

## Positioning Human Resources Service as a strategic partner at INESC TEC

In the context of strategic foresight, INESC TEC faces the dual challenge of expanding its scientific and innovation capacity while safeguarding the institutional foundations that ensure long-term excellence. Meeting this balance depends on our ability to attract, develop, and retain talent in an increasingly competitive and fast-changing research ecosystem. After years of significant growth, INESC TEC must invest, now more than ever, in talent management, strengthening an agile HR model capable of addressing internal complexity, while meeting higher expectations of excellence and competitiveness aligned with international standards.

Attracting, developing and retaining talent is not merely a response to staffing needs; it is a commitment to ensuring that our research, innovation, and support units are continuously infused with new skills, diverse perspectives, and future-ready competencies.

From an HR perspective, it is critical to create sustainable foundations that keep our people engaged, committed, and continuously developing. Our role as HR is to act as an enabler and a strategic partner, ensuring that every new step in scale is matched with stronger people practices, clearer processes, and a resilient institutional identity. Determining whether the organization should pursue growth or consolidation will be decisive in shaping the mechanisms to be implemented across the entire HR lifecycle:

- **Attract:** Attract with purpose, by identifying and anticipating needs through strategic workforce planning, focusing on the talent aligned with our priorities; strengthen and communicate a compelling, human-centred, and adaptive Employee Value Proposition; ensure recruitment processes are fair, transparent, and inclusive, fully aligned with OTM-R principles; increase INESC TEC's international visibility and reputation in order to position the organization as an employer of choice for top talent (e.g., HR4RS certification);
- **Develop:** Build transparent and predictable career paths rooted in recognition and merit and aligned with European excellence frameworks. Invest in relevant learning programs that combine technical expertise with transversal skills, fostering mobility, adaptability, and a culture of continuous learning across all career stages.
- **Retain:** Promote flexibility, well-being, and healthy working conditions. Actively listen to employees and shape a meaningful employee experience that responds to their needs and aspirations. Create spaces for dialogue, open communication, and co-creation, reinforcing an inclusive, intergenerational culture and a shared sense of purpose and belonging.

In short, we propose positioning HR services as a strategic partner to attract with purpose, develop consistently, and retain sustainably INESC TEC talents. By doing so, HR becomes a cornerstone of INESC TEC's resilience strategy, ensuring that people and science thrive together in the pursuit of sustainable excellence.