

1. Preamble

All YUFE universities **share the view that**

- ...the academic and professional service staff in the universities of the YUFE Alliance are the key enablers of the YUFE European University.
- ...all staff groups - tenured academics, temporary researchers and professional service staff - are talented and diverse and therefore require and deserve support in their career.
- ...staff development and life-long learning are crucial to every institution's human resource policy as they encourage personal development of our staff but also empower our universities to adapt to new challenges and make YUFE an innovative, socially responsible Alliance.

2. Challenges and Goals

A changing society drives universities to adapt proactively and continuously. This poses particular challenges for staff. The universities of the YUFE Alliance identify the following **challenges they want to address:**

1. In the current decade, career development at YUFE universities is less predictable than before, for tenured and temporary researchers as well as for professional service staff.
2. Even if their current employment is not their final destination, the variety of YUFE staff career paths and opportunities requires an overall vision on skill development and a broad view of the career opportunities for the diverse talent we have in our universities.
3. As we operate in a globalised world, uncertainty and sudden changes to our working environment require a high degree of awareness, resilience, flexibility and learning opportunities of our staff.

4. Engaging all staff in development activities at YUFE member universities requires a tailored approach in which we identify and solve possible barriers (gender, disabilities, social and ethnic background, language, mobility, ...).
5. Developing a European University requires a change management approach. Staff training and development can help to address this.

Goals

1. Realising the vision of a European University, enabling the development of all staff members with regard to their knowledge, skills and talents and to empower all staff to build the YUFE university (young, student centred, non-elitist, open, inclusive).
2. Creating a productive and inspiring work environment for all staff members that fosters a positive mindset for learning.
3. Implementing the European Charter and Code.

3. Basic Principles

By adopting a joint staff development policy, the universities of the YUFE Alliance **commit themselves to**

1. ... investing in inclusive training, workplace learning, and other learning methods to support career development opportunities for academic and professional service staff.
2. ...improving the level of skills in digitisation, electronic administration, and online university, both for academic and non- academic staff.
3. ...making the best use of opportunities for inclusive digital workshops, blended learning and the common European language of English in staff development.
4. ...developing good leadership, which makes a difference. Leadership skills must be supported and nurtured throughout the career.
5. ...developing soft skills which support the implementation of the YUFE strategic priorities, such as openness, social engagement, flexibility, inclusiveness, critical thinking, resilience and self- management.
6. ...treating research skills and soft skills as complementary, in order to help academic and research staff to maximise their talents.
7. ...making sure that the recognition and assessment practices take into account the broad range of responsibilities in every position and contribute to career development.

The University Level: YUFE Member Universities' Policies and Staff Development Programmes

1. All YUFE universities subscribe to the YUFE staff development policy.
2. Every YUFE university is strongly committed to the EU's Charter and Code as a fundament. Every YUFE university to acquire and maintain the HR Excellence in Research Award.
3. Every YUFE university develops and applies consistently fair and equal HR policies that aim to respond to the various needs, career paths and learning potential of its staff.
4. Every YUFE university is investing in staff development that is tailor-made to various target groups (all career levels of academic staff (R1-R4) and professional service staff).
5. Every YUFE university adopts a quality assurance model for its staff development.
6. The leadership of every YUFE member university explicitly subscribes to the YUFE Staff Development Policy and creates the framework conditions that enable its implementation.

The YUFE Level: YUFE Staff Development Goals and Institutionalized Cooperation

1. The YUFE members create a joint YUFE staff development programme, which provides added value to their own staff development programme and supports the YUFE career tracks.
2. Cooperation and recognition of existing staff development offers: every YUFE university identifies programmes and/or considers re-designing existing staff development offers, which can be opened for partner universities to facilitate the exchange among YUFE partners. Digital formats and tools will contribute to this.
3. Mutual learning and the exchange of ideas and experience contribute to the quality of YUFE staff development. Thus, YUFE creates spaces for exchange via regular staff weeks and the creation of YUFE expert networks (e.g. in the field of human resources, digital learning etc.).
4. The joint effort for implementing the YUFE staff development policy will contribute to creating a YUFE identity.