



Sustainability in Science

The Role of Human Resource Management (HRM)

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Guideline to sustainability management in non-university research organizations



How can sustainable development be realized within non-university research organizations and their management processes?

- **Identifying relevant action fields** of research-specific sustainability management
- **Developing courses of action** for processes and organizational measures for the integration of sustainability in these organizations



Sub-project 1: Socially Responsible Research

What does sustainability mean in research processes?



Sub-project 2: Personnel

How can strategic human resource management contribute to sustainable development in a research institution?

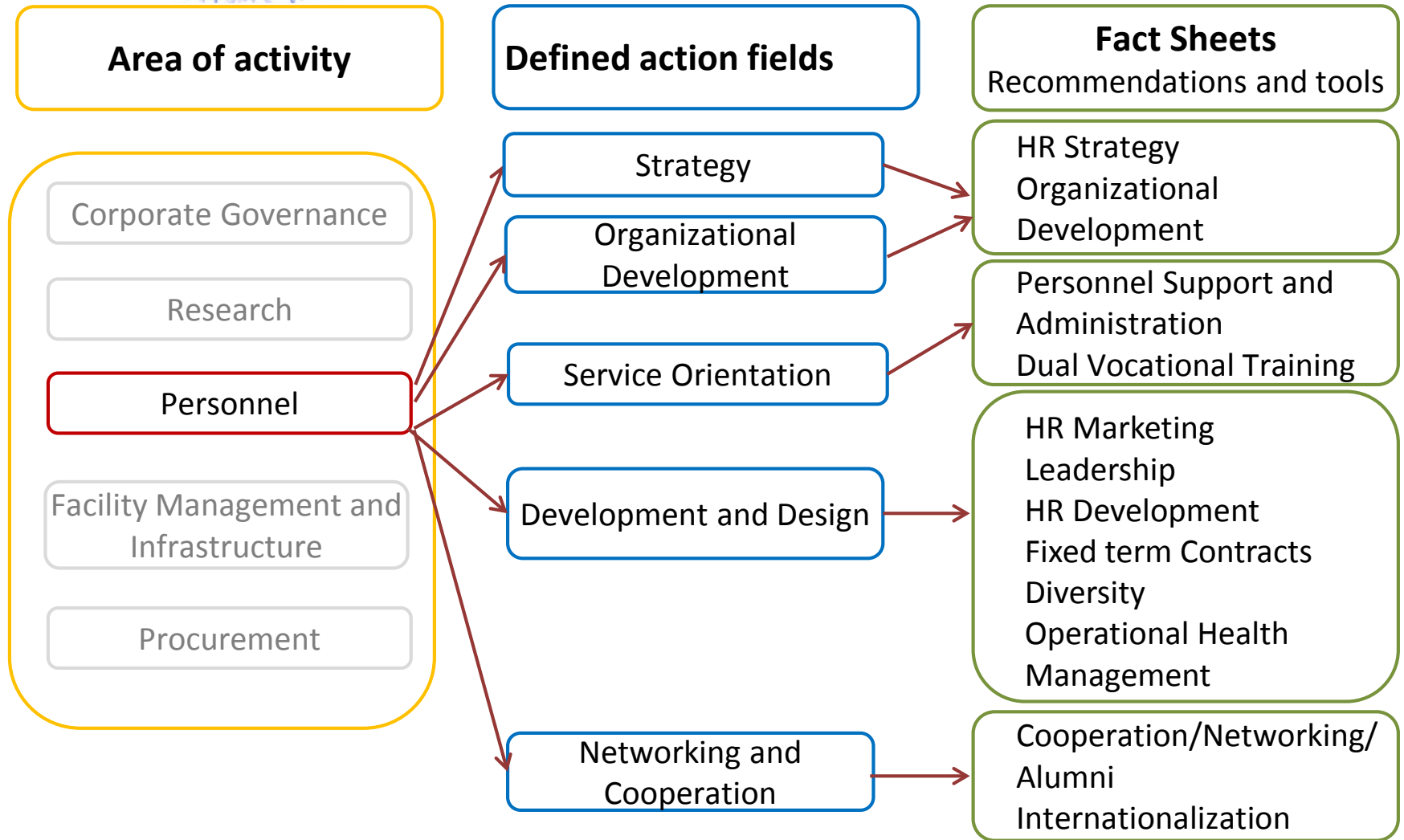


Sub-project 3: Construction and Operation

How can aspects of sustainability be integrated in facility management?



Structure of the Guide





Findings



HR Strategy and Organizational Development

- HRM is an important strategic partner for the transformation and achievement of (sustainability-) goals of an organization
- HR Strategy integrates specific staff related measures and tools in a comprehensive approach
- HRM and organizational development have to collaborate closely in order to apply changes in transparent and participatory processes according to the needs of the employees and organization – this is especially very important for the transformation towards sustainability



Findings



Development and Design

- Human Resource Management contributes significantly to sustainability in research organizations by a continuous development of HR issues concerning employees
- HRM develops strategies and concepts for staff recruiting and development of competences on all personnel levels in order to secure long-term career perspectives. It also fulfills its social responsibilities by considering a work-life-balance, diversity and health management



Findings of selected fact sheets

HR Marketing

- Increasing the attractiveness by creating an employee- and sustainability-orientated label

HR Development

- Strategic and long-term oriented task, which includes all measures concerning education, training and development of all employees (scientific and support)
- Development of new career paths also beyond science in different sectors of society (e.g. companies, media, politics) to avoid precarious employment especially for young researchers and postdocs in fixed-term contracts

Fixed-term contracts

- Dealing responsibly with fixed term employees,
- Strategic decisions, personnel support and Human Resource Development have to be integrated

Leadership

- Dual function of leaders: researcher and manager
- Responsibility for the scientific development of the organization and technical and personnel development of employees
- Important actor for sustainable HRM, therefore qualification for sustainable leadership is essential



Findings

Internationalization, Cooperation, Networking and Alumni

- Globally connected working environment requires high mobility and flexibility especially for academics:
- Therefore: HRM has to offer competences and structures, which organize scientific cooperation and networking (incl. Alumni strategy) in an interculturally and socially responsible way
- HRM fosters its own competences in European and international staff-related issues (e.g. contract arrangements or social security law). It networks and cooperates with various actors – especially with the scientific area of the organization



Conclusions

- Necessary prerequisite for a sustainable HRM is a professional and integrated HRM
- HRM makes an important contribution towards the social goals for sustainability and carries high responsibility
- Principles for sustainable HR processes are transparency, participation and demand-orientation
- HRM is the strategic partner of the leadership. It is to be involved in strategic discussions and should be equipped with appropriate resources
- Human Resource Strategy and Human Resource Development are important tools
- HRM and Organization Development have to cooperate



Conclusions

- Networking of HRM with other HRM departments (universities, municipalities, companies etc.) is crucial for
 - using synergies
 - developing own competences
 - regional development

- Structural proposals:
 - Special advisory units for development of competences on all levels – located within the Human Resource Development – are important tools for information and organization
 - Unit for Sustainability



Thank you very much!

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