the group. Coordinates work with peers. Responds effectively to changes. Listens to others and uses feedback constructively.

T3. Teaching, supervising & coaching
Inspires students to develop knowledge and skills.

T4. Self-management
Manages time effectively and maintains a healthy work-life balance with an assertive, creative and confident attitude as well as being able to deal with change, stress and procrastination.
Please submit the filled out and signed form to the department secretary within 1 week after the meeting.

FEEDBACK BY SUPERVISORY TEAM
This section of the form needs to be filled out by the supervisory team prior to/during the meeting.

OVERALL PERFORMANCE SCORE
0 = current level of performance is unlikely to lead to a doctoral degree
1 = needs further development
2 = at requested professional level
3 = exceeds requested professional level

FEEDBACK ON PROGRESS, DEVELOPMENT AND ON THE OVERALL PERFORMANCE SCORE OF THE PHD CANDIDATE
Please give feedback on the self-reflection of the PhD candidate (in the first section of this form) and on the overall performance score given in this section.

AGREEMENTS
This section of the form needs to be filled out during the meeting in agreement between the supervisory team and the PhD candidate.

AGREEMENTS FOR THE UPCOMING YEAR
Agreements on what will be done in the upcoming year in terms of research, doctoral education, teaching, supervision, personal development and other relevant topics.
Doctoral Education Competences Model

Discipline related skills
- The breadth and depth of knowledge required in the field of doctoral research.
  a. Creativity & Innovation: proposes novel ideas and integrates different perspectives in a creative way. Is able to recognize the need for renewal and go beyond the status quo.
  b. Negotiation: negotiates skillfully in tough situations with both internal and external partners; can win concessions without damaging relationships; can be direct as well as being diplomatic; game plan quickly of other parties to the negotiation; has a good sense of timing.
  c. Leadership: clearly formulates goals and priorities when directing others.

Research skills
- The ability to research skills to conduct scientific research.
  a. Scientific Knowledge:
     - D.1 Scientific knowledge: acquires and internalises existing scientific knowledge in the field of the PhD project.
     - D.2 Engineering and Design: acquires and internalises the design and engineering skills to execute the PhD project.

Transferable skills
- Focuses on personal and professional development, which facilitates your growth now and in the future career.
  a. Effective communication:
     - pass on clear ideas and opinions to diverse audiences in a clear language. Is able to prepare and give clear and fluent presentations in a confident manner.
     - Listening: demonstrates attentive and active listening; listens to what someone has said and understands the meaning / value, to engage in discussion.
  b. Academic Thinking:
     - Conceptual Thinking: applies creative, conceptual and inductive reasoning to identify patterns and correlations, which are not self-evident, and to deduce from them specific suggestions and original and unpredictable solutions.
     - Analytical thinking: understands problems and situations by gradually examining them and to systematically evaluating and identifying causes, key factors and relevant facts.
     - Synthetic thinking: smoothly combines data and integrates a complex multitude of data into a coherent whole. Is able to present alternatives and to develop them into a convincing conclusion.
     - Critical thinking: evaluates the value of a statement or fact and questions matters. Is able to actively and creatively look for room for improvement.

Academic Attitude
- Academic thinking; understands the principles of conduct stated within the TU Delft scientific code of ethics.
  a. TU Delft scientific code of ethics: to the principles of conduct stated within the TU Delft scientific code of ethics.
  b. Problem solving: objectively takes decisions and finds solutions regarding examination of research steps and moving towards
  c. Valuation: internalizes the processes for funding and evaluation of research, contributes towards the formulation of research proposals in line with the department plan.

Academic Thinking
- Evaluates the value of a statement or fact and questions matters.
  a. Conceptual thinking: applies creative, conceptual, and inductive reasoning to identify patterns and correlations, which are not self-evident, and to deduce from them specific suggestions and original and unpredictable solutions.
  b. Analytical thinking: understands problems or situations by gradually examining them and to systematically evaluating and identifying causes, key factors and relevant facts.
  c. Synthetic thinking: smoothly combines data and integrates a complex multitude of data into a coherent whole. Is able to present alternatives and to develop them into a convincing conclusion.
  d. Critical thinking: evaluates the value of a statement or fact and questions matters. Is able to actively and creatively look for room for improvement.

Research Management
- Formulates and designs the research strategy including the planning and carrying out of the project and evaluation/evaluation.
  a. Designing: understands and defines the sequence of steps to be taken in the year PhD project.
  b. Project management: objectively monitors the progress in each step and to achieve defined goals.
  c. Problem solving: objectively takes decisions and finds solutions regarding examination of research steps and moving towards
  d. Valuation: internalizes the processes for funding and evaluation of research, contributes towards the formulation of research proposals in line with the department plan.

Teaching, Supervising & Coaching
- Supports (groups) of students; gives & reviews assignments and exams; gives (public) lectures; develops course materials.
- Supervising students/coaching; guides, transfers knowledge and motivates appointed students/supervises.
- Self-management: manages time effectively and maintains a healthy work-life balance with an outcome-orientated, action-driven, and pro-active approach. Notices and anticipates opportunities and threats.
- Personal development: personally committed to display an ongoing commitment to learning and self-improvement.
- Dealing with risk and uncertainty: decides and acts without having the total picture. Let’s update what things are up in the air; can confront handle risk and uncertainty.

PhD Competences & Skills definitions

Doctoral Education Competences Model

Academic Thinking
- Understands and defines the sequence of steps to be taken in the year PhD project.

Effective Communication
- Passes on clear ideas and opinions to diverse audiences in a clear language. Is able to prepare and give clear and fluent presentations in a confident manner.

Academic Attitude
- Stands and understands a coherent picture of events.

Academic Thinking
- Understands and defines the sequence of steps to be taken in the year PhD project.

Academic Attitude
- Stands and understands a coherent picture of events.

Effective Communication
- Passes on clear ideas and opinions to diverse audiences in a clear language. Is able to prepare and give clear and fluent presentations in a confident manner.
In order to obtain your PhD degree at TU Delft, following doctoral education is mandatory. At the defence ceremony, the DE certificate and supplement are awarded to the PhD candidate.

To obtain a TU Delft Doctoral Education Certificate, a PhD candidate’s educational programme should comprise of three elements: Research Skills, Discipline related skills and transferable skills. A minimum of 15 GS credits should be obtained per category. Per category, competences have been selected that suit the profile of a PhD candidate at TU Delft.

The definitions of these competences and underlying skills can be found in the definitions document. The DE certificate includes a supplement, which states all DE activities and courses that have been done by the PhD candidate as registered in DMA.

**Discipline related skills**

Has the breadth and depth of knowledge required in the field of doctoral research.

These skills represent added value and/or greater breadth regarding the scientific Knowledge, Engineering and Design involved in the doctoral research (relating to the substance of the discipline and field). They depend on the relevant field of research and are therefore determined per faculty.

**Research skills**

Has the ability (research skills) to conduct scientific research.

Skills to improve the basic quality of the research, aimed at the PhD candidate in his/her role as researcher and include the competences Research management skills, Academic thinking and Academic attitude. Learning on-the-job activities belonging to this category are: scientific presenting and interacting, writing and publishing and teaching and supervision. An overview of all activities and the allocated number of credits per activity is shown on the GS website. These skills are also partly dependent on the type of research and are consequently determined per faculty and/or supervisory team.

**Transferable skills**

Focuses on personal and professional development, which facilitates your growth now and in the future career.

Skills concern the development of the PhD candidate’s personal skills. These skills are important to daily-life PhD activities and to prepare PhD candidates for their future careers. The main competences you can further develop as a PhD candidate are Autonomy & Self-management, Working with others, Teaching, Supervising & coaching, Effective Communication. The Transferable skills courses are largely coordinated and facilitated by the University GS.
# Competency Development Guide

## RESEARCH SKILLS

| Level 3 | Formulates and designs the research strategy, including the planning and carrying out of the project and evaluation/validation with no supervision. | Consistently demonstrates the ability to independently source relevant materials. |
|———|———|———|
| Level 2 | Formulates and designs the research strategy, including the planning and carrying out of the project and evaluation/validation with regular supervision. | Consistently demonstrates the ability to independently source relevant materials. |
| Level 1 | Executes projects in line with supervisor instructions, delivers the research question and able to scope and plan the project steps. Completed one of the DE courses within the Research Management section. | Consistently demonstrates the ability to independently source relevant materials. |

### Knowledge & Skills

- Demonstrates the breadth and depth of knowledge required in the field of doctoral research.
- Relies on supervisor for transfer of knowledge.

### Transferable Skills

- Experience in a variety of research collaborations.
- Creates and maintains working relationships.

### DISCIPLINE RELATED SKILLS

- Engineering & Design
- Demonstrates the breadth and depth of knowledge required in the field of doctoral research.
- Relies on supervisor for transfer of knowledge.

### Self-Management & Autonomy

- Consistently demonstrates the ability to work autonomously.
- Consistently demonstrates the ability to work effectively.

## Teaching, Supervising & Coaching Working with Others

### Effective Communication

- Regularly delivers ideas and opinions in a clear and fluent manner.
- Consistently demonstrates the ability to work autonomously.

### Teaching, Supervising & Coaching

- Experience of supervising and coaching Master students.
- Experience of reviewing assignments.
- Experience of supervising and coaching Bachelor student level.

### Working with Others

- Experience of working in multidisciplinary teams.
- Experience of working with academic staff, peers and supervisor.

## Self-Management & Autonomy

- Consistently demonstrates the ability to work autonomously.
- Consistently demonstrates the ability to work effectively.

## Academic Thinking

- Consistently demonstrates the ability to work autonomously.
- Consistently demonstrates the ability to work effectively.

## Academic Methodology

- Consistently demonstrates the ability to work autonomously.
- Consistently demonstrates the ability to work effectively.

## RESEARCH SKILLS

- Demonstrates the breadth and depth of knowledge required in the field of doctoral research.
- Relies on supervisor for transfer of knowledge.

## WHAT'S THE PURPOSE OF THE COMPETENCY GUIDE?

To help PhD candidates and their supervisors to review their competences and their performance:

1. Define which competences require attention.
2. Discuss with you supervisor and assess your current performance level.
3. Develop effective development actions.

### WHAT DO WE LEARN FROM THE COMPETENCY GUIDE?

- An experienced teacher who knows how to inspire students to develop knowledge and skills.
- Designs curriculum and/or teaches different courses.
- Experience of participating in DE group coaching activities.
- Completes DE courses on teaching and applied engineering.

---

**IDE GRADUATE SCHOOL MEETING MANUAL - 18-09-2018**

**34**
This manual is meant as a guidebook for all PhD candidates and supervisors at Industrial Design Engineering. Along the PhD process there are a few mandatory progress meetings. This manual should help guide all involved parties in what to expect and what is expected. Besides all meetings, this manual also covers the Doctoral Education programme, roles and responsibilities.

In case you’ve got any questions after reading this manual, head to the IDE Graduate School website (graduateschool.ide.tudelft.nl), or send us an email (graduateschool-IDE@tudelft.nl)

SEPTEMBER 2018