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TRANSFORM4EUROPE: THE EUROPEAN UNIVERSITY FOR KNOWLEDGE ENTREPRENEURS

MILESTONE 140 T4EU HR STRATEGY

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1. T4EU Human Resource Strategy

1.1 Executive Summary

The Transform4Europe (T4EU) human resources strategy sets out a common framework for talent management and development across the Alliance. It defines how academic and non-academic staff, as part of the Alliance community, are supported to thrive in a multi-campus environment and contribute to the transformation of European higher education.

The Strategy identifies six strategic goals, each supported by particular objectives and implementation measures:

Goal 1: Increase Talent Attraction and Retention. Strengthening talent attraction and retention across the T4EU Alliance by positioning it as an employer of choice through transparent recruitment, shared employer branding, recognition and reward mechanisms, as well as coordinated efforts to monitor and support long-term staff engagement.

Goal 2: Strengthen Knowledge–Entrepreneurship and Professional Growth. Enhancing staff development through targeted training, professional growth, and opportunities to contribute to knowledge-driven innovation and entrepreneurial initiatives.

Goal 3: Enhance Professional Mobility and Inter–Institutional Collaboration. Expanding professional mobility opportunities for all staff categories, fostering cross-campus collaboration, and creating the best practice exchange, mutual learning, and recognition across institutions.

Goal 4: Foster an Inclusive and Supportive Ecosystem. Ensuring equal opportunities, well-being, and inclusive practices for all staff, with particular attention to diverse needs, work-life balance, and a supportive organisational culture.

Goal 5: Promote HR Innovation and Digital Transformation. Modernising HR practices through digital tools, data-driven decision making, and innovative approaches to workflows, communication, and organisational development.

Goal 6: Improve Future Skills, Resilience, and Sustainable HR Practices. Preparing staff for emerging challenges by promoting skills foresight, continuous reskilling and upskilling, and embedding environmentally and socially sustainable HR practices.

These goals create a talent-driven HR ecosystem aligned with the Alliance's mission to educate knowledge-entrepreneurs and strengthen resilient, inclusive, and sustainable societies.

The Strategy is complemented by other T4EU strategies, such as the *Mobility4All Strategy*, the *Green Campus Strategy*, and the *Smart Transformation Strategy*, which contribute to the implementation of specific HR objectives, for instance, by establishing mobility as a norm, advancing sustainable workplaces, or reskilling through micro-credentials. However, this HR Strategy provides the overarching

talent-oriented vision, ensuring that human capital remains at the centre of the Alliance's transformation at individual, institutional, regional, and European levels.

The implementation of the Strategy is supported by a structured monitoring and evaluation system that defines objectives, measures, KPIs, responsibilities and timelines across all partner institutions. Oversight is ensured through Transform4Europe's multi-level governance system, which aligns institutional actions with Alliance-wide priorities. The Strategy is reviewed every two years, enabling evidence-based changes and responding to evolving European policies, organisational needs, and community feedback.

1.2 Vision

Transform4Europe envisions an Alliance where academic and non-academic staff are empowered within a talent-driven, future-oriented HR ecosystem. This ecosystem values talent as co-creators of knowledge, equips them with the knowledge-entrepreneurial mindset, and supports their professional and personal growth through inclusive, transparent, and sustainable HR practices.

Our vision is to ensure that every member of the Alliance community feels motivated, recognised, and supported to contribute to transformation in higher education, regional development, and European integration.

1.3 Mission Statement

The mission of the Transform4Europe Human Resources Strategy is to attract, develop, and retain exceptional and diverse talent, ensuring that every member of staff is equipped to contribute to the Alliance's vision of transformation. We are committed to building a collaborative HR ecosystem that fosters professional growth, cross-border professional mobility, and a culture of inclusion, while actively embedding the knowledge-entrepreneurial mindset into all aspects of our work. Through harmonised policies, shared digital platforms, and innovative joint programmes, career pathways and development opportunities are created that enable academic and non-academic staff to thrive in a multi-campus, multicultural environment.

Our approach ensures that academic and non-academic staff alike gain the professional, digital, and intercultural competencies needed to lead in a rapidly changing world. Therefore, leadership training, mentorship, and mobility experiences that are recognised as integral to career progression are provided. By embedding transparency, openness, and merit-based practices in recruitment and development, we strengthen trust and engagement within our community. Our HR strategy is aligned with the core T4EU mission of advancing societal transformation,

strengthening regional and European collaboration, and producing high-impact knowledge that serves the common good.

Together, we commit to a people-centred approach that leverages efficient joint governance, shared infrastructure, and collaborative services to unlock the full potential of our community. We will create an environment where innovation thrives, European values guide our actions, and knowledge-entrepreneurs emerge as leaders of transformation for a peaceful, just, and sustainable Europe.

1.4 Goals and Objectives

The goals and objectives of the T4EU Human Resource Strategy were developed to support the implementation of the Alliance's vision and mission by translating them into particular areas of action. They are based on the Alliance's main strategic frameworks (such as the *Mobility4All Strategy*, *Multilingual Campus Strategy*, *Sustainability Strategy*, *Partnership Strategy*, *Diversity Strategy*, and *Green Campus Handbook*). At the same time, they align with the principles of the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers* (*Charter & Code*), the key objectives of the *European Education Area (EEA)* and the *European Research Area (ERA)*, as well as with the *Council Recommendation on a European framework to attract and retain research, innovation and entrepreneurial talents in Europe (C/2023/1640)*. Furthermore, the strategy has integrated core principles of international human resource management standards, including the *ISO HRM* series, which guides recruitment, talent development, and sustainable HR practices.

Goal 1: Increase Talent Attraction and Retention

Attracting and retaining talent in the Transform4Europe Alliance is a key factor in building a vibrant, future-oriented Alliance community. By positioning T4EU as an employer of choice across Europe, the Alliance ensures that academic and non-academic staff are motivated to join and stay in its multi-campus environment. Transparent and inclusive talent recruitment, selection, onboarding and retention practices are critical to establishing long-term commitment and building trust among staff.

This goal directly contributes to the Alliance's mission by strengthening human capital as the agents for transformation. By attracting diverse, highly qualified staff and retaining them through recognition, career opportunities, and well-being support, T4EU enhances its capacity to deliver innovative education, impactful research, and societal engagement at regional, European, and global levels.

Objectives:

1. To develop a common employer branding strategy for T4EU to position the Alliance as an attractive European workplace.

2. To harmonise and increase transparency of recruitment policies across partner institutions.
3. To promote recognition and reward mechanisms linked to professional excellence and knowledge-entrepreneurial contributions.
4. To monitor staff retention trends and address challenges through Alliance-level HR actions.

Goal 2: Strengthen Knowledge-Entrepreneurship and Professional Growth

Knowledge-entrepreneurship is at the heart of Transform4Europe's identity. Strengthening professional development while embedding the knowledge-entrepreneurial mindset equips staff to drive educational innovation, research excellence, and regional transformation. This goal focuses on creating structured opportunities for career development, leadership, and lifelong learning.

Through the implementation of the *T4EU Academy for Professional Excellence* and tailored programmes such as micro-credentials, mentoring, and leadership training, the Alliance will foster staff capacities that support both individual career advancement and institutional excellence. This ensures that staff development directly contributes to the broader T4EU transformation mission.

Objectives:

1. To integrate knowledge-entrepreneurship into professional and skill-based development programmes.
2. To promote interdisciplinary and cross-sectoral opportunities for staff development.
3. To expand leadership training and mentoring opportunities within the Alliance.

Goal 3: Enhance Professional Mobility and Inter-Institutional Collaboration

Professional Mobility is an essential element of the European University experience. For staff, it strengthens collaboration, knowledge exchange, and career progression. Professional Mobility will not only be facilitated but also established as a norm, contributing to professional excellence and enhancing the European dimension of the Transform4Europe Alliance community.

This goal, aligned with the *Mobility4All strategy*, ensures that staff mobility directly contributes to competence development, internationalisation and professional career opportunities. It strengthens inter-institutional cooperation through joint projects, competence development, and digital infrastructure that enable seamless cross-border collaboration.

Objectives:

1. To improve and diversify structured professional mobility programmes covering academic and non-academic staff, expanding career and professional development opportunities.

2. To support collaborative teaching, training and joint projects enabled by professional mobility.
3. To strengthen inter-institutional learning through the exchange and sharing of professional development best practices across the Alliance.
4. To develop digital tools and infrastructure to enable seamless mobility and knowledge exchange.

Goal 4: Foster an Inclusive and Supportive Ecosystem

A diverse, inclusive, and supportive HR ecosystem is essential to ensure staff well-being and long-term engagement. Transform4Europe aims to create a working environment where every member of the Alliance community feels valued, respected, and supported in contributing to the Alliance's mission of transformation.

This goal relates to prosperity, equality, and participation, reinforcing the Alliance's commitment to European values. By integrating diversity, equity, inclusion, and well-being into HR practices, the Alliance strengthens cohesion, trust, and the shared European identity across its multi-campus environment.

Objectives:

1. To develop Alliance-wide well-being policies that promote resilience and work-life balance.
2. To strengthen diversity, equity, and inclusion practices across recruitment, development, and management.
3. To create structured mechanisms for staff participation in the Alliance decision-making.
4. To promote accessible and supportive mental health and psychological safety systems.
5. To promote intercultural dialogue and strengthen European identity through staff initiatives.

Goal 5: Promote HR Innovation and Digital Transformation

Digitalisation and innovation are key drivers of modern HR practices. For Transform4Europe, this means interconnecting digital tools and databases to complement existing HR systems across the Alliance, improving transparency, and making services more accessible and efficient for staff. Digital HR solutions will also support collaboration, career development, and knowledge sharing across institutions.

By using digital platforms and data-driven HR practices, the Alliance can ensure transparent career pathways, improve recruitment and promotion processes, and enhance the staff experience. Innovative tools or shared databases will make HR more agile, inclusive, and future-oriented.

Objectives:

1. To create and connect common digital databases and tools across the Alliance to complement existing institutional HR platforms.
2. To digitalise recruitment, career development, and performance management processes by implementing the user-friendly digital tools.
3. To apply HR data analytics for evidence-based workforce planning and decision-making, by integrating digital solutions that centralise career pathway information and support transparent promotion and recruitment processes.
4. To ensure equal access to digital technologies for all employees to promote inclusion across all universities.

Goal 6: Improve Future Skills, Resilience and Sustainable HR Practices

Preparing staff for the future of work is a long-term commitment of the Transform4Europe Alliance. This includes fostering new skills, supporting resilience, and embedding sustainability into daily HR practices. Flexible and green workplace policies will ensure that the Alliance not only responds to change but also takes a leadership role in creating a sustainable future for higher education.

By promoting remote and flexible work and providing sustainability-focused training, this goal aligns HR development with the broader sustainability agenda of the Alliance. It ensures that staff well-being and environmental responsibility go hand in hand.

Objectives:

1. To introduce and strengthen green workplace policies across partner institutions.
2. To support flexible and remote work arrangements that promote sustainability.
3. To provide staff training on sustainable and green workplace practices.
4. To integrate future skills development into HR frameworks.

2. Monitoring and Evaluation

2.1 Monitoring Plan

The implementation of the T4EU Human Resource Strategy will be monitored and evaluated across all partner institutions. It specifies the objectives for each strategic goal, the measures to be taken, the key performance indicators (KPIs), the reporting timeline, the responsible bodies at both Alliance and institutional levels, and the respective target groups. By applying this monitoring framework, the Alliance ensures transparency, accountability, and continuous improvement in achieving its HR objectives.

The Monitoring plan for T4EU HR Strategy is presented in Annex.

2.2 Governance Structures for HR Strategy Implementation

The implementation of the T4EU Human Resource Strategy will be supervised through the Alliance's multi-level governance framework.

At the Alliance level, the overall supervision will be ensured by the Executive Board (EB) and the Secretary General (SG), who will coordinate implementation across all member institutions in close alignment with the T4EU Strategic Assembly. The Steering Committee (SC), together with the Student Council (StuCo), will serve as the primary oversight and monitoring bodies, ensuring transparency, accountability, and coherence of HR actions within the Alliance.

At the Institutional level, each university will implement the Strategy through its HR Departments, working in cooperation with engaged experts in the relevant fields. These units will be responsible for aligning institutional HR policies and initiatives with Alliance-wide objectives, implementing agreed measures, and reporting outcomes to the Steering Committee (SC).

If required during implementation, the Alliance may establish additional joint offices, task forces, or expert groups to address specific areas of the HR Strategy and strengthen coordination and knowledge exchange across the network.

Together, these structures ensure both strategic direction and practical implementation of HR initiatives within the Transform4Europe Alliance, in accordance with the governance principles and organisational framework set in the Grant Agreement.

3. Adaptation and Review

The Strategy and associated Objectives will be reviewed every two years to ensure they remain relevant and aligned with evolving priorities within the Alliance and European policy frameworks.

Proposed adjustments will be submitted by the HR Working Group and must be approved by the Strategic Assembly.

The Student Council (StuCo) will be involved in reviewing HR-related indicators, especially in areas of inclusion, well-being, and teaching community feedback.

4. Glossary and Definitions

4.1 Glossary

DEI – Diversity, Equity, and Inclusion

EEA – European Education Area

ERA – European Research Area

EB – Executive Board

HR – Human Resource

OTM-R – Open, Transparent, and Merit-based Recruitment

PD – Professional Development

SC – Steering Committee

SG – Secretary General

StuCo – Students' Council

T4EU – Transform4Europe

4.2 Definitions

Career planning – the formation of an employee's career goals at the University and the determination of the paths to achieve them.

Competence – is the ability to perform a particular activity based on the set of acquired knowledge, skills, experience, personal qualities and values, which is manifested in the behaviour of the employee.

Equal opportunities – equal opportunities for every person to get a job, earn and pursue a career, regardless of their identity traits, such as gender, age, disability, marital status, nationality, ethnicity and other differences.

Knowledge entrepreneurialism – a concept that goes beyond traditional economic entrepreneurship. It focuses on enhancing knowledge production and developing expertise through an applied approach, rather than primarily on maximising monetary profit. The Transform4Europe alliance enriches this concept by adding a social, value-based dimension that emphasises comprehensive social responsibility and European citizenship.

Knowledge-entrepreneurs – individuals who can recognise, seize, and create opportunities and then act on them to contribute to innovation and change. They are also described as global citizens with an integrative, applied, and critical approach to problem-solving. They use their knowledge to understand the social, cultural, economic, and political consequences and possess the skills to contribute to Europe's sustainable, green development, guided by values such as peace, justice, social cohesion, and active citizenship. A new generation of "knowledge-entrepreneurs". This group includes students, graduates, academic staff, and non-academic staff.

Organisational culture – a set of beliefs, traditions, symbols, attitudes, and behaviours common to the University's employees, which each employee demonstrates both in communication and in work, and which defines the University's attitude towards itself and the environment and distinguishes it from other Universities.

Professional mobility – the capacity of individuals to move across institutions, sectors, disciplines, or countries to advance their professional development, acquire new skills and experience, and thereby enhance career opportunities.

Staff – Academic and non-academic staff; or teaching staff, administrative staff, high-level leadership and early-stage researchers.

Talent – the human capacity (skills, knowledge, potential) that enables organisations to achieve their goals now and in the future. (ISO 30400)

Talent management – the integrated set of activities aimed at attracting, developing, retaining, and mobilising people with the required aptitude and skills to meet present and future organisational needs. (ISO 30400)

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Annex. Monitoring Plan

Goal 1: Increase Talent Attraction and Retention

No.	Objective	Measures	KPIs	Timeline	Responsible bodies	Target group
1.1	Develop a common employer branding strategy for T4EU to position the Alliance as an attractive European workplace	Joint shared promotional materials, participation in career fairs	Number of campaigns; Staff applications	Annual	Alliance: SG, SC, StuCo Institutional: Communication/HR Depts	Potential recruits: Academic & administrative staff
1.2	Harmonise and increase transparency of recruitment policies across partner institutions	Review recruitment procedures, publish transparent guidelines, align practices with Charter & Code	Institutions with harmonised policies; Transparency of job postings	Annual	Alliance: SG, SC, StuCo Institutional: HR Depts	Recruiting candidates; HR officers
1.3	Promote recognition and reward mechanisms linked to professional excellence and knowledge-entrepreneurial contributions	Establish recognition schemes, mobility-linked awards, excellence certificates	Number of recognition events; Staff recognised; Staff satisfaction	Annual	Alliance: SG, SC, StuCo Institutional: HR Depts	Academic & administrative staff
1.4	Monitor staff retention trends and address challenges through Alliance-level HR actions	Collect data on turnover, exit interviews, retention action plans	Retention rate; Average tenure; Reasons for leaving	Annual	Alliance: SG, SC, StuCo; Institutional: HR Depts	Academic & administrative staff

Goal 2: Strengthen Knowledge-Entrepreneurship and Professional Growth

No.	Objective	Measures	KPIs	Timeline	Responsible bodies	Target group
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2.1	Integrate knowledge-entrepreneurship into professional and skill-based development programmes	Design courses, workshops, and projects on knowledge-entrepreneurship	Number of programmes; Number of participants; Staff feedback	Annual	Alliance: T4EU Academy; Institutional: Competence Centres	Academic & administrative staff
2.2	Promote interdisciplinary and cross-sectoral opportunities for staff development	Launch cross-sectoral projects, partnerships, and training offers	Number of initiatives; Staff participation	Annual	Alliance: SC Institutional: HR Depts	Academic & administrative staff
2.3	Expand leadership training and mentoring opportunities within the Alliance	Introduce leadership programmes, mentoring schemes, and coaching offers	Number of programmes; Number of participants; Staff feedback	Annual	Alliance: SC, T4EU Academy; Institutional: HR Depts	Academic & administrative staff

Goal 3: Enhance Mobility and Inter-Institutional Collaboration

No.	Objective	Measures	KPIs	Timeline	Responsible bodies	Target group
3.1	Improve and diversify structured professional mobility programmes covering academic and administrative staff, expanding career and professional development opportunities	Broaden mobility formats (short-term, blended, job-shadowing)	Number of mobility programmes; Number of participants; Staff feedback	Annual	Alliance: SG, SC, StuCo Institutional: International Offices, HR Depts	Academic & administrative staff
3.2	Support collaborative teaching, training and research projects enabled by professional mobility	Launch projects combining mobility with teaching/training	Number of collaborative projects; Staff involvement	Annual	Alliance: SG, SC, StuCo Institutional: Faculties, HR Depts	Academic & administrative staff
3.3	Strengthen inter-institutional learning	Promote peer-learning activities	Number of best-practice	Annual	Alliance: SG, SC, StuCo Institutional: International	Academic & administrative staff

	through the exchange and sharing of professional development best practices across the Alliance.		sharing events; Number of staff participating		Offices, IT Units	
3.4	Develop digital tools and infrastructure to enable seamless mobility and knowledge exchange.	Implement mobility databases, virtual collaboration platforms	Availability of digital tools; Usage statistics	Annual	Alliance: SG, SC, StuCo Institutional: International Offices, IT Units	Academic & administrative staff

Goal 4: Foster an Inclusive and Supportive Ecosystem

No.	Objective	Measures	KPIs	Timeline	Responsible bodies	Target group
4.1	Develop Alliance-wide well-being policies promoting resilience and work-life balance	Adopt and promote well-being frameworks, flexible work policies	Staff satisfaction; Availability of well-being measures	Annual	Alliance: SG, SC, StuCo Institutional: HR Depts	Academic & administrative staff
4.2	Strengthen diversity, equity, and inclusion practices across recruitment, development, and management	Adopt DEI action plans, training sessions, awareness campaigns	Number of DEI initiatives; Staff participation; Staff satisfaction	Annual	Alliance: SG, SC, StuCo; Institutional: HR Depts	All staff
4.3	Create structured mechanisms for staff participation in the Alliance decision-making	Develop feedback channels, representation in decision-making	Number of staff involved; Staff feedback	Annual	Alliance: SG, SC, StuCo; Institutional: HR Depts	Academic & administrative staff
4.4	Promote accessible and	Offer counselling services,	Number of services provided;	Annual	Alliance: SG, SC, StuCo;	Academic & administrative staff

	supportive mental health and psychological safety systems	peer-support networks, awareness workshops	Staff satisfaction		Institutional: HR Depts	
4.5	Promote intercultural dialogue and strengthen European identity through staff initiatives	Organise intercultural events, training, dialogue sessions	Number of events; Number of participants; Staff feedback	Annual	Alliance: SG, SC, StuCo Institutional: HR Depts	Academic & administrative staff

Goal 5: Promote HR Innovation and Digital Transformation

No.	Objective	Measures	KPIs	Timeline	Responsible bodies	Target group
5.1	Develop and interconnect joint digital databases and tools across the Alliance	Create shared databases for vacancies, mobility, and training opportunities	Number of databases; Number of institutions contributing	Annual	Alliance: SG, SC, StuCo Institutional: HR Depts, IT/International Offices	Academic & administrative staff; Institutional leadership
5.2	Digitalise recruitment, career development, and performance management processes	Design and launch digital career tools and tracking systems	Number of tools launched; Number of staff using tools	Annual	Alliance: SG, SC, StuCo Institutional: HR Depts, Career Centres	Academic & administrative staff
5.3	Apply HR data analytics for evidence-based workforce planning and decision-making	Develop HR analytics dashboards and reporting systems	Number of HR decisions supported by analytics	Annual	Alliance: SG, SC, StuCo; Institutional: HR Depts	Institutional leadership, HR managers
5.4	Ensure equitable digital access for all staff	Provide training, technical support, accessibility audits	Staff satisfaction with accessibility; Usage statistics	Annual	Alliance: SG, SC, StuCo; Institutional: DEI Officers, Career Centres, IT Units	All staff

Goal 6: Improve Future Skills, Resilience and Sustainable HR Practices

No	Objective	Measures	KPIs	Timeline	Responsible bodies	Target group
6.1	Introduce and strengthen green workplace policies across partner institutions	Develop policies on energy saving, waste reduction, sustainable offices	Number of green policies adopted; Implementation reports	Annual	Alliance: SG, SC, StuCo; Institutional: Sustainability Officers	Academic & administrative staff
6.2	Support flexible and remote work arrangements that promote well-being and sustainability	Adopt remote work guidelines, hybrid work pilots	Number of flexible work arrangements; Staff feedback	Annual	Alliance: SG, SC, StuCo Institutional: HR Depts	Academic & administrative staff
6.3	Provide staff training on sustainable and green workplace practices	Organise training sessions and workshops	Number of training programmes; Number of participants	Annual	Alliance: T4EU Academy; Institutional: Career/Competence Centres	Academic & administrative staff
6.4	Integrate future skills development into HR frameworks to strengthen long-term resilience	Include digital, green, and intercultural skills in HR policies	Number of staff trained; Number of programmes offered	Annual	Alliance: SG, SC, StuCo Institutional: HR Depts, Career Centres	Academic & administrative staff