



Human Resources

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Building and nurturing a community of interconnected communities

The university is a living community that fulfils its mission when all its domains work in harmony. To the shared mission – train individuals, cultivate science, renew the country and the world, and lead by example – each area, with its distinct knowledge and unique expertise contributes to the common goal. The everyday work of each individual is as an expression of belonging to the mission and each role contributes to something greater than itself.

When the several domains converge, the university also achieves another purpose: to be a community that transforms communities. A community of people, where work, human development, and a sense of belonging drive transformation both within and beyond the institution. In fact, the university's reason for existing is contributing to the surrounding communities through a sum of individual responsibilities embraced with an awareness of the whole that produces a collective Impact. Building and nurturing this community is vital since people are the living infrastructure of the university.

Attracting talent with the right expertise and skills aligned with the institutional mission and values and capable of generating community impact is primordial. And it is not of minor importance knowing which skills should be looked for in candidates and which can be developed and trained. Indeed, some technical skills can be developed through training though in some cases specific academic backgrounds may be required. On the other hand, social, intercultural and ethical skills demand a higher degree of predisposition and natural abilities.

Recruitment plays an important role in the development of organizational culture as the profile of newcomers, their values and beliefs influence the culture and internal context. This happens not only for each individual itself but also for the type of relationship they establish among themselves. On the other hand, these same individuals inserted in an organizational context with its own values and culture end up being influenced, creating a trade-off in both directions and a tendency towards a new balance.

The importance of creating a community that values different backgrounds, cultures and perspectives is well-known to all. The university acts as a meeting place for generations, cultures and professional journeys where cultural, linguistic and disciplinary diversity are a source of community richness.

In today's fast-paced world, there are now five generations working together in the workplace, which places new challenges for employers, managers and even colleagues.

Generations are designed to be similar in length (about 15–20 years), but they're not evenly sized. They are defined more by shared historical and cultural experiences (wars, technology shifts, economic events) than by a fixed number of years, thus arising intergenerational differences. In fact, the "shared experience window" is being shrunk contributing to accentuate differences between generations.

These five generations, currently working alongside each other, each shaped by unique historical events, technology, and cultural shifts, bringing different values, communication styles, work habits, mindsets and perspectives require employers to build bridges and foster understanding for effective collaboration and innovation.

The university is also a community of Shared Knowledge and Shared Learning.

In this ecosystem of interconnected communities development is pursued in several different ways. Continuous learning and reskilling/upskilling contribute to a more prepared and resilient community able to serve local communities with a broad and lasting impact. Formal and informal learning among professionals take place allowing learning from one another – across areas, roles, and generations. Working at the university is, in itself, a continuous learning process.

By investing in people, the university reinforces its role as a responsible employer committed to long-term sustainability of its human capital.

Founded on the principle of truth, respect for people and environment as shared values, the university aims at being a workplace with purpose, where professional fulfilment aligns with institutional mission.

It emerges as a community of human communities, and as any responsible employer, a community begins by caring for its people. But well-being is not only a responsibility, it is also seen as an enabler of innovation, engagement and societal impact. People are the heart of the university and therefore at the heart of the university. Only with a vision like this can community spirit be transformed into service and transformation of other communities around.