



Talent Management in Nova SBE

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Universidade Nova de Lisboa: From a Public University to a Public Foundation

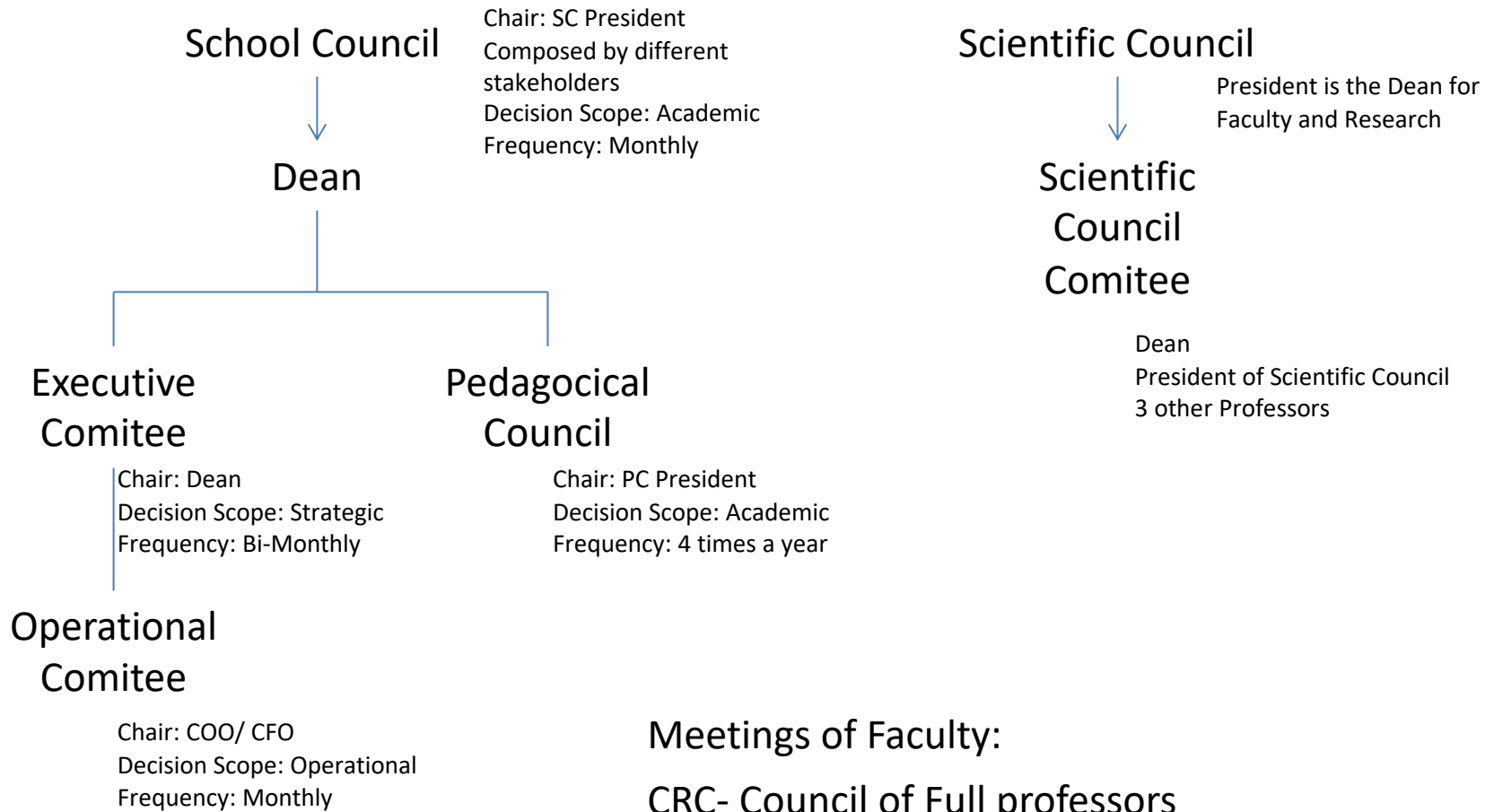
Nova University was founded in 1973 and in 2017 became a Foundation.

9 Schools: Medical Sciences, Biotechnology, Information Management Systems, School of Business & Economics, Law, Public Health School, Tropical Medical School, Engeneering, Social Sciences and Humanities.

Nova School of Business and Economics (Nova SBE)



Governance: Nova SBE Bodies for management decisions



Meetings of Faculty:

CRC- Council of Full professors

CRAC- Council of Full and Associate Professors

CDI- Council of all Professors

Nova SBE case: HRM challenges



Different groups

1. Faculty & Staff
2. Private & Public Servant contracts

Talent management is a challenge that we face everyday

HRM for Faculty

Talent attraction:

R&S:

Profile: Grounded on Research

Teaching track and Research Track

Group Decision: Job Talk + Interviews

Salaries & Incentives:

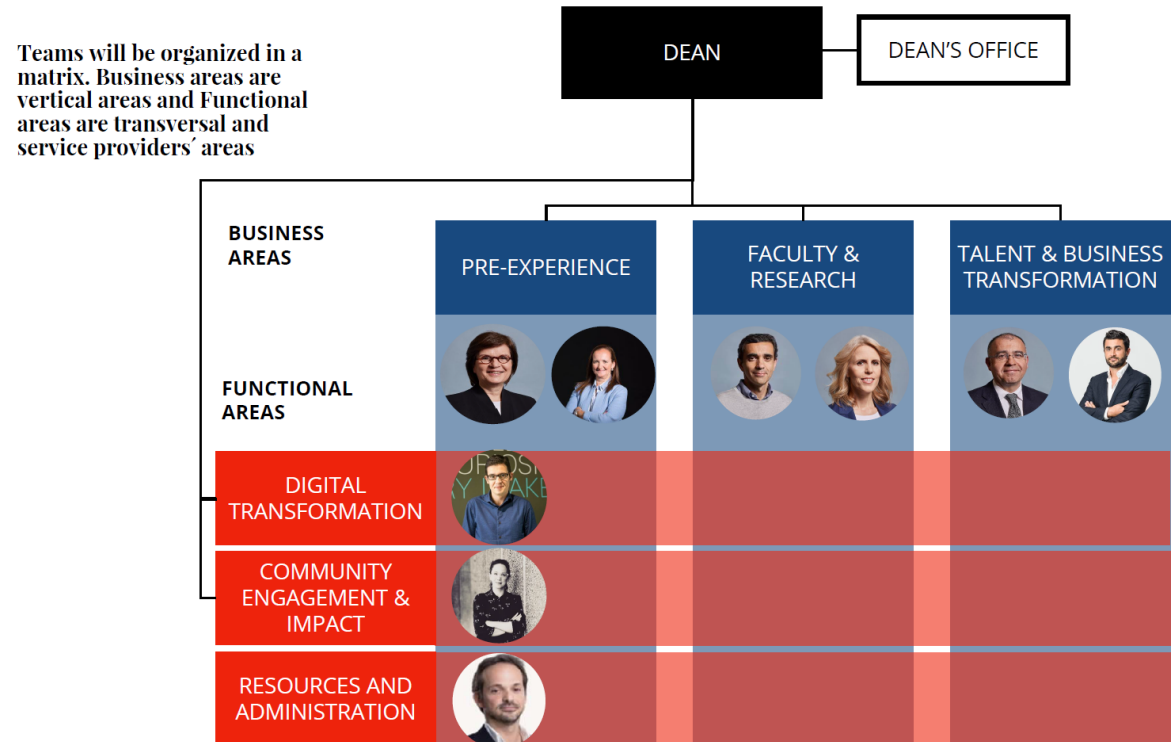
Public sector is regulated externally

Private Contracts: More flexibility and negotiated
case by case

Talent development:

Job design:

Professors have autonomy and scientific authority over the syllabus
Junior Faculty has less teaching load during the 1st year
Associate and Full Professors are involved in the management- Not Assistant Professors



Talent development:

Performance evaluation based on three pillars:

Research: ABS list and FT-50 rankings

(Main criteria to become Associate Professor)

(We don't have a point system)

Teaching

(Students' evaluations)

Service

Every year for Assistant Professors

Every two-years for Associate Professors

Talent development:

Development:



Feedback sessions with Scientific Council

Temporary Projects

“Teaching day”

Mentorship for junior faculty

Knowledge centers: created to bridge research and society for Impact
Executive education

Promotions:

Group Decision: Individual blinded-vote



Rewards:

Minimum publications threshold for research budget access

Awards for top and high prestige publications

Incentives: at 180% for shared authorship within school

Teaching load indexed to research involvement



Talent development:

Culture:

Social meetings: Breakfast with the Dean for faculty and Faculty lunches

We are still facing a scarcity of female full professors

We are concerned about addressing the challenges associated with digitalization and how we can leverage on it for the classroom environment

We're discussing the balance between service/management and academic work. We've been facing the pressure to optimize processes and governance, which brought many Professionals to the Academia. This is a bottle neck: Communication challenges, power dynamics,, role definition...

Another very important outcome is that we want to be active players in the society and to promote a Sustainable way of Leading with Impact

Evidence-based decisions and applied research

Talent retention:

Easier at entry levels; more difficult after tenure

Incentives are based on a 3-year period and distributed afterwards in sections within a time-lag.

Integration/Socialization

Culture and Identity





Thank you for your attention!
