



EMME-CARE

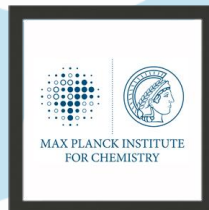
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D2.1 Report on the Functions and Procedures of the HR Office

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Introduction

The “Eastern Mediterranean Middle East – Climate and Atmosphere Research” Project (EMME-CARE, H2020 GA no.856612) will provide scientific, technological and policy solutions through the establishment of a world-class Center of Excellence focusing on environmental challenges. To address these, the Atmosphere & Climate Division (ACD) of the Cyprus Institute (CYI) has been upgraded, its partnerships with world-renown institutes strengthened, and its status and contribution in regional/global networks of the field is being enhanced. This has led to the establishment, in January 2020, of the **Climate and Atmosphere Research Centre (CARE-C)** as a Centre-of-Excellence (CoE) within Cyl.

In fulfilment of the EMME-CARE Grant Agreement (GA), and in order to attain critical mass for pursuing excellence in its research endeavours, CARE-C will substantially expand staffing levels; already from September 2019 to August 2020, there has been a **massive shift from the ACD’s fifty-one (51) existing employees to the seventy-nine (79) staff members currently recruited under CARE-C¹**. In line with the above, the CoE envisions major staff growth during the first three years of the H2020 project, with the objective for 2026 to reach **more than one hundred (100) staff members**. As such, not only as a Contractual Obligation but also in essence, it is imperative for the CARE-C to have a functioning HR-Office providing the relevant coverage and support.

The Deliverable at hand, as per the GA, constitutes the **Report on the Functions and Procedures of the (CARE-C’s) HR-Office**, as linked to EMME-CARE Tasks 2.1 and Task 2.2, dealing with the Establishment of the HR-Office itself, as well as the establishment of its Strategy and Procedures for Open-Transparent-Merit-based Recruitment (OTM-R). As such, this Deliverable will present the HR-related policies, procedures and methodologies of the Cyl-HR-Department, which are currently embedded and incorporated by the CARE-C HR-Office towards an implementation adjusting to the particularities of CARE-C as a “Teaming CoE”.

1. Establishment of the CARE-C HR-Office

1.1. Operational Context within the CARE-C Organisational Structure

Human Resources (HR) is a vigorous part of any organisation; even more so of a Centre-of-Excellence. After the start of EMME-CARE in September 2019, the CARE-C was established as the Cyl’s CoE in January 2020. The HR-Office is a strategic component of the CARE-C, as it is responsible for carrying forth the tasks and activities of EMME-CARE WP2 “HR Recruitment and Mobility Programme”, which will critically affect the CoE’s development in both quantitative and qualitative ways. As such, the CARE-C HR-Office is responsible for the timely recruitment of young research talents, high-level international researchers, and technical specialists, the implementation of an optimal working environment (Health & Safety, General Assembly, etc.), the compensation and benefit scheme, staff performance evaluation monitoring, and other related career development activities. The office is also in charge of the implementation of the EMME-CARE R&D Mobility Programme as per the schemes of the EMME-CARE “Professorship Programme”, the EMME-CARE “Living Lab”, and EMME-CARE “International Affiliation Programme”.

The HR-Office of CARE-C was established in September 2019, within the context of the EMME-CARE Grant Agreement. CARE-C HR-Office is one of the Offices/Functions of the CARE-C’s Research and Innovation Support Operations (RISO)². RISO has been established as a modern Research Management and Administration unit, adhering to international standards and best practices of the EMME-CARE Advanced Partners, as well as of

¹ Statistics to be detailed within EMME-CARE Deliverable D2.2 “First Report on Updated HR Recruitments”.

² The governance and operational context of CARE-C as embedded within Cyl, is presented in detail in EMME-CARE Deliverable D1.4 “First Annual Report on the CoE’s Operation”.

relevant International Associations and Networks (e.g. EARMA – European Association of Research Managers and Administrators, NCURA – US National Council of University Research Administrators, PMI – Project Management Institute, EURAXESS – Researchers Mobility Support). As such, in full accordance with the above, the CARE-C HR-Office of RISO functions at the interface between the respective Cyl-HR-Department and the new CoE. This allows it to thus capitalize on the established experience and expertise of the central-Cyl services, hence leveraging proven policies, strategies and methodologies, in order to contribute to the fast and efficient development of the CoE.





RISO recruited one (1) dedicated HR-Officer to provide support in recruitment, training and development and all other HR related matters. As per the above, and to improve the overall smooth operation by facilitating the workflow and liaising with central Cyl-operations, the HR-Officer of CARE-C work as embedded in the Cyl-HR-Department. As an immediate positive result of working along with the Cyl-HR-Department, **the CARE-C HR-Officer is now fully trained on all HR-related matters, policies, procedures and methodologies of Cyl, hence allowing a fast-paced full functionality of the CARE-C HR-Office.** Note that the amount of work related to HR at CARE-C level is not only supported by a fully dedicated HR Officer (supported financially by EMME-CARE) but also by the entire Cyl HR Department (incl. Head of HR) which significantly contributes to ensure that all CARE-C HR procedures are properly followed and effectively/efficiently implemented and embedded into the larger Cyl HR structure. Retrospectively, this Cyl support (at no cost for CARE-C) has largely contributed to the fast and successful recruitment of CARE-C staff. To schematically present the above, the illustration of [ANNEX I](#) showcases the organogram-deployment of CARE-C, and particularly highlights the interface between CARE-C HR-Office and Cyl-HR-Department.

1.2. Strategies, Methodologies, Procedures

As mentioned above, with CARE-C being an integral part of Cyl, as its new CoE, the CARE-C HR-Office works closely with the Cyl-HR-Department. As such, CARE-C HR-Office adopted the HR policies and procedures of Cyl related to staffing and recruitment, appointments, development and advancement, conduct and behaviour, absence and termination, and remuneration and benefits. These policies and procedures are briefly described on the following sub-sections.

1.2.1. Recruitment and Staffing

The relevant Cyl-HR-Department’s Policies, Methodologies and Procedures, which are incorporated by CARE-C HR-Office are the following:

-  *Hiring Policy*- the recruitment process for new members at all levels and categories of staff reflect the values of the Institute and of “European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers”³ (“Charter & Code”): **Openness, Fairness, Merit, Consistency, Thoroughness, Transparency.**
-  *Hiring Policy for Temporary Employees*- the recruitment process of temporary staff that might be required in order to replace staff members who are away on long leave of absence or to assist in specific tasks for a given period of time.
-  *Employment of Related Persons Policy*- the employment of related persons is not prohibited as long as the related person are not working under the same department and/or the same supervisor.
-  *Relocation Allowance Policy*- on its own discretion and upon negotiations for a competitive offer of appointment, the new employee can be offered a benefit provision for relocation allowance.

Few adjustments were made here to ensure the proper level of autonomy of the CoE, such as the final approval process which includes both the Cyl Vice-President of Operations and the EMME-CARE Project Coordinator / CARE-C Director.

³ The European Charter and Code for Researchers: <https://euraxess.ec.europa.eu/jobs/charter>.

1.2.1.1 New Position Request

As per the above, in alignment with the recruitment plan proposed by the EMME-CARE Project Coordinator / CARE-C Director, and validated by the CARE-C Management Board, the opening of a new vacancy needs a **New Position/Replacement Request (NPR)** form⁴ to be completed with the support of their CARE-C Department's assigned RISO support-Officer. The requestors for NPR are typically Faculty and/or CARE-C Department Heads. They are in charge of formulating the Job category/rank/work status, the job description, the responsibilities/activities, the educational background (diploma, relevant field) and qualification (experience), and the nomination of the selection committee. This NPR form is then reviewed by the EMME-CARE HR Officer and Head of Cyl HR Department to be returned to the requestor for finalization. This process ensures that the request adheres to the values of the CoE, promotes gender equality and confirms that the job requirements are in compliance with the qualifications and salary range indicated. Each position is given a unique reference number for file-keeping. All EMME-CARE/CARE-C positions indicate the name of the project or Centre at the beginning (i.e. EMME-CARE_PO_19_11/ CARE-C_PDF_USRL_20_08).

Following finalization, the assigned RISO Project Officer contacts the Cyl Accounts Department to verify availability of the funding source proposed for the position and completes the calculation excel with the personnel cost estimations. Once budget is confirmed, the NPR is submitted to the Center senior management (Centre Director and /or Department Head, as well as Center Coordinator) for signature and then is forwarded to Cyl Vice-President of Operations (VPO) for soft (project/tender) funded positions and/or to the President of the Cyl for core-funded positions, for final validation.

1.2.1.2 Job Announcement

Upon its approval, the NPR is returned to the Cyl HR Office for central archiving. The job announcement is prepared by the EMME-CARE HR Officer aiming always to attract the best candidates and is reviewed by the requestor. Then, it is widely published in the EMME-CARE website and related LinkedIn & Twitter accounts, in the Cyl Job-Board, local press and Job-Boards, EURAXESS, Social Media and on other sources based on the opening's specialization (Advanced Partners' & international networks). The minimum opening duration for a new job post is two (2) weeks, but usually all the new positions are advertised for a period of one (1) month or even more for the higher rank positions which require additional time and efforts in terms of heads hunting.

Contact information is provided end of the announcement for more information on the position. Contact details usually refer to the requestor of the NPR (Faculty and/or Department Head).

1.2.1.3 CV Screening, Shortlisting and Interviewing of Candidates

The selection committee appointed for the recruitment procedure is informed about the opening and is given access to the on-line Cyl Job-Board (<https://jobboard.cyi.ac.cy/index.php>) in order to be able to review the profile of the candidates (CV, cover letter, vision statement, Reference letters). Shortly after the closing date of the job announcement, the EMME-CARE HR Office provides a **Candidate Summary Table (CST)** in order to assist the Selection Committee appointed for the recruitment procedure to assess each candidate's qualifications against the set published criteria in the job announcement and a **Candidate Shortlisting Form (CSF)**, which is customized for each position and serves as a shortlisting guideline document⁵. Candidates who do not meet the minimum criteria required according to the job announcement, are highlighted in grey on the Candidate Summary table and are usually excluded from the shortlisting procedure.

The Selection Committee completes the CFS collectively usually from individual assessment of the candidate with grades/ranking followed by a consensus decision. CFS is returned to the Cyl HR department including the following information:

⁴ An example NPR s indicated in [ANNEX II](#).

⁵ Example indicated in [ANNEX III](#).

- Names of shortlisted candidates and confirmation that they meet the minimum criteria;
- Declaration regarding conflict of interest between committee members and shortlisted candidates;
- Whether or not references should be requested prior to the interview;
- Preferred Interview Structure (semi-structured/structured);
- Number of interview stages and duration of interview(s) required;
- Selection Committee’s collective availability (date, time and modality – in person/remotely).

Once the above process is completed, the EMME-CARE HR Officer arranges the schedule and venue of the interviews and informs the candidates of any specific details that may need to know prior the interview (e.g. presentation guidelines, remote connection test) as well as the Selection Committee.

1.2.1.4 Evaluation Process

The purpose of the evaluation process is to ensure that the selection process is in alignment with EMME-CARE and CARE-C values and principles and is based on **fairness, merit, thoroughness and transparency** and also to ensure that the most suitable candidates are selected for employment. For this reason, a combination of methods is used.

Upon completion of each interview, a **Candidate Scoring Form (CSF) - Scoring Matrix (SM)**⁶ is proposed to the Selection Committee as a possible further aid in the final selection for each candidate. The few candidates with the highest average scores are considered to be selected for the position. Then a consensus decision is made by the selection committee on the most suitable candidate for the position. The Scoring form is divided into six (6) sections and each one is designed to evaluate the specific competencies of the candidate, their soft skills and their career development potentials:

- General Position Information (informative)
- Job Specific Criteria (Weighed 35%)
- Behavioural Criteria (Weighed 25%)
- Development and Career Progression Criteria (Weighed 20%)
- Judgement and Critical Thinking Criteria (Weighed 20%)
- General Information (informative)

Following completion of the interviews cycle and review cycle, the Selection Committee submits to the Cyl-HR-Department a signed **Evaluation Report**⁷, which includes their conclusion/ recommendation.

1.2.2. Appointments

The relevant Cyl-HR-Department’s Policies, Methodologies and Procedures, which are incorporated by CARE-C HR-Office are the following:

- **Types of Appointment Policy**- staff appointments are primarily made in four (4) areas: Faculty, Research, General Administration and Research Support (technical staff and administration for research). Contracts of Appointment can be made in six (6) different types: Fixed-Term, Indefinite Duration of Employment, Tenure and Tenure-track, Temporary Employment, Appointments without remuneration and Fellowships.
- **Tenure Policy**- the selected for tenure, Faculty member will be awarded a final contract until the age of 67 at most, unless otherwise decided by the Board, in exceptional cases. Tenure is acquired only by positive action of the Board of Trustees, and is awarded in a particular Centre of the Institute.

⁶ Example indicated in [ANNEX IV](#).

⁷ Example indicated in [ANNEX V](#).

- 🌐 *Professional Internships Policy*- the Institute welcomes university/college students and young graduates to participate in on-the-job training at one of the Research Centres or the administration under mentoring and supervision of professionals. Internships may be voluntary paid or unpaid.
- 🌐 *Policy of Post-Doctoral Appointments*- Post-Doctoral Researchers (Postdocs) are appointed to the Institute to carry out research tasks for specific projects and for a specific period of time, which usually ends with the completion of the project(s) for which they were appointed. Post-Doctoral appointments are temporary appointments without promotion pathway; they cannot become of indefinite duration. Maximum total duration cannot exceed four (4) years, and if an extension is needed for the completion of the project this will not be longer than six (6) months under any circumstances.
- 🌐 *Induction Policy*- all new employees are provided with the necessary information to assimilate and easily adjust to the working environment.

1.2.2.1 Offer of Appointment

As per the above, once the Evaluation Report is received, the recommendation for appointment with the relevant supporting documentation is sent to the VPO and/ or President accordingly for approval. For the specific recruitments under EMME-CARE, the Project Coordinator is also asked to provide his approval especially regarding the competitive salary package to be proposed to the successful candidate. Following the approval by the senior management, the EMME-CARE HR Officer communicates the offer to the selected candidate(s). It is recommended that the selected candidate is informed of their selection and that they will receive an offer of appointment by the direct supervisor and/ or HR beforehand. This is suggested as it gives a more personal and positive approach towards the candidate. Although we usually aim to provide an attractive salary package, the offer can still be opened for negotiation regarding the starting date of employment, Gross Annual Salary, relocation support, duration of the contract, etc. In case the selected candidate rejects the offer then an offer of appointment may be sent to the follow-up candidate, according to the final ranking made by the Selection Committee. If there is no follow-up candidate, then the position can be reopened and the procedure is repeated, until a suitable candidate is found.

1.2.2.2 Induction Process

As per the above, once the selected candidate accepts the offer, the CARE-C HR-Officer coordinates with the Cyl-HR-Department (and other pertinent Cyl-Operations-Departments) for all the necessary arrangements to be in place upon the new employee's arrival. These arrangements include office allocation, equipment (IT and Office) and induction sessions. The process is considered very important, so as to ensure that all new employees are provided with the necessary information to assimilate and easily adjust to Cyl, and in particular to the specific CARE-C working environment of a "Teaming CoE". The duration and context of this process depends on the new employee's role, tasks, seniority and complexity. However, it normally takes approximately one (1) week to be completed, and as per best practices it includes the following:

- 🌐 Gathering all necessary personal data and forms, introduction to Cyl's regulations and procedures, as well as explanation of terms and conditions of employment;
- 🌐 Orientation tour to the Institute's and CARE-C Research Facilities;
- 🌐 Meeting with key CARE-C people and other staff members;
- 🌐 Introduction to the operations of the Institute in general, and of CARE-C Departments, in particular;
- 🌐 Introduction to CARE-C Research Infrastructures;
- 🌐 Introduction to CARE-C RISO's functions/offices and tasks;
- 🌐 Description and explanation of the job role, tasks and expectations by direct supervisor and welcome by CARE-C Director; and
- 🌐 Provision of necessary equipment, materials and documents, based on the job description and needs.

1.2.3. Development and Advancement

The relevant Cyl-HR-Department's Policies, Methodologies and Procedures, which are incorporated by CARE-C HR-Office are the following:

- 🌐 *Administration and Research Support Evaluation Policy*- the primary purpose of the performance evaluation is to assist personnel in their professional career development and in achieving personal and organizational goals. The performance evaluation procedure takes place annually and/or at the renewal of a working contract.
- 🌐 *Research Staff Review Policy*- the purpose of the review is to provide recognition to researchers and to identify opportunities for improvement. The performance review procedure is completed annually at approximately the time of hiring, and the reviews are conducted in a formal and transparent manner by a committee chaired by the direct supervisor of the research staff.
- 🌐 *Career Development Policy*- the Institute is committed to provide sufficient training opportunities for personal and professional development and improvement; to provide induction training to new staff and to provide and support further development and training to maintain and enhance the standards of staff in terms of research and organizational performance.
- 🌐 *Career Advancements Policy for Administration and Research Support Staff*- career advancement is the advancement of existing members of regular staff to another post at a higher rank than the one of the initial appointment. This may result of either a successful internal promotion or through of a competitive (external) opening (of a new position). There are ranks that can be filled only after an open call. This career advancements policy is a very important component of the overall Cyl HR Strategy that is not following the typical scale-based mechanisms found in many public institutions that allow for automatic promotion based only on seniority. Instead, Cyl career advancement is solely based on merit and performance.
- 🌐 *Probation Period Policy*- this policy related to all newly recruited staff, whose terms and conditions of employment state that their appointment is subject to a probation period. The length of the probation period depends on the duration of the appointment but also the level and complexity of skills and competencies required for the role.
- 🌐 *Training and Professional Development Policy and Procedure*- the Institute provides sufficient training opportunities both internal and external. This is done by adequate training needs analysis and training planning. All employees are eligible to participate on trainings relevant to their job roles, depending on their academic qualifications, competencies and prospects within the Institute.
- 🌐 *Senior Management Evaluation Policy*- the Senior Management Evaluation takes place every two (2) years following appointment at a senior management position. The process is managed by an evaluation group appointed by the Executive Committee (Cyl Board of Trustees). The evaluation consists of a self-evaluation, interview of the senior manager and interviews of staff managed by and peers of the senior manager.
- 🌐 *Salary review Policy*- the Institute offers a comprehensive reward package to attract motivate and retain high calibre staff at all levels. The policy refers to salary reviews being implemented periodically and granted based on performance/ merit to ensure pay equality and fair recognition of contribution of any staff member at any level. This policy is very important given that there is no systematic (annual) revaluation policy for salaries based on the country inflate rates. It allows also to keep a consistent ranking between different staff being at the same position but having different work experience and overall annual performance results.




1.2.4. GDPR and Ethics Considerations in the Recruitment Process, and Conduct and Behaviour

Relevant Policies, Methodologies and Procedures, as incorporated by CARE-C HR-Office, are the following:

-  *Employee Privacy Policy*- the Institute is committed to the protection of the Personal Data kept by it for all its employees. The Institute is also committed to the safe collection and processing of the said data, always in full compliance with the General Data Protection Regulation of the European Union (Regulation 2016/679) and the legislation in force for the time being in Cyprus governing the collection and processing of the Personal Data of Natural Persons. As mentioned above, during the Recruitment and Selection process, all the applications are received through the Institute's dedicated webpage for recruitment (JobBoard). Access to the webpage's data such as candidates' CV, Cover Letter and contact details is given, by the HR Department, only to the assigned members of the Selection Committee for each position. The members of the Committee can only access the information related to the candidates if the position is shown as open in the JobBoard. As soon as the HR Office changes the status of a position to "closed" then the members of the committee can no longer have access to any information. The data of the shortlisted candidates are kept within the HR Office for a period no longer than three (3) years and then they are destroyed according to the GDPR European Regulation.
-  *Secondary Employment/ Affiliation Policy*- Unless otherwise agreed in a staff member's Contract of Appointment, the Institute's employees, following the completion of their probation period, may be allowed to undertake secondary employment only after submitting a "Secondary Employment Notification" which needs to be approved by the immediate supervisor and the President of the Institute. Such activities should not interfere with the performance, duties and responsibilities of the employee. Researchers, faculty and other professional staff engaged in secondary employment, should ensure that they use both affiliation titles when they publish and/or present their work related to the secondary appointment.
-  *Grievance Policy and Procedure*- every employee has a right to raise any grievance relating to matters of employment or appointment affecting the member as an individual, or affecting the member's personal dealings or relationships with other members of the Institute's staff, unless the matter is subject to other agreed procedures such as the Disciplinary Action Policy and Personnel Evaluation.
-  *Equal Opportunities Policy*- the Institute is committed to a policy and practice which requires that, for students, admission to the offered PhD and Master courses and progression within graduate studies will be determined only by merit and by performance. For staff, entry into employment and progression within employment will be determined only by merit and by the application of criteria which are related to the duties of each particular post. Equal opportunities are promoted against marital or parental status, race, ethnic or national origin, gender and gender reassignment, disability, sexual orientation, age, religion or religious beliefs.
-  *Overall Ethics-Approach in Recruitment*- A Selection Committee for a position is chosen at the very first stage of the Recruitment and Selection procedure. The members of each Committee are selected according to their expertise and relevance to the position. In addition, the members of the Committee need to be at a higher rank than the rank of the opening, in order to avoid any conflict of interest or ethical misconduct. In the case there is a conflict of interest between a candidate and member(s) of the committee, then the member(s) are obliged to inform the CARE-C HR-Office accordingly. When this happens then these member(s) withdraw from the procedure and their place is taken either by another qualified personnel, or by a member of the Cyl-HR-Department. Furthermore, the interviews are organised in a structured or semi-structured way so as to have same questions and same standards for each candidate.
-  *Conduct and Disciplinary Action Policy*- the purpose of this policy is to investigate and correct any work related behaviour which doesn't comply with the Institute's standards and regulations of employment and is in misconduct with the code of conduct, policies and procedures of the Institute and/or in breach of the Terms of Appointment of the employee and/or the laws.
-  *Public Statements/ Representation by Staff Members*- any public statement on behalf of the Institute or any public representation oral or in writing concerning the Institute's activities should not be conveyed without informing the relevant management authority and securing a relevant endorsement.




1.2.5. Absence and Termination

The relevant Cyl-HR-Department's Policies, Methodologies and Procedures, which are incorporated by CARE-C HR-Office are the following:

-  *Termination of Employment Procedure*- the purpose of this procedure is to ensure that the employment relationship is smoothly terminated by completing all necessary steps in order to achieve efficient handover of responsibilities, items and material as well as to ensure preservation of the Institute's data privacy.
-  *Presence at Workplace Policy*- all staff members are expected to work and live in Cyprus unless it is explicitly stated otherwise in their contract. The official working hours are 09:00-17:00 from Monday to Friday. The Institute supports flexibility as long as this is agreed with the direct supervisor of the employee and the employee is present at the Institute for the FTE of forty (40) hours per week. For part-time employees this is adjusted to their FTE. However, all staff members, unless otherwise agreed, need to be at the Institute during the core period of 10:00 to 14:00. For Research Staff the flexibility differs due to the nature of their work and they should always agree beforehand with their supervisors/ director regarding their time-schedule. Note that this policy has been adapted to the current COVID-19 crisis and flexible options have been provided in order to safeguard the required level of Health and Safety at workplace without compromising/disrupting the overall operation of CARE-C Departments and Facilities.
-  *Leave of Absence Policy*- leave of absence is the institute can fall under different categories (annual leave, business leave, extra work leave, sick leave, leave for military purposes, maternity leave, parental leave, unpaid leave, study leave, special/compassionated leave, sabbatical leave, public holidays). Annual leave allowance increases by one (1) day each year for 4 consecutive employment years within the Institute to a maximum of twenty-five (25) days. An employee can take up to fifty days (50) leave of absence within a year including all categories. For sabbatical leave duration might vary and this is discussed and agreed with the relevant authority at the Institute. To allow for faster and more efficient processing and monitoring, Cyl has in place a fully digitalized system; "M-Files: <https://www.m-files.com/en>".

1.3. Formulation of Compensation and Benefits Packages

As a competent and equal-opportunities employer, Cyl already has in place various compensation and benefits packages, which CARE-C has incorporated, and which among others include:

-  *MetLife Health and Medical Insurance*- the Institute provides the opportunity to all employees to register to private health and medical insurance. The employees can choose between two (2) options, plan A and plan B. Plan A is fully covered by Cyl, while for plan B the employee needs to contribute as well. All employees can include dependents on the plans with the relevant contribution. In case an employee does not want to register to any plan, for any reason, then they get reimbursement on a percentage of the employer's cost.
-  *Provident Fund Statue*- the purpose for which the provident fund has been established is to provide benefits or any other help to the employees of the Institute in case of retirement, permanent disability for employment, termination of employment or dissolution of the fund, or in the case of an employee's death, to their family or legitimate beneficiaries. Also, to accept contributions, donation, subscriptions, bonuses and other deposits for the purposes of the provident fund; and to perform financial or other deeds for the accomplishment of the purposes and regulations of the provident fund. An attractive feature of the Provident Fund is that for each amount contributed by the Employee, the Employer Cyl contributes equally to the same amount, and up to 10% of net salary.
-  *Remuneration*- the basic remuneration package at the Institute comprises of the basic salary and any other entitlement to any other allowances as stated in the staff member's contract of appointment. The salary payment is subject to the statutory income tax, social insurance, general health system and any additional deductions depending on staff members' contributions to Medical Insurance scheme and provident fund.

- 🌐 *International Faculty Benefits-* particular Compensation/Benefits are proposed by Cyl, so as to attract international Faculty. Such benefits will include: start-up funds for scientific instrumentation; business travel; full cover of one PhD or Post-doc fellow; as well as up to 20% of their Full-Time-Equivalent for other business (the latter upon approval by Cyl Board of Trustees).
- 🌐 *Annual Leave Transferability benefit-* staff members may carry forward a maximum of fifty (50) leave days to the next calendar year.

Further to the above tangible remuneration and benefits packages (also including bonus for administrative/research support staff), Cyl also provides a series of intangible benefits, such as: **performance recognition, training and development opportunities, and merit-based career development**. CARE-C has adopted the existing packages, and its RISO-team with its HR-Office in particular, are further developing attractive compensation and benefit packages, in order to attract, employ and retain high calibre individuals at all levels⁸. To that end, and especially vis-à-vis the HR Excellence for Research (HRS4R) accreditation⁹, the following packages and schemes were proposed in accordance with the EMME-CARE GA:

- 🌐 Performance Management Scheme for all employees¹⁰;
- 🌐 Researchers' Mobility Programme¹¹;
- 🌐 Living Lab Programme¹²;
- 🌐 Researcher Career Development Scheme¹³; and
- 🌐 Flexible Working Scheme¹⁴.

1.4. Implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (“Charter and Code”)

CARE-C abides by the “*European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers*”¹⁵ (“Charter & Code”), which specify the roles, responsibilities and entitlements of researchers, as well as of the employers and/or funders of researchers. Cyl has been an Endorser of the Charter & Code since 2007, and is thus committed to adhere to its principles (OTM – Open Transparent Merit-based selection and recruitment, acknowledgement and support of practical issues related to Researchers’ Mobility, etc.). Further highlighting its commitment to such procedures, the Cyl – with crucial support from CARE-C RISO team-members – became a **EURAXESS Service Centre** in November 2019¹⁶.

“*The European Charter for Researchers and Code of Conduct for the recruitment of researchers launched in 2005 aim to give individual researchers the same rights and obligations wherever they may work throughout the European Union*”¹⁷. The Cyl was one of the few research organisations that had already endorsed the principles and recommendations of the Charter & Code as far back to its establishment in 2007. Cyl has since established policies and procedures in order to ensure that the “Charter and Code” is implemented at every level of the organization. Also, the Institute is one of the 1215 organisations that have (re)endorsed the Charter & Code principles¹⁸ vis-à-vis the process for the application for the HRS4R accreditation from the European Commission.

⁸ As per Grant Agreement Task 2.1b.

⁹ <https://euraxess.ec.europa.eu/jobs/hrs4r>. Also see Subsection 1.5 herein.

¹⁰ In accordance to Grant Agreement Task 2.3b.

¹¹ As per Grant Agreement Task 2.4.

¹² As per Grant Agreement Task 2.4b.

¹³ As per Grant Agreement Task 2.3c.

¹⁴ In accordance to Grant Agreement Task 2.3a.










¹⁵ The European Charter and Code for Researchers: <https://euraxess.ec.europa.eu/jobs/charter>.

¹⁶ See Subsection 1.6 herein.

¹⁷ <https://www.vitae.ac.uk/policy/european-research-area/european-charter-and-code>

¹⁸ https://cdn3.euraxess.org/sites/default/files/cc-declarations-files/hrs4r-cyi_endorsement_letter-july2018.pdf

Cyl promotes the Code of Conduct for the Recruitment of Researchers with policies and procedures including¹⁹:

-  Open, efficient, transparent, supportive and internationally comparable recruitment procedures.
-  Widely advertisement of the open positions, with job description to include competencies required, working conditions and career development prospects.
-  Diverse expertise and competencies among the members of the selection committee.
-  Gender balance among the members of the selection committee.
-  Transparency regarding the selection process and adequate information to be provided to candidates.
-  Feedback to the unsuccessful candidates about the strengths and weaknesses of their application.
-  Judging on merit during the selection process, both qualitatively and quantitatively.
-  Recognition of mobility experience and qualifications.
-  Clear guidelines for the recruitment and appointment of post-doctoral researchers, including the maximum duration (currently 4 years) and the objectives of such appointments.

1.5. Support the Cyl HR Office for EC accreditation of its “Human Resources Strategy for Researchers” (HRS4R)

As one of the 1215 organisations that have endorsed the “Charter and Code” principles, and based on its long-term commitment, The Cyprus Institute on the 22nd of March 2018, endorsed a Committee to proceed with the necessary actions for the implementation of the required actions in order for the Cyl to be eligible for the HR Excellence for Research (HRS4R) accreditation²⁰. The Committee submitted in September 2019, the Cyl HRS4R Action Plan²¹ for 2019-2021. Although the result of the application is still pending, Cyl already received feedback for minor modifications and it is confident that the outcome will be positive. CARE-C HR-Office and Cyl-HR-Department are working closely with Researchers and Research Support staff, in order to enhance the implementation of the Action Plan. More specifically, the CARE-C HR-Office is coordinating and actively engaging with the implementation of one of the proposed actions of the HRS4R Action Plan submitted, while members of the CARE-C RISO team are actively working for the implementation of the Action Plan’s proposed Action-1: *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*²².

Additionally, the CARE-C HR-Officer, in collaboration with colleagues from the Cyl-HR-Department, is working also on new projects and initiatives (e.g. H2020-Science-with-and-for-Society), which will enhance the successful implementation of Actions according to the HRS4R Action Plan.

1.6. Establishment and Promotion of the CoE as EURAXESS Services Centre

The Cyprus Institute became a EURAXESS Services Centre in November 2019²³. CARE-C, as one of the four (4) Research Centres of Cyl, is fully supporting the Institute to be established as an active EURAXESS Service Centre, with the assigned HR-Officer of CARE-C, as well as the RISO-Head, being also EURAXESS Contact points.

CARE-C, in communication with the Cyl-HR-Department, provides support within the institution only and is in communication with the national Research and Innovation Foundation (RIF)²⁴, in order to enhance an attractive environment, with outstanding career prospects, for existing and new employees. Furthermore, the CARE-C HR-Officer is attending various webinars and trainings provided through the EURAXESS Extranet, in order to share

¹⁹ <https://euraxess.ec.europa.eu/jobs/charter/code> in accordance to the existing policies and procedures described in Subsection 1.2

²⁰ <https://euraxess.ec.europa.eu/jobs/hrs4r>

²¹ https://www.cyi.ac.cy/images/AboutCyl/Cyl_HRS4R_Action_Plan_2019.pdf?x

²² https://www.cyi.ac.cy/images/AboutCyl/Cyl_HRS4R_Action_Plan_2019.pdf?x

²³ <https://www.euraxess.org.cy/information/centres/cyprus-institute>

²⁴ RIF is the Cypriot EURAXESS Bridgehead Organisation.

knowledge and good practices with EURAXESS Service Centers around Europe and internationally (EURAXESS Links). Cyl and CARE-C are currently supporting their employees on the following areas of expertise:

- 🌐 Access to the culture of the host country/ language courses;
- 🌐 Accommodation and transportation;
- 🌐 Day-car, Schooling and family related issues;
- 🌐 Banking;
- 🌐 Dual careers;
- 🌐 Entry conditions/ visas (for dependants and partners as well);
- 🌐 Work permits;
- 🌐 Health insurance;
- 🌐 Intellectual property rights;
- 🌐 Job opportunities; and
- 🌐 Research funding opportunities.

One of the first priorities of the Cyprus Institute, and consequently of CARE-C, is to ensure the wellbeing of employees, since the beginning of their employment. As such, support is given to all employees even starting from the recruitment and induction stages; even more so for international profiles. For the latter, CARE-C – as a largely international-in-composition CoE – supports all new employees with relocation (where applicable), including among others factors such as:

- 🌐 Relocation allowance (up to two months equivalent of Gross Annual Salary);
- 🌐 Relocation travel expenses, and Assistance with accommodation search;
- 🌐 Assistance with Visa and working permit applications; and
- 🌐 Assistance with opening Bank Account, and registering to the General Health System (GHS)

2. Open, Transparent and Merit-based Recruitment

2.1. Formulation of Recruitment Procedures and Strategy with the Advanced Partners

CARE-C adopted the recruitment procedures of Cyl. In accordance also with the EMME-CARE Grant Agreement²⁵, constituting a “Teaming CoE”, these values are:

- 🌐 **Openness:** Each recruitment process is open to the public and announced in such a way that all suitable candidates can apply for each opening.
- 🌐 **Fairness:** The process has to ensure that every potential candidate has been given the same consideration, and that the choices made by the Institute are based solely on a candidate’s fitness for the position. The same selection criteria will apply to all candidates irrespective of age, nationality, race, religion or gender.
- 🌐 **Merit:** The Institute is uncompromisingly committed to hiring candidates that best meet the position requirements with potential for development based on objective merit-criteria.
- 🌐 **Consistency:** The procedures used for the evaluation of all candidates should be the same, and consistent with the expectations formulated for the level of the position to be filled.
- 🌐 **Thoroughness:** The evaluation process should ensure that all reasonable steps have been taken to provide sufficient information for a fully informed decision.
- 🌐 **Transparency:** The process should be fully documented and open to public scrutiny if required. It is understood that confidentiality concerning applicant and candidate data is protected to the maximum degree allowed by the relevant legislations and regulations.








²⁵ <https://jobboard.cyi.ac.cy/?q=node>

When a new position request arrives to the HR Office, a standard procedure is followed in order to ensure that the position is well described, is unbiased and is based on merit, as described in more detail in EMME-CARE Deliverable D2.2 “First Report on Updated HR Recruitments”, and more specifically its Subsection 1.1 “Recruitment Procedure”. All the new positions are **openly advertised and reachable**. Additionally, for each position a suitable selection committee is formed, including different expertise individuals, to evaluate the applications, conduct the interviews and evaluate each candidate prior reaching a recruitment decision. In case that an opening is specific and requires expertise that is not available within the Institute personnel, then, external partners are invited to be members of the specific selection committee in order to ensure **fairness and thoroughness** of the procedure.

Moreover, CARE-C actively engages with the Advanced Partners to formulate a recruitment strategy in order to attract high calibre candidates, not only from the EMME-CARE region but from all over the world, by using academic networking and headhunting. Additionally, in collaboration with the Advanced Partners, CARE-C is promoting the EMME-CARE Mobility Programme, and in particular the EMME-CARE Affiliation scheme, and the EMME-CARE Professorship Programme.

2.2. Recruitment Planning for the CARE-C R&I Departments and Research Infrastructures

As indicated in detail also in EMME-CARE Deliverable D1.4 “First Annual Report on the CoE’s Operation”, and particularly its Sections 2 and 4, CARE-C has already established the following Departments, Units and Offices:

-  Environmental Observations Department (EOD);
-  Environmental Predictions Department (EPD);
-  Impacts and Policy Department (IPD);
-  Innovation Department (ID);
-  Research Infrastructures Unit²⁶ (RIU);
-  Research and Innovation Support Office (RISO)²⁷; and
-  Director’s Office.

All the above are fully functional (but not fully staffed especially the two recently established Departments (IPD and ID). Recruitment of new employees already started since the beginning of the EMME-CARE project in September 2019. In total, fifty-one (51) existing employees transferred from the Energy Environment and Water Research Centre (EEWRC) of the Cyprus Institute to the CARE-C. The transferred staff has extensive multidiscipline experience and qualifications and they are ranked from administrative staff to faculty members. In addition to the existing staff members, until December 2019, CARE-C employed already seventeen (17) new members of staff under the EMME-CARE project. From January until July 2020, ten (10) new members of staff were employed, bringing the total number of new employees to twenty-eight (28). Delays in the recruitment procedures occurred due to the COVID-19 Pandemic that affected Cyprus since March 2020, however, recruitment planning continues for all departments, offices and units with an aim to reach more than hundred (100) members of staff after seven years²⁸. The major staff recruitment efforts made in the first 6 months of EMME-CARE has been decisive and allowed CARE-C to attract and secure a lot of research staff and boost its development. Retrospectively, such staff recruitment effort would be hardly achievable in the current COVID-19 context, delaying as much many tasks planned in the first year of the project. It has to be also noted that a specific Recruitment Strategy was implemented to attract international Faculty in the first months of the project,

²⁶ Including the following Research Infrastructures: Atmospheric Data Centre, Environmental Chemistry Lab, Instrumentation & Nano Lab, Cyprus Atmospheric Observatory, Unmanned Systems Research Lab, Mobile Lab, and Environmental Chamber.

²⁷ Including the following Offices/Functions: Project Management, Grants and Tenders Writing, Human Resources, Communication and Outreach, Innovation & Business Development, Finance and Accounts, IT, Procurement, Education & Training, and Physical Infrastructure.

²⁸ More information on recruitment statistics and planning can be found in EMME-CARE Deliverable D2.2 “First Report on Updated HR Recruitments”.

with several visits and seminars at Cyl provided by potential candidates, completed by face-to-face skype discussions and email exchange. An important part of the lobbying was endorsed by our Advanced Partners who widely disseminate our Job Openings within their close networks.

2.3. Specific HR Programmes: Affiliation Scheme and EMME-CARE Professorship Programme

The regional connections and networks of the CoE, which are critical for the achievement of its research, educational and innovation objectives, are supported at institutional level currently by the EMME-CARE Professorship Programme, and soon by the Living Lab (not fully operational) Programme. Both of these specific HR programmes are complemented by a broader **Affiliation scheme**, already implemented at Cyl for adjuncts and affiliates, with engagement of up to 20% of Full-Time-Equivalent and competitive remuneration for few (strategic) affiliates having the most active contribution in the development of the Centre. Cyl already has in place an Affiliation Policy for various positions/ranks, which CARE-C has incorporated in its HR Mobility Programme. Affiliations are proposed for a period of 1 year, renewable based on performance that is evaluated through Individual Annual Activity Report This Affiliation programme has proven to be extremely beneficial for Cyl, and in particular at the generator of CARE-C; the former Atmosphere and Climate Division (ACD), which until September 2019 had eight (8) affiliates.

Typically, Affiliates are closely involved in a variety of activities: R&D projects (as PIs of successfully funded projects), teaching and co-supervising students on the masters and doctoral programmes, supporting the development of CARE-C Research Facilities (e.g. state-of-the-art scientific instrumentation from Advanced Partners/ EU collaborators to be deployed in Cyprus), pursuing scientific dissemination activities (contributing to peer-reviewed publications, addressing international conferences) along with active regional (EMME) networking and outreach work. This programme will enhance EMME-CARE's regional network, which is critical for achieving its research, innovation and educational objectives.

In recognition of the need to develop regionally-oriented scientific knowledge of climate change impacts and to better integrate current and future national interests and policies within the EU framework, the EMME-CARE Professorship Programme will develop a Mediterranean and Middle Eastern science and policy strategy on climate change, one which will address issues relevant to economic sectors and society as a whole. The programme will be a cornerstone of the development of all the CARE-C Departments and the new Impact and Policy Department in particular, and will act as a multiplier of regional resources with mutual benefits, using Cyprus as a bridge between regional partners and the EU. In each participating country identified during EMME-CARE phase I (Greece, Lebanon, Egypt, Kuwait, UAE), EMME-CARE will co-fund at least one part-time **faculty position**, within a leading university or research centre, on scientific activities related to climate change “Impacts & Policies”. It will support their research activities, which will be pursued in collaboration with their ‘parent’ institution and Cyl. Such positions will of course be engaged in alignment with the broader Cyl Affiliation scheme.

EMME-CARE Faculty will contribute as aforementioned, to the scientific agenda of CARE-C and the Impact and Policy Department in particular and enhance its scientific portfolio with multi-disciplinary research activities that better account for regional (national) specificities. They will also support the education and training programme with teaching and training activities, attracting young talent to the new or upgraded master and doctoral programmes and co-supervising students within the Cyl faculty. In addition, they will support the establishment and long-term development of the regional cluster; facilitating experimental field studies, sharing and promoting open access to the unique national environmental database, and consolidating connections between the new CoE and local stakeholders of the EMME.

2.4. Implementation of EU Directive 2016/801 and of Science4Refugees initiative

2.4.1. EU Directive 2016/801

Cyl and CARE-C are actively following the EU Directive 2016/801²⁹, relating to entry and residence conditions of third-country nationals for the purposes of research, in order to provide all the necessary facilitations and incentives for third-country nationals to be able to join the Cyl/CARE-C. Support is provided to third-country national researchers in matters related to:

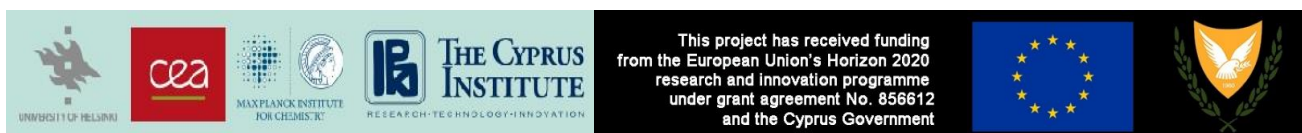
- 🌐 Entry Visa Permits and Work Permits;
- 🌐 Medical Checks upon arrival;
- 🌐 Accommodation, and Bank Account Arrangements; and
- 🌐 Language (Greek language lessons provided at the Institute), and Access to local Culture.

All the requestors for a new opening are adequately informed about the national legislation requirements regarding salary arrangements³⁰ for researchers who are third country nationals, and all new positions requests take these into consideration. Moreover, the Cyl has a competitive remuneration scheme which allows third-country nationals to join the team at all levels (junior and senior). It also, provides opportunities for young researchers to join the Cyl for training and studies through the Graduate School's Master and PhD programmes.

Nevertheless, the current Cypriot regulation poses certain restrictions in our capacity to attract third country nationals, which is an issue for our regional (EMME) program. Cyprus is not part of the Schengen area, which is limiting our Mobility program with our Advanced Partners. Consequently, our third country national Students with Schengen VISA cannot study in Cyprus and must get a separate Cyprus Student VISA with very heavy administrative, lengthy (and sometimes expensive) requests. The Cyprus government has set-up a minimum salary for third country nationals which is very high (to avoid the recruitment of low qualified profiles). Again, this is restraining us when recruiting young research assistant / technical experts. Last but not least, in practice, it is almost impossible to recruit citizens from Turkey (a big market just next door).

2.4.2. Science4Refugees Initiative

Towards fulfilment of EMME-CARE Task 2.2.d, the CARE-C HR-Office, along with the Cyl-HR-Department, proactively started working on the Science4Refugees Initiative. Cyprus has a large number of refugees and asylum seekers, and several non-governmental organisations are working together to help people with this background to adapt and blend in culturally and professionally. The Cyl, on the 4th of December 2019, attended the first "Career Fair for Refugees" in Cyprus, organised by the "Help Refugees Work Organisation", the "Employee Tailored Chain Cooperation" and the "Cyprus Refugee Council", with the support of Nicosia Municipality and the United Nations High Commissioner for Refugees (UNHCR) Cyprus. This was the first attempt towards the Science4Refugees initiative and a relevant network, in order to be able to inform and attract refugees with academic background and provide them with incentives to work as part of the Cyl team.

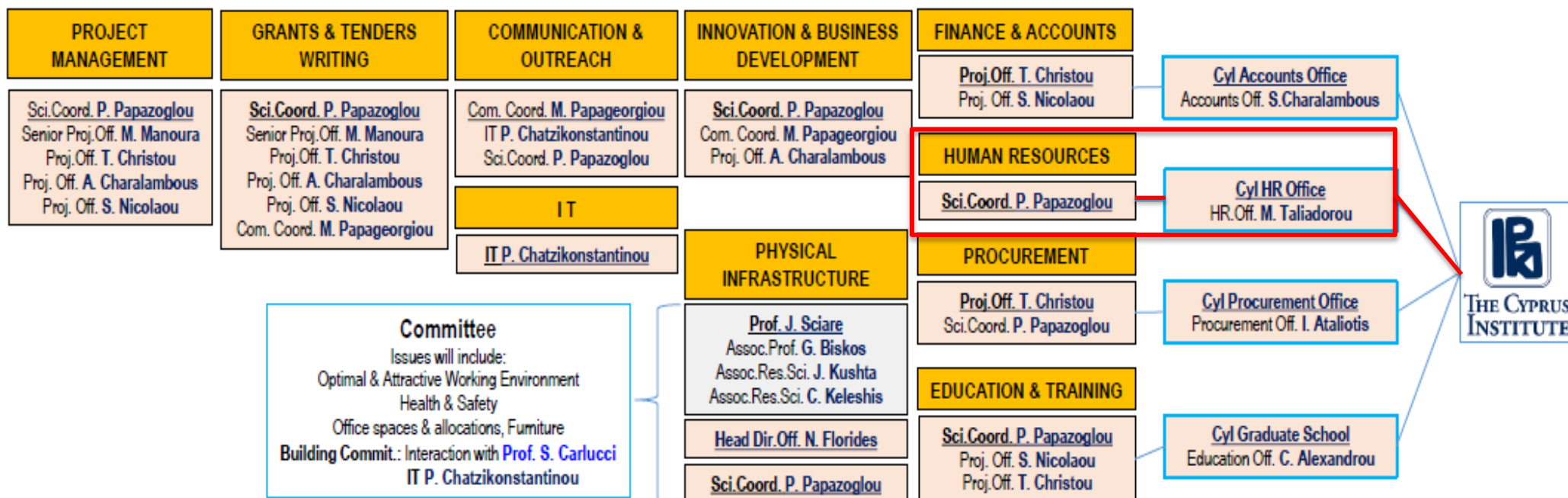


²⁹ <https://eur-lex.europa.eu/eli/dir/2016/801/oj> Directive (EU) 2016/801 of the European Parliament and of the Council of 11 May 2016 on the conditions of entry and residence of third-country nationals for the purposes of research, studies, training, voluntary service, pupil exchange schemes or educational projects and au pairing.

³⁰ Minimum GAS requirements concerning non-EU appointments are as follow: (a) €2.000 for the category of Postgraduate Collaborators/ Doctoral Candidates, with the amount increasing to €2.500 when there are Dependant Family Members; (b) €2.500 for the category of Postdoctoral Researchers/ PhD holders, with the amount increasing to €3.000 when there are Dependant Family Members.

ANNEX I

RISO Deployment by Offices/ Functions



ANNEX II

New Position/Replacement Request Form

Note: To ensure efficient completion of this form, consultation from HR is required before submitting for funding, verification and signatures.

Date of request						
Proposed position title						
No. of positions						
Center/Department						
Division	<input type="checkbox"/>	Research	<input type="checkbox"/>	Development/Communication	<input type="checkbox"/>	CREF
	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Graduate School	<input type="checkbox"/>	President
Requested by						
To be reporting to						
Required Starting Date of Employment						
SECTION 1: JOB ANALYSIS (please provide clear and accurate information concerning the position)						
Type of Appointment¹						
<input type="checkbox"/>	Regular Appointment		<input type="checkbox"/>	Internship (unpaid with allowance)		
<input type="checkbox"/>	Affiliation (paid)		<input type="checkbox"/>	Internship (unpaid, no allowance)		
<input type="checkbox"/>	Affiliation (unpaid)		<input type="checkbox"/>	Internship (paid through payroll)		
Job category			Rank			
<input type="checkbox"/>	Administrative					
<input type="checkbox"/>	Research Support/technical					
<input type="checkbox"/>	Research					
<input type="checkbox"/>	Faculty					
Work status						
<input type="checkbox"/>	Full time	<input type="checkbox"/>	Part time	<input type="checkbox"/>	Temporary (includes adjunct and affiliates)	
Working hours per week			Duration of appointment			
Job Description (include info such as field of research and general scope of role):						
Responsibilities/activities to be involved in: (add text here, hit return for new item)						

Note: Appointments, other than Regular Appointments and Internships paid through payroll, are not implemented through the Recruitment and Selection process and hence are not announced. Therefore, in the case that the appointments required concern any other type, please complete section 4 and section with signatures; also attach a justification memo concerning the appointment and a CV, accordingly.

SECTION 2: EDUCATIONAL BACKGROUND AND QUALIFICATIONS									
<input type="checkbox"/>	PhD	<input type="checkbox"/>	MSc/MA	<input type="checkbox"/>	BSc/BA	<input type="checkbox"/>	School certificate	<input type="checkbox"/>	Other:
Relevant Field(s) of qualification (please specify the degree specializations required): (add text here, hit return for new item)									
Research/Academic experience required (i.e. publications, presentations, conference, lectures etc.): (add text here, hit return for new item)									
Additional Qualifications required: (add text here, hit return for new item)									

Years of relevant Experience required: (add text here)

Additional skills/knowledge/experience required:

(add text here, hit return for new item)

Preferred/Desirable/Ideal qualifications/skills/knowledge/experience (non-mandatory):

(add text here, hit return for new item)

SECTION 3: SELECTION COMMITTEE

The selection committee should be as diverse as possible and include professionals and specialists from all groups (i.e. gender, age, nationality etc.) provided that they have the necessary skills and qualifications for carrying out the recruitment process. Please ensure maximum possible diversity at all times. Persons comprising the committee must be of a higher rank than the rank of the position.

1. Name, position, affiliation (chair)
2. Name, position, affiliation
3. Name, position, affiliation

SECTION 4: SALARY AND BUDGET INFORMATION OF THE POSITION

Suggested range of **gross annual salary (GAS)***: €

*(please insert the range suggested **to be offered** to the selected candidate)

Planned duration of appointment (in months):

Note: Please see below minimum GAS requirements concerning non-EU appointments:

(a) €2.000 for the category of Postgraduate Collaborators/ Doctoral Candidates, with the amount increasing to €2.500 when there are Dependant Family Members.

(b) €2.500 for the category of Postdoctoral Researchers/ PhD holders, with the amount increasing to €3.000 when there are Dependant Family Members.

Is this submission for a new position or a replacement?	<input type="checkbox"/>	New position	<input type="checkbox"/>	Replacement
Is the new Position/Replacement budgeted for the current fiscal year? ¹	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No

SECTION 5: FUNDING INFORMATION OF THE POSITION (To be completed following advice of the RIMS and Accounts office)

<input type="checkbox"/>	Core ¹	<input type="checkbox"/>	Soft ¹	<input type="checkbox"/>	Core & Soft ¹	<input checked="" type="checkbox"/>	Other ¹ (overheads/own funds)
Explain:							

If funding of personnel concerns 100 % Core funds, please proceed to Section 6

Note: A new position request process can commence as soon as the Cyl receives an approval letter from a funding body regarding a competitive secured project. The opening/announcement can follow as soon as the necessary internal approvals are secured. The recruitment process will not be finalized (job offer – contract to the selected candidate) unless the Cyl has a signed contract with the relevant funding authority of the competitive project. If, for any reason, a problem appears with the funding authority, job offers can only be made if the requestor can cover the cost of the position with non-Cyl core funds.

Funding Details of the Proposed Position

Funding Source of position	Project Acronym /Other details	Project Duration	Grant Agreement signed (Y/N)	Project's starting date	Project's end date	% of total position cost covered from the grant

Project Details

Project Acronym	% of Soft Funding	% of Core Funding (Cyl Contribution)	Resources to be used in order to cover Cyl contribution (i.e. core personnel, overheads etc)

Current Availability of Funds (to be completed by Project Managers)



Calculation table - Estimate personnel

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SECTION 6: APPLICATION REQUIREMENTS/DETAILS

Number of References Required:

Documents Required:

<input type="checkbox"/>	CV ¹	<input type="checkbox"/>	Letter of Interest ¹	<input type="checkbox"/>	Other ¹ :
<input type="checkbox"/>	Publications ¹	<input type="checkbox"/>	Vision Statement ¹	<input type="checkbox"/>	Other ¹ :

Contact Person for job clarifications:

Job Reference No. (to be completed by HR):

SECTION 7: SUGGESTED SOURCES OF POSTING

(add name of media for publication here, hit return for new item)

SECTION 8: JUSTIFICATION FOR NEW POSITION

(Complete this section, only if the new position is funded from core funds - if the position is a replacement do not complete)

If the position was not budgeted, what circumstances have changed significantly since budgets were finalized?

What alternative sources of funds and/or courses of action have been exhausted? Example: temporary personnel, etc.?

Describe why this position constitutes a continuing need.

Suggested by

Principal Investigator/Team Lead:

Signature: _____

Date: _____

Requested by

Center Director/Head of Department:

Signature: _____

Date: _____

Verification

Project manager (Coordinator-officer):

Signature: _____

Date: _____

Account for availability of funds:

Signature: _____

Date: _____

Comments:

Approvals

Division VP:

Signature: _____

Date: _____

Approved: Rejected

Comments:

President (for core funded positions): C.N. Papanicolas

Approved: Rejected

Signature: _____

Date: _____

Comments:

ANNEX III

Candidate Shortlisting Form									
JOB BASIC DETAILS									
Position Title:							Ref. No.:		
Department:							Work Status:		
Division:							Job Category:		
Required Starting Date:							Rank:		
Application Requirements:	CV		LI/CL		Refs		Vision Statement		Other requirements (please specify):
POSITION CRITERIA									
Minimum Educational Background and Qualifications:							Minimum Years of Experience:		
Research/ Academic experience required (if applicable):									
Additional Qualifications Required:									
Preferred Criteria:									
Notes:									
<ul style="list-style-type: none"> - It is the responsibility of the Selection Committee to fully assess all the applicants' dossiers prior concluding to a shortlist. The Candidate Summary Table consists a list of all applicants' basic info such as education and working experience. Specific skills and practical/technical/professional qualifications and trainings are not displayed on the table. - Candidates highlighted in grey, on the Candidate Summary Table, do not meet the minimum criteria based on the job announcement. Please be aware that candidates who do not meet the minimum criteria should not be considered for the shortlisting process. - Cyl is an equal opportunities organization and applicants of all backgrounds are welcome. 									
SHORTLISTING AND INTERVIEW PROCESS INFORMATION									
Shortlisted Candidates:									
Conflict of Interest:	<p>The Selection Committee confirms that there is no conflict of interest between any committee member with any of the shortlisted candidates: <u>Signed by (chair): _____ Date: _____</u></p> <p>Note: In case of any conflict of interest please clarify: _____</p>								
Declaration:	<p>The Selection Committee confirms that all the shortlisted candidates meet the minimum criteria in accordance with the job description. <u>Signed by (chair): _____ Date: _____</u></p>								
References:	<p>References should be requested for all shortlisted candidates prior interview: Yes/ No</p> <p>Note: It should be noted that in the case that the answer is NO the references will be requested for the top candidates before the second round of interviews (if applicable) or at the end of the interview process and they should be considered before the finalization of the Evaluation Report. <u>No offer will be made without the required reference check by the committee.</u></p>								
Interview Structure:	<p>Please indicate accordingly:</p> <ul style="list-style-type: none"> • Presentation will be required (please provide detailed information) • Test will be required (please provide detailed information) • Structured Interview • Semi-Structured <p>Note: Structured interview –this concerns interviews that are fully structured- all questions prepared prior interview. Semi-Structured –this concerns interviews that they have a general structure of how the interview will conducted but not all the questions written down. Questions might vary according to the interviewees' answers.</p>								
Second Interview:	<p>Second interviews required for this position: Yes/ No</p>								
Availability for interviews:	<p>Please indicate the Selection Committee's collective availability date and time: Date(s):Time slot:</p> <p>Duration of each interview:</p> <p>Note: The duration of interviews cannot be less than 20' for junior positions and 45' for other (not including presentation or test duration)</p>								
Presence at the Cyl on interview date:	<p>Please indicate if any of the committee members will connect remotely and country of connection:</p>								

Position:

Evaluation Committee Members:

Application Deadline:

Candidate Summary Table										Email Address	Evaluation committee Rating 0= Rejected, 1=Second Option, 2=			
Candidate's Info			Candidate's Background											
No.	Name/Surname	Nationality	Qualifications			Work Experience (Most recent)								
			Dates	Title	University (country)	Dates	Position	Employer						
1														
2														
3														
4														
5														
6														
7														
8														

ANNEX IV

Candidate Scoring Form- Interview Stage			
a. General Position Information			
Position Title:		Ref. No.:	
Department:		Work Status:	
Division:		Job Category:	
Required Start Date:		Rank:	
Candidate Name:			
<p><i>Candidate Scoring forms are to be completed by each interviewer to indicate the candidate's overall scoring for the position based on the Job Description and Profile Specifications as indicated in the New Position Request as well as the Institute's organizational culture (soft skills). Under each section each interviewer should give the candidate a numerical score and write specific assessment comments against the position's requirements and profile specifications in the space provided. Following the completion of all candidate interviews, the ranking of candidates must be derived based on the candidates' scoring. Those with highest scoring results are considered to be the top candidates for the position.</i></p> <p style="text-align: center;"><i>The numerical scoring system is based on the following:</i></p> <p style="text-align: center;">4- Exceptional 3- Above Average 2- Average 1- Satisfactory 0- Unsatisfactory</p>			
b. Job Specific Criteria (35%)			
1. Educational Background- Does the candidate have the appropriate educational qualifications for the position?			
Rating: 0 1 2 3 4			
Comments:			
2. Prior work Experience (if applicable) - Has the candidate acquired the necessary skills and knowledge through past work experience?			
Rating: 0 1 2 3 4			
Comments:			
3. Technical Qualifications/ Experience (if applicable)- Does the candidate have the technical skills necessary for this position?			
Rating: 0 1 2 3 4			
Comments:			
4. Administrative Skills/ Experience (if applicable) - Does the candidate have the necessary skills/experience for this position?			
Rating: 0 1 2 3 4			
Comments:			
5. IT Skills- Does the candidate acquire the necessary IT skills for the position?			
Rating: 0 1 2 3 4			
Comments:			
c. Behavioural Criteria (25%)			
1. Verbal Communication- Did the candidate demonstrate effective communication skills as needed for his/her position during the interview?			
Rating: 0 1 2 3 4			
Comments:			
2. Teambuilding/ Interpersonal Skills- Did the candidate demonstrate, through their answers, good teambuilding and interpersonal skills?			
Rating: 0 1 2 3 4			
Comments:			
3. Candidate's Enthusiasm- Did the candidate show enthusiasm for the position and the organization?			
Rating: 0 1 2 3 4			
Comments:			
4. Knowledge of the Organization- Did the candidate show evidence of having researched the Cyl prior to the interview?			

Rating: 0 1 2 3 4 Comments:
5. Professional Attitude- Did the candidate demonstrate professional behavior during the interview?
Rating: 0 1 2 3 4 Comments:
d. Development and Career Progression Criteria (20%)
1. Job Expectations- Did the candidate demonstrate good understanding of the position's job requirements?
Rating: 0 1 2 3 4 Comments:
2. Realistic Career Goals- Did the candidate demonstrate realistic career goals matching with the potential provided through this position and their skills and qualifications during the interview?
Rating: 0 1 2 3 4 Comments:
3. Potential- Did the candidate demonstrate growth and development potentials matching with the career progression possible for this position or with the organizational opportunities that may be provided based on their skills and qualifications during the interview?
Rating: 0 1 2 3 4 Comments:
4. Leadership Ability (if applicable)- Did the candidate demonstrate the leadership skills necessary for the position?
Rating: 0 1 2 3 4 Comments:
e. Judgement and Critical Thinking Criteria (20%)
1. Initiative- Did the candidate demonstrate, through their answers, a high degree of initiative, appropriate for the position's requirements?
Rating: 0 1 2 3 4 Comments:
2. Time Management- Did the candidate demonstrate, through their answers, good time management skills?
Rating: 0 1 2 3 4 Comments:
3. Problem Solving- Did the candidate demonstrate the necessary problem solving skills based on the position's requirements?
Rating: 0 1 2 3 4 Comments:
4. Confidentiality- Did the candidate demonstrate the required understanding of confidentiality regarding organizational matters?
Rating: 0 1 2 3 4 Comments:
f. General Information
- When can they start with their employment? - Holiday commitments? - Do their salary expectations match what the position offers?
Do the answers in this section affect the candidate's eligibility for the position? YES/NO If yes, please specify: _____
Name: _____ Signature: _____ Date: _____

Completion of the scoring form and total percentage

The maximum points to be given be section are as follow:

- Section b: 20 points
- Section c: 20 points
- Section d: 16 points
- Section e: 16 points

When the points per section are given, the following formula needs to be followed **by the members of the Selection Committee** to count the final percentage (Where x is the points per section):

- Section b: **B= (x*35)/20**
- Section c: **C= (x*25)/20**
- Section d: **D= (x*20)/16**
- Section e: **E= (x*20)/16**
- Final Score (%): **F= B+C+D+E**

ANNEX V

Evaluation Report-Interviews for position with ref. no. EMME-CARE_xxx (Title)

I. INTRODUCTION

1. Dates and time of Interviews:
2. Number of Interviewees:
3. Evaluation Committee:
 - a. (Name, title)
 - b. (Name, title)
 - c. (Name, title)
 - d. (Name, title)

II. RECRUITMENT PROCEDURE

1. Job Announcement Posting:

The Cyprus Institute, in order to ensure recruitment objectivity and to successfully attract the best pool of candidates for the position, has widely announced the job opening through various local and international sources:

- i. Local Press:
- ii. Professional Websites:
- iii. Other:

2. Job Announcement:

See appendix I

3. Candidate Short-listing

(Names of those who were responsible for procedure) were responsible for the CV screening procedure. Out of ... applicants.... were assessed to better meet the set criteria and be the most qualified to be called for interviews.

III. METHODS OF ASSESSMENT

The selected candidates were called for ... minute panel interviews. Additionally, for each candidate,.. references were requested for assessment. (any other methods of assessment to be mentioned i.e. presentations etc.) Following the first interviews, the selected candidates were called for follow up interviews for a more thorough discussion on job related matters

IV. CANDIDATES ASSESSMENT

Following the conclusion of each interview with the candidates, the evaluation committee gave their assessment and a rating for each candidate based on the categories- not suitable, suitable, very suitable and highly suitable:

- (Candidate Name)
..... He/She was rated as
- (Candidate Name)
..... He/She was rated as
- (Candidate Name)
..... He/She was rated as

V. FIRST INTERVIEW CONCLUSIONS

.....

VI. FOLLOW UP INTERVIEW

.....

VII. DECISION

.....

(Date)

(Signatures)



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