

Hydraulic Engineering Staff Meeting

18-03-2025

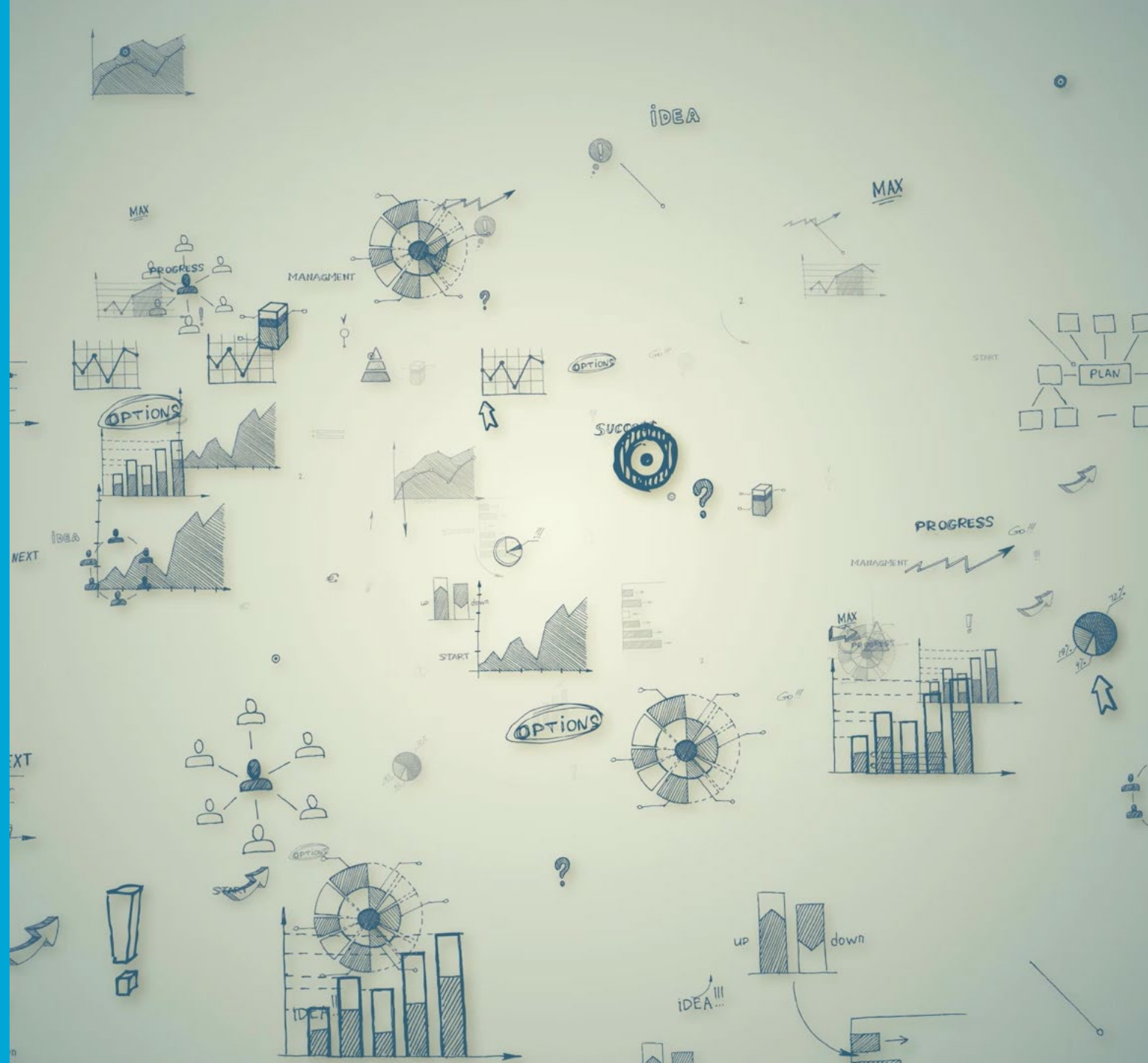


1. 11:30 | Walk-in
2. 11:35 | Theme: Project Finances
3. 12:30 | Faculty and department developments
4. 12:55 | End of meeting

Agenda



Theme: Project Finances



Projects – from a financial perspective

18 March 2025

Sander Christiaanse & David Lodowica – business controllers
Loes Janssen & Astrid Zuijndorp – contract managers
Michelle Strieder & Victor Oosterveen – project controllers
Elske Bakker & Monique Waale – executive secretaries

Content

- Financial situation department HE – necessary project effect
- What is a project?
- Different tariff structures for projects
- Project budgets – external
- Project budgets – internal; differences ‘4’ columns internal budgettool
- Importance of writing hours through TIM

HE – income vs expenses 1^e GS 2023

2023

1st money stream costs 9.304k€

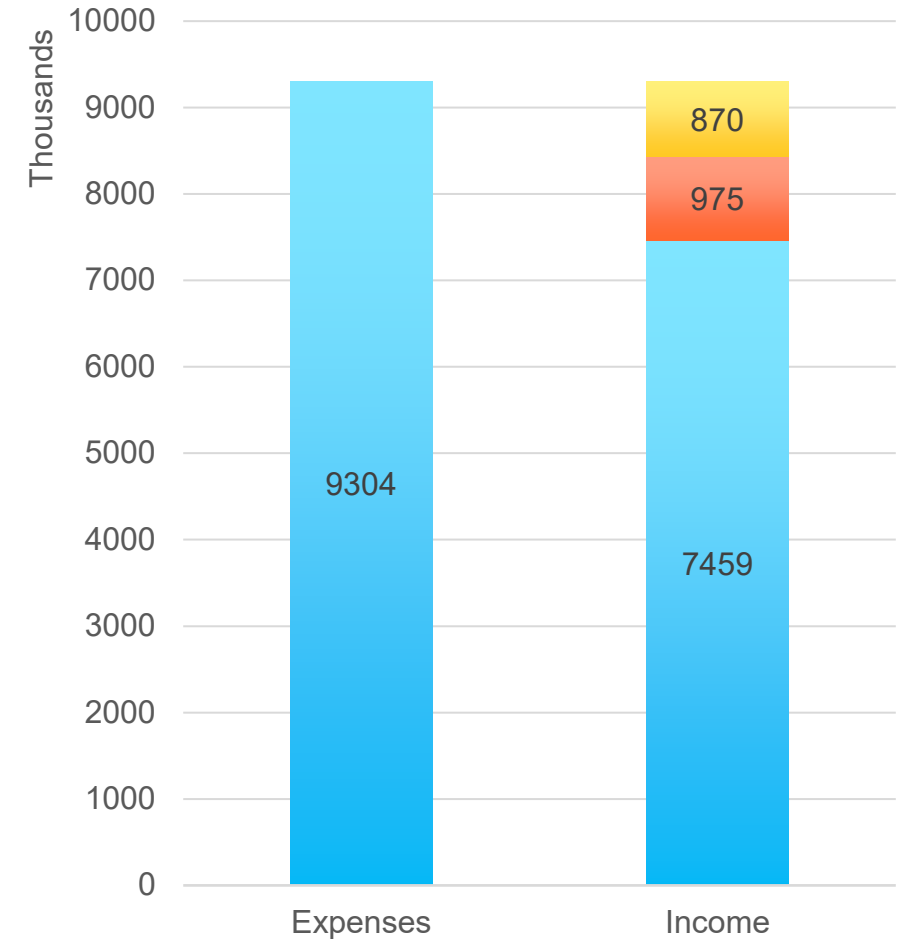
1st money stream income
(additional funds, strategic funds, lumpsum, etc.) 7.459k€

Required project effect in 2023 1.845k€

Achieved project effect in 2023 975k€

Deficit 2023 **870k€**

HE – 2023 (Euro)



When is a project a project (from a financial perspective)?

Mandatory requirements:

- Project is (partly) externally financed
- Mutually signed contract/agreement, following TU Delft mandate regulations:
 - Start date
 - End date
 - Agreed activities and objectives
 - Agreed and approved budget

Personnel costs rates

TU Delft standard tariff: **Integral Cost Rate** (Integrale Kostprijs Tarief = IKP tarief)

Examples of other tariffs:

- Horizon Europe rate - for significant part of Horizon Europe projects
- NWO rate - for NWO projects
- NEA rates - national Economic Affairs subsidies
- Market rates - for consultancy (*quick check: are you free to publish or not? If not: market rates!*)

The **choice of tariff** depends on many factors, like:

- IP-agreements
- specific funder's requirements
- etc.

and is always to be considered by the **contract manager** (following TU Delft policy)

The calculation of the integral costs rates is **audited annually** by the external auditor.

Integral Cost Rate (IKP)

Direct personnel costs + **Indirect** personnel costs = **Integral Cost Rates** for personnel

Direct personnel costs contain:

- Weighted scale salary
- Weighted social charges, including holiday allowance, year-end bonus and regular social premiums
- Fringe benefits costs, like recruitment, health, mobility and training costs, gratifications and allowances

<u>Indirect costs month:</u>	<u>2024</u>
▪ Faculty indirect costs	736
▪ General costs	791
▪ Housing costs	2.084
▪ <u>Concern indirect costs</u>	<u>2.887</u>
▪ Total per month	6.498

Integral Cost Rate (IKP) – example (tariffs 2024)

Direct personnel costs + indirect costs = integral cost rate

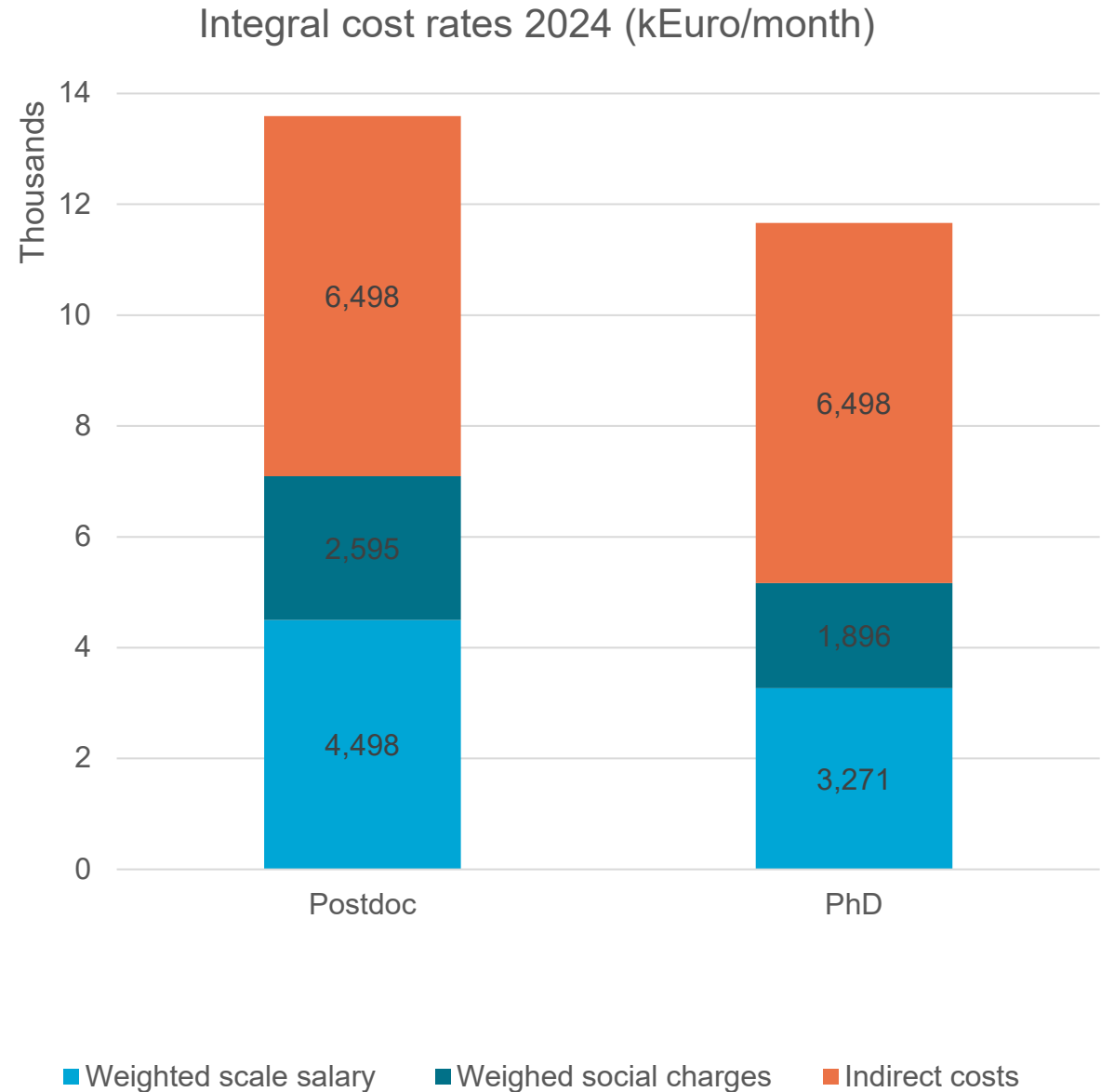
Scale	Weighted scale salary	Weighted social charges per scale	Total indirect costs (including fringe benefits)	Integral personnel costs/month	Integral personnel costs/hour	Integral personnel costs/year
Postdoc	4.498	2.595 (57,69%)	6.498	13.591	94,82	163.092
PhD	3.271	1.896 (57,96%)	6.498	11.665	81,38	139.980

The above rates serve as example and are not be used for any proposal budget without consulting the contract manager!

- In budget tool (used by contract manager) an estimated % for **inflation** and for (expected) **salary increase** (following the Collective Labour Agreement) is included; therefore, these tariffs can deviate from the numbers above.

IKP and project result

- Integral costs rates do **NOT** contain a **PROFIT**, but are based on real **COSTS** for TU Delft as an entity (and checked annually)
- All Direct personnel costs are paid at Department level
- Parts of indirect **costs** are paid at Department level, other parts are paid at Faculty and central TU Delft level



Budget Forms - external budget

Budget according to rules of subsidy provider

This must always be based on:

- Personnel costs:
permitted or prescribed rates (integral cost rates, NWO/EC/RVO rates, rates framework agreements rates like example Shell, RWS etc.)
- Other direct costs:
like material, travel, equipment, subcontracting, etc.

External budget can only contain **eligible** costs.

External budget - budgettool

12 months Postdoc
50 hours supervision
50.000 material costs

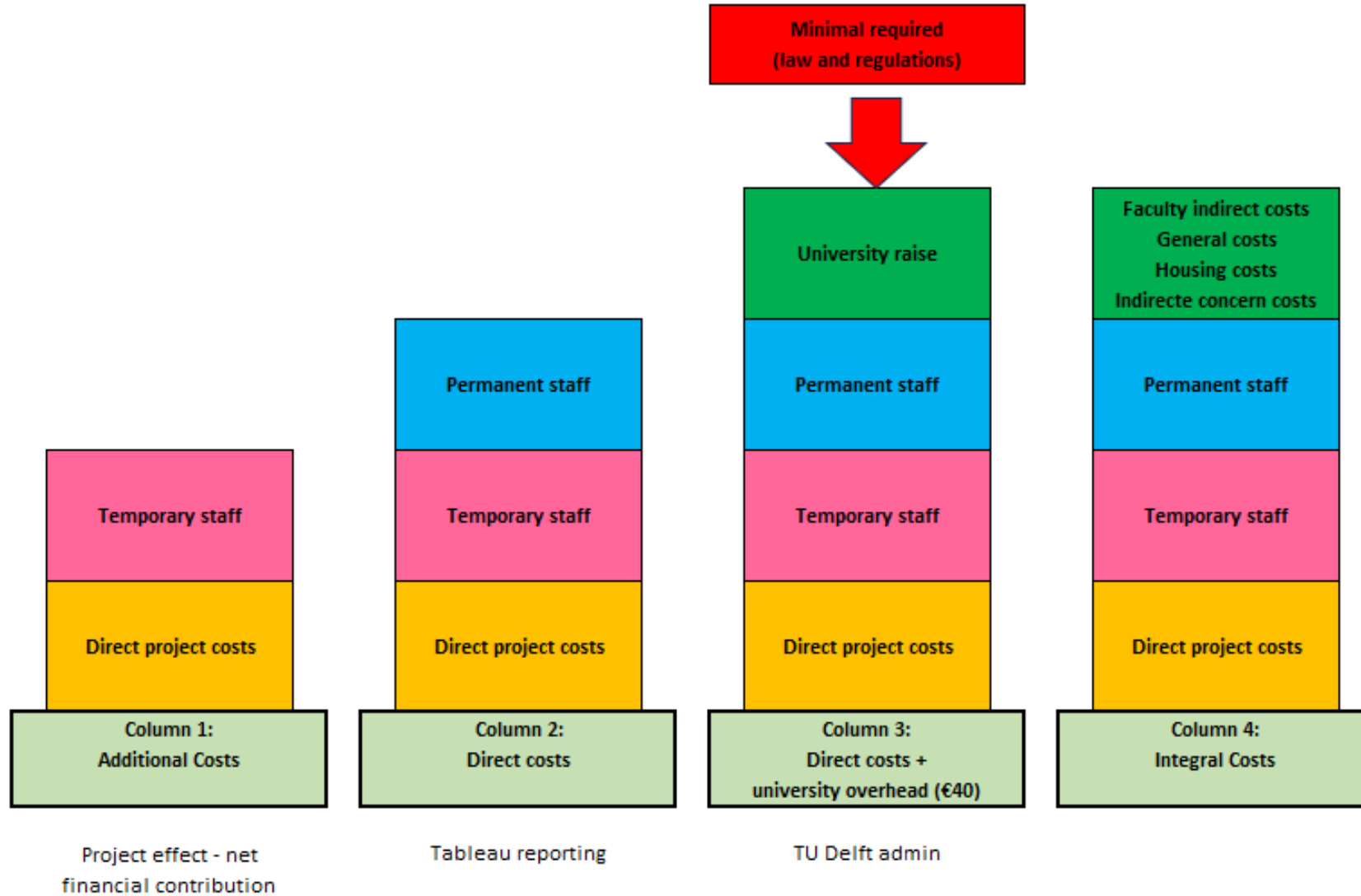


Projectnaam:				Begroting				Language/Taal: Dutch/Nederlands			Begrotingstool - versie 2023-04	
Projectleider:				Begindatum:		1-1-2024		Subsidiënt 1:				
Faculteit/dienst: 120 CiTG				Einddatum:		31-12-2024		Subsidiënt 2:				
Afdeling:				Projectduur (in maanden):		12 maanden		Subsidiënt 3:				
Sectie/onderdeel:				Subsidieverstrekker:		Overige		Subsidiënt 4:				
Projectfase:				Soort subsidie:		Overige		Extra inkomsten:				
Projectcode / Contractnummer				Kostenmodel:		Integrale						
Project komt in aanmerking voor grondslag programmatoeslag (PPS)				Begrote uren per jaar:		1720						
Regel toevoegen: Kopieer actieve rij met de toetscombinatie Ctrl + k												
Schaal / Functie	Naam medewerker	Schaal	Trede (start)	Tijdl./vast personeel	Personeelsnummer	Tijd (maanden)	# fte (inzet op project)	Persoonsmaanden	Projectkosten (extern) (Integrale)	Financiële dekking door		
10 [a.o. Post-doc/researcher]	Postdoc	10	5	T		12	1,00	12,00	€ 164.587	Subsidiënt 1		
Hoogleraar 1 (B)		H1	15	V		12	0,03	0,35	€ 8.080	Subsidiënt 1		
Subtotaal personele kosten						(12,35)	(1,03)		€ 172.667			
Opslag algemene kosten (alleen over personeelskosten)					Percentage:				€ -			
Totaal personele kosten				Totaal aantal persoonsmaanden: 12,35. Totaal aantal FTE (jaarbasis): 1,03. Gemiddeld persoonsmaandtarief: € 13.982,43					€ 172.667			
Materiaalkosten (incl. BTW)				Omschrijving				Projectkosten (extern)	Financiële dekking door			
Verbruiksgoederen								€ 50.000	Subsidiënt 1			
Dienstverleningskosten (incl. BTW)				Omschrijving				Projectkosten (extern)	Financiële dekking door			
Materiële kosten (incl. BTW)		Volledig voor	Voor welk	Omschrijving			Investeringsbedrag	Investeringsdatum	Projectkosten (extern)	Financiële dekking door		
Totaal kosten (incl. BTW)									€ 50.000			
Subtotaal									€ 222.667			
Opslag voor algemene kosten/indirecte kosten				Percentage:					€ -			
Generaal totaal									€ 222.667			

Internal budget - budgettool

Projectnaam:		Waarderingsgrondslagen (intern)					
Projectleider:		Projectnaam:	Nog niet ingevuld	Projectcode / Contractnummer			
Afdeling:		Functie	Naam	Handtekening akkoord	Datum		
Sectie/onderdeel:		Aanvrager:					
Regel toevoegen: Kopieer actieve rij met de toetscombinatie Ctrl + k		<table border="1"> <tr> <td> Additionele kosten (kolom 1) </td> <td> Directe kosten (kolom 2) </td> <td> Directe kosten + opslag overhead </td> <td> Integrale kosten (kolom 4) </td> <td> Naam medewerker </td> </tr> </table>	Additionele kosten (kolom 1)	Directe kosten (kolom 2)	Directe kosten + opslag overhead	Integrale kosten (kolom 4)	Naam medewerker
Additionele kosten (kolom 1)	Directe kosten (kolom 2)	Directe kosten + opslag overhead	Integrale kosten (kolom 4)	Naam medewerker			
Schaal / Functie	Naam medewerker	Schaal	Trede (start)	<i>N.B.: Deze kosten zijn directe kosten, die zijn gebaseerd op de schaal en stap van de medewerker (geen gemiddelden).</i>			

Budget tool



Internal budget - budgettool

12 months Postdoc
50 hours supervision
50.000 material costs



Projectnaam:				Waarderingsgrondslagen (intern)				
Projectleider:				Projectnaam: Nog niet ingevuld		Projectcode / Contractnummer		
Afdeling:				Functie	Naam	Handtekening akkoord	Datum	
Sectie/onderdeel:				Aanvrager:				
Regel toevoegen: Kopieer actieve rij met de toetscombinatie Ctrl + k				Additionele kosten (kolom 1)	Directe kosten (kolom 2)	Directe kosten + opslag overhead	Integrale kosten (kolom 4)	Naam medewerker
Schaal / Functie	Naam medewerker	Schaal	Trede (start)	N.B.: Deze kosten zijn de interne kosten, die zijn gebaseerd op de schaal en stap van de medewerker (geen gemiddelden).				
10 [a.o. Post-doc/researcher]	Postdoc	10	5	€ 72.653	€ 72.653	€ 141.453	€ 152.081	Postdoc
Hoogleraar 1 (B)		11	15	€ -	€ 6.115	€ 8.115	€ 8.424	
Subtotaal personele kosten								
Opslag algemene kosten (alleen over personeelskosten)								
Totaal personele kosten				€ 72.653	€ 78.768	€ 149.568	€ 160.505	
Materiaalkosten (incl. BTW)								
Verbruiksgoederen				€ 50.000	€ 50.000	€ 50.000	€ 50.000	
Dienstverleningskosten (incl. BTW)								
Materiële kosten (incl. BTW)								
				Volledi	Voor			
				g voor	welk			
Totaal kosten (incl. BTW)				€ 50.000	€ 50.000	€ 50.000	€ 50.000	
Subtotaal								
Opslag voor algemene kosten/indirecte kosten								
Generaal totaal				€ 122.653	€ 128.768	€ 199.568	€ 210.505	
Totaal opbrengsten								
Matching per jaar								
				Totaal uitgaven (personeel en materieel)				
				€ 72.653	€ 78.768	€ 149.568	€ 160.505	
				€ 50.000	€ 50.000	€ 50.000	€ 50.000	
				€ 122.653	€ 128.768	€ 199.568	€ 210.505	
				Totaal inkomsten (bruto)				
				€ 222.667	€ 222.667	€ 222.667	€ 222.667	
				€ 100.014	€ 93.899	€ 23.099	€ 12.162	
				€ 122.653	€ 128.768	€ 199.568	€ 210.505	
				182%	173%	112%	106%	
				Totaal inkomsten -/- uitgaven				

Annual budget & project interaction in case of **150kEuro** project income

PROJECT BUDGET				
	Additional costs (column 1)	Direct costs (column 2)	Direct costs + overhead (column 3)	
Postdoc	73	73	141	← appointed on exploitation of department
Supervision	-	6	8	← appointed on exploitation of department
Materials	50	50	50	← directly charged to project
Total Costs	123	129	199	
External income	150	150	150	← directly invoiced from project
Project effect / Net contribution	27			
Internal funding / Eigen bijdrage			-49	← paid from exploitation

Annual budget & project interaction

Department/section budget		Project	
Postdoc			
Costs of appointment	-73		
Time registration	73	↔	Time registration -73
Overhead (€ 40)* 1720 hours)	68	↔	Overhead (€ 40) -68
Supervision			
Time registration	6	↔	Time registration -6
Overhead (€ 40)	2	↔	Overhead (€ 40) -2
Internal funding / eigen bijdrage			
Eigen inbreng	-49	↔	49
Total impact on section			
Sum of above	28		

External income	150
Materials	-50
Sum of costs and income	0

PROJECT BUDGET			
	Additional costs (column 1)	Direct costs (column 2)	Direct costs + overhead (column 3)
Postdoc	73	73	141 ←
Supervision	-	6	8 ←
Materials	50	50	50
Total Costs	123	129	199
External income	150	150	150
Project effect / Net contribution	27		
Internal funding / Eigen bijdrage			-49 ←

Project budget / funding scheme

PROJECT BUDGET			
	Additional costs (column 1)	Direct costs (column 2)	Direct costs + overhead (column 3)
Postdoc (1 yr)	73	73	141
Supervision (50 hrs)	-	6	8
Materials	50	50	50
Total Costs	123	129	199
External income - integral costs	223	223	223
Project effect / Net contribution	100		
Internal funding / Eigen bijdrage			24
External income - Horizon Europe	172	172	172
Project effect / Net contribution	49		
Internal funding / Eigen bijdrage			-27
External income - NWO	140	140	140
Project effect / Net contribution	17		
Internal funding / Eigen bijdrage			-59

Projecteffect

- Net financial contribution of a project to the sections result during the running time of the project
- First column of internal budget
- Ergo: sum of additional costs and additional revenues of a project
- Project effect is achieved by
 - coverage for permanent staff
 - good rates on temporary staff

PROJECT BUDGET			
	Additional costs (column 1)	Direct costs (column 2)	Direct costs + overhead (column 3)
Postdoc	73	73	141 ←
Supervision	-	6	8 ←
Materials	50	50	50
Total Costs	123	129	199
External income	150	150	150
Project effect / Net contribution	27		
Internal funding / Eigen bijdrage			-49 ←

TIM – time registration

- Time registration is to account for the time spent on the project
- Register accurately: Make sure to register when **travelling**, make sure your **calendar** aligns with time registration
- No timely/correct registration + **approval** by section heads ('fiatteren')→
 - no solid information in Tableau
 - no coverage from project for salary costs
 - no timely reporting and invoicing
 - possibly personnel costs not declarable (too late according to funder's conditions)
 - possibly other direct costs also not declarable (for instance if travel is not in registration and/or calendar, travel costs)
- Register and submit hours weekly
- Approve hours weekly as well (section heads)
- TIM will be closed monthly, no **corrections or catching up**

TIM – standard productive hours + leave

- Total hours per year (for 1 fte, 40 hrs/wk): $40 \cdot 52 = 2080$
Leave hours + public holidays: ± 360
- Standard productive hours per year: **1720**

- All employees need to **take** and **register** enough leave!

If not:

- **remaining** leave hours will be **paid** after contract and contribute to extra 1^e GS expenses

Any questions?



Some HE highlights

Retirement Party for
Otti Kievits

Introduction of our new
colleague Tiziana
Rossetto



Welcome to our new colleagues in HE!



Jianwei Sun (EFM, Postdoc)
Gökmen Tamer (EFM, PHD)
Kevin de Bruin (CE, PHD)
Isabel Kuin (CE, PHD)

Mats Kerver (HFSR, PHD)
Lisette Volu (R&P, PHD)
Raj Arora (HFSR, Postdoc)
Chinmayee Koodly Ravishankara (R&P, PHD)
Marijn Wolf (R&P, PHD)

March

February

1 Apr.

Jiangtao Lei (OE, Postdoc)
Wenbo Xie (OE, Postdoc)
Wouter Schrama (HFSR, Research assistant)
Patrick de Bruin (EFM, PHD)
Panagiota Atzampou (PE Postdoc)

- Strategic review of HE and HOS tracks

Education



- Workshop Social Safety for PHD -> **24 March**
- Workshop -> Active Bystander for Staff
- Vacancy OE
- R&D Talks upcoming

Social Safety & HR



Strategy development and reorientation of the Department of the Hydraulic Engineering

In relation to the strategy development of the CEG faculty

Short update by Bas Jonkman

What happens in the background and externally

Faculty CEG:

- Town hall sessions
- Letter of CvB “-10%”
- Faculty strategy process (see next slides)
- First unpleasant decisions, e.g. OE vacancy

Externally:

- Other NL universities (Twente, VU, OU, Roosevelt) close departments or reduce staff

[Wikimedia Commons](#)

oost In samenwerking met
Oost



NOS Nieuws • Dinsdag 11 februari, 21:44

Universiteit Twente bezuinigt en ontslaat 46 medewerkers: 'Genadeloos'

2025: van facultaire strategie naar implementatie

COMMUNICATIE

STRATEGISCHE PRIORITEIT THEMA'S: *DINGEN GOED DOEN*

- | | | | |
|---|---|---|---|
| <ul style="list-style-type: none">▪ Jaarplanning▪ Benoemen <u>faculty leads</u>▪ Inrichten teams-omgeving▪ Organiseren <u>taskforces & support</u>▪ <u>Governance & dashboard</u> | Volgen voortgang mijlpalen per werkspraak per thema en corrigerende maatregelen: ieder laatste MT van maand | Volgen voortgang mijlpalen per werkspraak per thema en corrigerende maatregelen: ieder laatste MT van maand | Volgen voortgang mijlpalen per werkspraak per thema en corrigerende maatregelen: ieder laatste MT van maand |
|---|---|---|---|

STRATEGISCH PORTFOLIO: *GOEDE DINGEN DOEN*

Brief CvB met facultaire ombuigingsopgave (jan)

MT XL sessies:

1. Externe ontwikkelingen en impact (feb)
2. Huidige facultaire positie, toekomstscenario's en visie (mrt)

MT XL sessies vervolg:
3. Facultaire portfolio analyse (apr)
4. Veranderstrategie (mei)

Concept facultair meerjarenplan (mei)

Definitief facultair meerjarenplan (jun)

Implementatie: uitvoering van veranderstrategie

Implementatie: uitvoering van veranderstrategie

2025-Q1

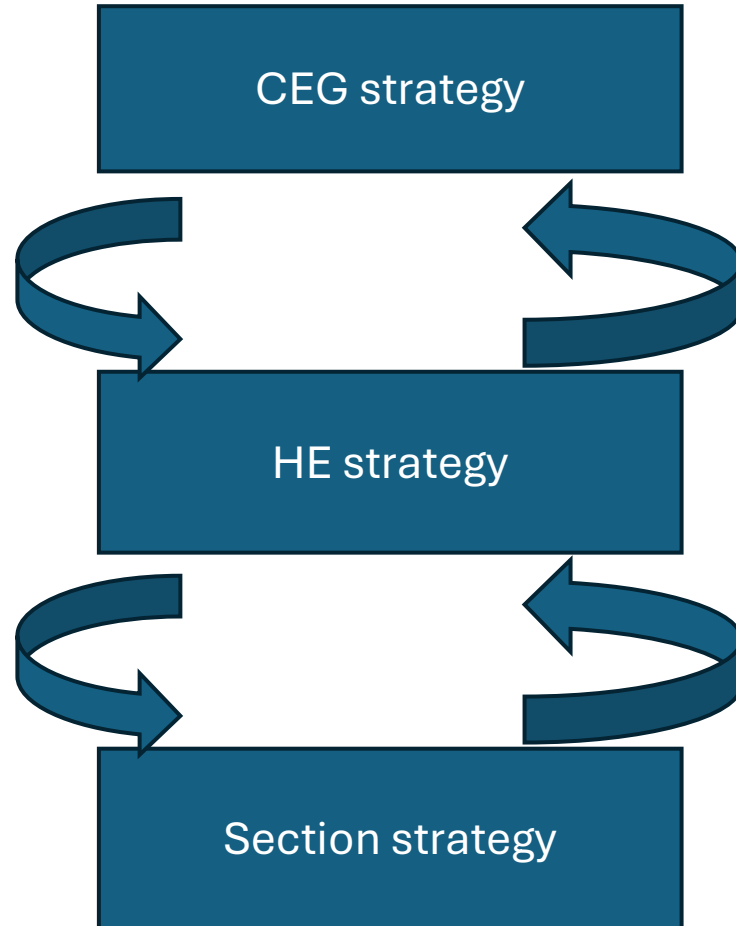
2025-Q2

2025-Q3

2025-Q4

Process: faculty – department – section - staff

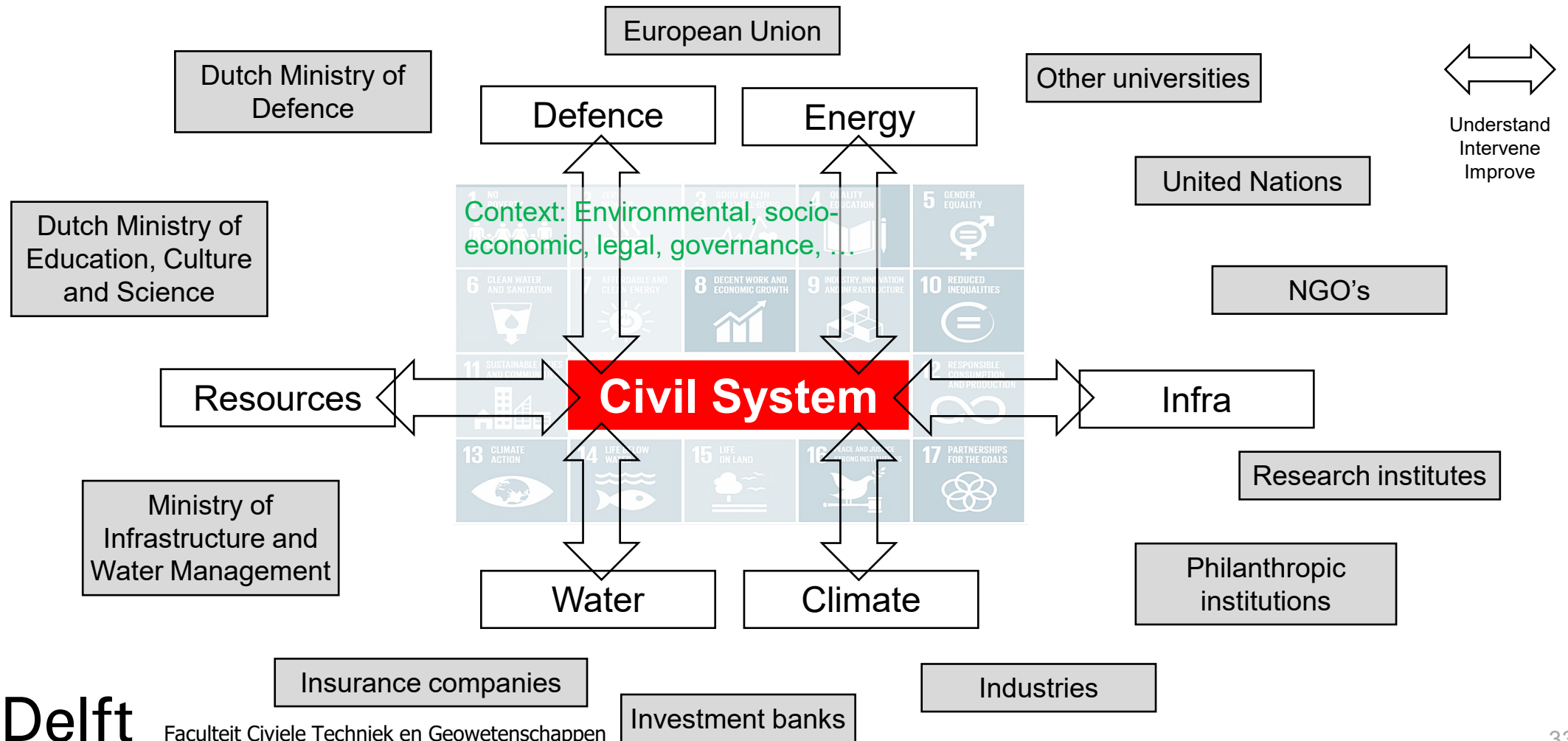
TU Delft and national level



This is an iterative multi-level, multi-actor complex governance process (source: GJ Scheurwater) & Under uncertainty and time pressure

*The strategic foresight method is used to develop the CEG strategy
<https://www.tudelft.nl/over-tu-delft/strategie/foresight>*

Focus on fundamental things required for a civil system to function and for civilians to survive



Criteria for CEG strategic orientation

Criterion	Relevant question: To what extent is the specific disciplinary field ¹ ...
Connection to major societal challenges	... focused on key external developments that will influence the civil system's current and future functioning?
Reflection of our engineering mission/DNA: understand, intervene, improve	... focused on interventions to keep the civil system functioning?
Connection to our core disciplines ² : <ul style="list-style-type: none"> • fluid and sediment dynamics • physics of materials • earth sciences • mechanics of solids • structures and transport network and system sciences 	... aligned with our core disciplines?
Connection to faculty methods/technologies ² <ul style="list-style-type: none"> • Monitoring, sensing and data • Numerical modelling, simulation and design • Risk analysis, uncertainty quantification, probabilistic design • Smart materials and structures 	... aligned with our faculty methods/technologies?
Contribution to high-quality and efficient education	... balancing educational capacity and educational demand
Attractiveness to students	... supportive to realize a long-term viable student population on a faculty level?
Impact and innovation potential	... capable to initiate and/or realize successful interventions to keep the civil system functioning?
Funding potential (research and education)	... interesting enough for public and private funders to substantially invest into?
Positioning within the national academic landscape and within TU Delft	... large, strong and distinctive enough as a viable independent research area hosted in our faculty?

1. This relates to both the research, education and valorisation domain

2. Adopted from our 2019-2024 CEG faculty strategy onepager

Aspects to be considered

- Strategic HE themes
- Section structure
- Quantitative indicators (education, research, projects)
- Funding potential
- Collaborations and work culture aspects
- Where do we want to grow and where can we do less?





End of the meeting