Introduction

The Cyprus Institute (CyI) is committed into providing a best practice working place to its staff, researchers, students and faculty, where they will be able to thrive and enjoy career development and progression. Furthermore, CyI aims in having a structured and strategic approach to the ongoing improvement of its research staff employment and working conditions, career progression and development, communication with supervisors and management and compliance with good practice in research standards. Recruitment and selection of diverse international staff is essential for the Institute’s vision and mission achievement and the CyI’s commitment in ongoing efforts of improving the relevant practices.

Through the HRS4R Action Plan, the Institute aspires to further enhance its practices with a number of actions aiming at greater efficiency and effectiveness with the inclusion and active participation of the CyI community as a whole, from student and junior research staff level to senior management.

The HRS4R Action Plan (2019-2021)

<table>
<thead>
<tr>
<th>Proposed ACTIONS</th>
<th>GAP Principle(s)</th>
<th>Timing</th>
<th>Responsible Unit</th>
<th>Indicator(s)/Target(s)</th>
</tr>
</thead>
</table>
| Development and communicating of Researcher's Code which will provide a thorough description of the Institute’s research-related principles and guidelines for their implementation | - Research Freedom  
- Ethical Principles  
- Professional Responsibility  
- Professional Attitude  
- Accountability  
- Good Practice in Research  
- Dissemination, Exploitation of Results  
- Public Engagement | By end of 2nd semester of 2020 | Office of Vice President of Research/ Research Innovation Management Support Office / EMME-CARE Research & Innovation Support Office/HR Department | Targets:  
- Provision of clear guidelines on conducting research activities  
Indicators:  
- Circulation the Code to staff  
- Publication on the CyI website  
- Presentation/Introduction of the Code during Induction |
| Development and communication of Faculty Code and Principles | By end of 2nd semester 2020 | Office of the Provost/ HR Department/ Senior Management | Targets:  
- Provision of clear guidelines on conducting research activities  
Indicators:  
- Circulating the Code to staff  
- Publishing it on the CyI website  
- Presentation/introduction of the Code during Induction |
| --- | --- | --- | --- |
| Enhancement of In-house Training Programs for Junior Research Staff (R1/R2) | By end of 1st semester 2020 | HR Department/ Project Management/ Research Management/ EMME-CARE Research & Innovation Support Office | Targets:  
- Improvement of research output and research quality  
- Increased staff satisfaction  
Indicators:  
- attendance sheets  
- training evaluations  
- staff evaluations  
- staff satisfaction surveys |
<table>
<thead>
<tr>
<th>Development and communicating of Supervisors and Management Responsibilities Manual</th>
<th>Teaching</th>
<th>By end of 1st semester 2020</th>
<th>HR Department/ President/ VPO/ VPR/ External Consultation</th>
<th>Targets:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation/appraisal Systems</td>
<td>- Better guidance of faculty and senior researchers in the duties of administration, management and supervision that also include mentoring/ evaluating/developing skills of junior researchers/ junior faculty/students</td>
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<td>Relation with Supervisors</td>
<td>- Increased staff satisfaction</td>
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<tr>
<td>Supervision and Managerial duties</td>
<td>- Staff Evaluations</td>
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<tr>
<td>Continuing Professional Development</td>
<td>- Staff Surveys</td>
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<td>- Circulating the Code to staff</td>
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<td>Professional responsibility</td>
<td>- Non-discrimination</td>
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<td>Professional Attitude</td>
<td>- Career Development</td>
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<td>Contractual and legal Obligations</td>
<td>- Access to career advice</td>
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<td>Accountability</td>
<td>- Good Practice in Research</td>
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<td>- Working Conditions</td>
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<tr>
<td>Non-discrimination</td>
<td>- Teaching</td>
<td></td>
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<tr>
<td>Research Environment</td>
<td>- Ethical Principles</td>
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<tr>
<td>Working Conditions</td>
<td>- Professional Responsibility</td>
<td></td>
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<tr>
<td>Coaching/Mentoring for tenure-track faculty</td>
<td>- Professional Attitude</td>
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<td>- Non Discrimination</td>
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<td>Supervision</td>
<td>Provost Office/ Assoc. Dean of Grad School/ Senior Faculty/ Management/ HR Department</td>
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<tr>
<td>Ethical Principles</td>
<td>- Better guidance of tenure-track faculty in their path of accomplishing tenured appointment and their advancement</td>
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<td>Professional Responsibility</td>
<td>- Successful completion of tenure track trial periods</td>
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<td>Career Development</td>
<td>- Agendas/Programs/Minutes</td>
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<td>Access to career advice</td>
<td>- Staff surveys</td>
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<td>- Accomplishment of tenure track trial periods/progression of tenure track faculty staff</td>
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| Provision of professional coaching/consultation to staff on a personal basis in times of need | • Working Conditions  
• Complaints/Appeals  
• Relation with Supervisors  
• Ethical Principles  
• Non discrimination | By end of 1st Semester 2020 | HR Department/ VPO | Targets:  
- Improvement of employment relationship  
- Provision of support to staff and researchers in times of need  
- Improvement of working conditions  
- Better addressing issues that may derive from miscommunication  
- Better addressing incidents of harassment and discrimination  
- Better understanding of staff satisfaction and needs  
- Improvement of internal communication  
Indicators:  
- Increase staff satisfaction  
- Staff surveys  
- HR circulars  
- Consultants’ feedback |
| --- | --- | --- | --- | --- |
| Development of Management Induction Program | • Evaluation/appraisal Systems  
• Relation with Supervisors  
• Supervision and Managerial duties  
• Continuing Professional Development  
• Supervision  
• Ethical principles  
• Professional Responsibility  
• Professional Attitude  
• Non discrimination  
• Working Conditions  
• Career development | By end of 2nd semester 2020 | HR Department | Targets:  
- Better guidance of faculty and senior researchers in the duties of administration, management and supervision that also include mentoring/evaluating/developing skills of junior researchers/junior faculty/students  
Indicators:  
- Increased staff satisfaction  
- Staff Evaluations  
- Staff Surveys  
- Induction schedule/program |
| Establishment of Staff Council | • Non-discrimination  
• Transparency  
• Research Environment  
• Participation in decision making bodies  
• Relation with supervisors | By end of 1st semester 2021 | President/ VPR/ VPO/ Senior Management/ Assoc. Dean/ HR Department | Targets:  
- More effective involvement of researchers and staff in decision making processes  
Indicators:  
- Increased staff satisfaction |
| **Development of standardised interview questionnaires and scoring matrices** | • Non-discrimination  
• Recruitment  
• Selection (Code)  
• Transparency (Code)  
• Judging Merit (Code) | By end of 1<sup>st</sup> semester 2020 | HR Department/ Research leadership/ Faculty | Targets:  
- Further improvement of the transparency of the recruitment process and selection based on merit  
Indicators:  
- Relevant documentation recorded  
- Staff manual/policy & procedure revised accordingly |
| **Induction program on recruitment practices for management and key staff** | • Non-discrimination  
• Recruitment  
• Recruitment (Code)  
• Selection (Code)  
• Transparency (Code)  
• Judging Merit (Code) | By end of 1<sup>st</sup> semester 2020 | HR Department/ Research leadership/ Faculty | Targets:  
- Further improvement of the transparency of the recruitment process and selection based on merit  
Indicators:  
- Induction program/ schedule/ presentation |
| **Formalisation and structuring of student classes/ workshops and mentoring based on student’s past field of study on entry level** | • Teaching | By end of 2<sup>nd</sup> semester 2021 | Provost Office/ Senior Faculty/ Assoc. Dean | Targets:  
- Further improvement of teaching activities  
Indicators:  
- Graduate School prospectus  
- Student enrolment documentation |
| **Development of Researchers Career Progression Policy and Procedure** | • Stability and permanence of employment  
• Career development  
• Access to career advice  
• Continuing Professional Development | By end of 1<sup>st</sup> semester 2020 | President/ VPR/ VPO/ Senior Research Management/ HR Department | Targets:  
- Increase of number of researchers progressing at the Institute  
- Minimisation of employee turnover  
- Increase of staff satisfaction  
Indicators:  
- Policy and procedure circulated and published on website  
- Staff evaluations  
- Staff satisfaction surveys  
- HR statistics/reports |
| Improvement of flexible working hours scheme and new initiatives for work-life balance | Working conditions | By end of 2nd semester 2020 | President/ VPO/ HR Department | Targets: - Increase of staff satisfaction in relation to work-life balance 
Indicators: - Published initiatives on Staff Manual 
- Statistical records of usage of work-life balance initiatives by staff 
- Staff satisfaction surveys and feedback |
| --- | --- | --- | --- | --- |
| Appointment of Health and Safety Officer | Working conditions | By end of 2nd semester 2019 | VPO/ HR Department/ Facilities Department/Research management/ H&S Committee | Targets: - Improvement of Health & Safety conditions, guidelines, procedures 
- Increase of H&S awareness among staff 
Indicators: - The appointment of the H&S Officer 
- H&S manuals, documentations and procedures implementation and publishing in CyI website and staff manual 
- Staff trainings in matters of H&S |
| Revision of contract type for Research staff in the level of R3 in order to have long-term and indefinite duration of appointment | Continuing Professional Development 
Career Development 
Stability and permanence of employment | By end of 1st semester 2020 | President/ VPR/ VPO/ Senior Research Management/ HR Department | Targets: - Increased number of researchers progressing at the Institute 
- Minimisation of employee turnover 
- Increase in staff satisfaction 
Indicators: - Contracts of appointment of research staff of R3 level 
- Revised policy and procedure 
- Induction presentation 
- Staff Manual and HR circular |
| Improvement of Evaluation process for Research Staff and Faculty on tenure-track | Evaluation/Appraisal Systems 
Supervision 
Continuing Professional Development | By end of 2nd semester 2020 | President/ VPR/ VPO/ Senior Research Management/ Provost Office/ Assoc. Dean/ HR Department | Targets: - Improvement of internal communication, and employee-supervisor relationship 
- Improvement of feedback, career development and progression opportunities, quality of research, and productivity |
| Refinement of Staff Manual on CyI website | • Working conditions | By end of 1st semester 2020 | Asst. VP of Policy and Internal Communications/HR Department/President/Communications Department/VPO | Indicators:  
- Revised documentation i.e. forms, policy, procedure  
- Induction presentation  
- Staff manual  
- Completed documentation for each individual  
- Staff satisfaction survey/feedback  

Targets:  
- Improvement of internal communication  
- Better understanding and compliance of CyI rules and regulations  
- Better awareness of CyI working conditions and career progression opportunities  
- Better awareness of CyI benefits  

Indicators:  
- Staff Manual published online  
- Induction presentation  
- HR related circular |