



This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



EXCELSIOR Project

| H2020-WIDESPREAD-2018-2020 Grant Agreement No 857510 | |
|--|--|
| Project full title: | ERATOSTHENES: Excellence Research Centre for Earth Surveillance and Space-Based Monitoring of the Environment |
| Project acronym: | EXCELSIOR |
| Work Package: | WP4 Human Resources |
| Deliverable: | D4.9 Induction and Integration Plan |
| Version: | Final D4.9 |
| Dissemination level: | Public |

© Copyright by the **EXCELSIOR** consortium, 2019-2020. The project that has received funding from the European Union's Horizon 2020 Research and Innovation programme under Grant Agreement No 857510. More info regarding the project you can find here: www.excelsior2020.eu

DISCLAIMER: This document contains material, which is the copyright of **EXCELSIOR** consortium members and the European Commission, and may not be reproduced or copied without permission, except as mandated by the European Commission Grant Agreement No 857510 for reviewing and dissemination purposes. The information contained in this document is provided by the copyright holders "as is" and any express or implied warranties, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose are disclaimed. In no event shall the members of the **EXCELSIOR** consortium, including the copyright holders, or the European Commission be liable for any direct, indirect, incidental, special, exemplary, or consequential damages (including, but not limited to, procurement of substitute goods or services; loss of use, data, or profits; or business interruption) however caused and on any theory of liability, whether in contract, strict liability, or tort (including negligence or otherwise) arising in any way out of the use of the information contained in this document, even if advised of the possibility of such damage.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



| | | |
|---|--|-----------------------------------|
|  | <p>H2020-WIDESPREAD-2018-2020/ H2020-WIDESPREAD-2018-01 Grant Agreement No 857510 This project is funded by the EUROPEAN COMMISSION in the Framework Programme for Research and Innovation (2014-2020).</p> | |
| <p>Call / Topic:</p> | <p>H2020-WIDESPREAD-2018-01 / WIDESPREAD-01-2018-2019 Teaming Phase 2</p> | |
| <p>Project full title:</p> | <p>ERATOSTHENES: Excellence Research Centre for Earth Surveillance and Space-Based Monitoring of the Environment</p> | |
| <p>Project acronym:</p> | <p>EXCELSIOR</p> | |
| <p>Work Package (WP): Task (T):</p> | <p>WP4 Human Resources T4.3 Induction and Integration Plan</p> | |
| <p>Deliverable (D):</p> | <p>D4.9 Induction and Integration Plan</p> | |
| <p>Due date of deliverable:</p> | <p>30 September 2020 (Month 12 of the project)</p> | <p>Version: Final D4.9</p> |
| <p>Author(s):</p> | <p>CUT: Kyriacos THEMISTOCLEOUS, Diofantos HADJIMITSIS, Argyro NISANTZI</p> | |
| <p>Contributor(s):</p> | <p>CUT: Silas MICHAELIDES, Andreas ANAYIOTOS, Kyriacos NEOCLEOUS DLR: Gunter SCHREIER DEC-MTCW: Georgios KOMODROMOS, Stelios TZIORTZIS</p> | |
| <p>Start date of project:</p> | <p>1 October 2019</p> | <p>Duration: 84 months</p> |
| <p>Dissemination Level:</p> | <p>Public</p> | |



This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



| Document Sign-off | | | | |
|-------------------|--|-----------------------------------|----------|------------|
| Nature | Name | Role | Partner | Date |
| DRAFT | Kyriacos THEMISTOCLEOUS | Project Technical Manager | CUT | 14/09/2020 |
| | Diofantos HADJIMITSIS | Project Coordinator | | |
| | Argyro NISANTZI | WP4 Participant | | |
| REVIEWED | Silas MICHAELIDES Andreas ANAYIOTOS | WP4 Participants | CUT | 18/09/2020 |
| REVIEWED | George KOMODROMOS | WP4 Participant | DEC-MTCW | 22/09/2020 |
| REVIEWED | Gunter SCHREIER | WP4 Participant | DLR | 27/09/2020 |
| REVIEWED | Kyriacos NEOCLEOUS | Project Quality Assurance Manager | CUT | 28/09/2020 |
| APPROVED | All partners | | | 30/09/2020 |

| Work Package 4: Human Resources | | | | |
|--------------------------------------|-------------|-------|---------------|-------|
| D4.9: Induction and Integration Plan | | | | |
| Sections to be protected | Description | Owner | Access Rights | |
| | | | Period | Type* |
| None | | | - | PD |

*PD: Public dissemination CA: Confidentiality Agreement required for disclosure



This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



Executive Summary

The orientation includes activities to familiarize the employee with the company and its business policy (mission, vision, strategy, plans), with expectations that the company has with the human resources, rules of conduct and work environment. Activities of organized induction have a procedure to strengthen the feeling of belonging to that company. Content procedure focuses on developing attitudes and values that are of interest to the company. Induction is performed by the following persons: the manager, human resources manager and the manager directly.

The goals of the induction and integration plan are:

- Creating a sense of belonging among employees;
- Providing information of the company and its business policy;
- Organizing discussions for new employees; they can ask questions and receive answers from management;
- Organizing meetings with employees;
- Explaining the benefits that exist in the company;

The induction and integration plan in this deliverable should be considered as guidelines to be followed, rather than strict rules.



This project has received funding from the European Union’s Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



Table of Contents

| | |
|---|----|
| Table of Contents | 5 |
| 1 Introduction..... | 7 |
| 2 Induction and Integration Process | 8 |
| 3 Training..... | 11 |
| 4 Supervision | 13 |
| 5 Culture | 15 |
| 6 Innovation | 16 |
| 6.1 Performance appraisal | 18 |
| 6.2 Reward Systems | 18 |
| 7 Discussion and Conclusions..... | 19 |
| 8 References..... | 20 |



This project has received funding from the European Union’s Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



List of Figures

Figure 1: New Employee Induction and Integration 10

Figure 2: Human Resource Strategy for Innovation..... 16

Figure 3: Process of Innovation. 18

Abbreviations

| | |
|-----------|---|
| CUT | Cyprus University of Technology |
| ECoE | Eratosthenes Centre of Excellence |
| EXCELSIOR | Eratosthenes: Excellence Research Centre for Earth Surveillance and Space-based Monitoring of the Environment |



This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



1 Introduction

Induction can be defined as the processes and support provided by the organization in order to help a new employee to learn about the organization and its members as well as the expectations and tasks of the job. Induction is a program whose objective is to guide and train the new employee in his/her new responsibilities, and teach the policies, methods, procedures and other matters of interest related to the organization of the company, which should make for efficient exercise of the position. The benefits of an induction program improving the person-job fit, reduce turnover and absenteeism, and improve engagement and job satisfaction. A good induction programme helps the individual understand their role, the department they work in, familiarises them with the physical environment, the culture, procedures and policies and makes sure they understand their legal responsibilities. Therefore, the induction period is the most important and impressive phase in an employee's career. It ensures new employees a good start, avert communication breakdown, and make the job more manageable, predictable and profitable.

The purpose of induction and integration staff training is the social and psychological adjustment made quicker and easier for new employees in the ECoE. The benefits of a proper induction program focuses on helping the new employee to properly perform his/her job which in the long term serve as an aid in the professional development of the person throughout his/her working life and prepare to meet future liabilities inside the company. In addition, the induction program improves productivity of new employees by reducing the time it takes to integrate their activities and reduce errors that could commit to not having enough information, which impacts positively on the work environment company to avoid reprimands and sanctions.

It should be mentioned that the proposal for the induction program developed take into consideration not only to new employees who join the organization but also includes all workers. Often those being promoted within a department will benefit from some form of induction programme when they take on a new role. This is an area which is often neglected; although it is necessary in order to strengthen the company and its staff holistically, as well as to remedy any shortcomings due to lack of prior induction program. Thus, induction should be given priority as part of the recruitment process or if a change occurs in the procedures or activities.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



2 Induction and Integration Process

It is expected that new hires, regardless of position, will require an induction process in order to integrate them with the Centre of Excellence. There are several ways this can be conducted:

Introductions: Spending time together to get to know co-workers, colleagues and external associates will speed up the learning curve. While this is common practice, it can be overwhelming for the new employee to get quick introductions to many people. It is recommended that existing staff introduce themselves and explain how they will be working with the new hire. This also provides an opportunity to interact with existing staff members.

Tour: A tour of the different departments of the ECoE will familiarize the new employee with the surroundings and larger mission of the Centre of Excellence. This is also an excellent opportunity to discuss common practices or “the rules of the road (this is how we do things around here)” to help the employee understand how the culture works, and also outline the employee’s expected behavior that defines common practices.

Rules of the Road: Each organization has its own attitudes and beliefs about what is important and what the requirements are for success. It also shapes the culture, one with rites and rituals that tells people what is expected of them, how to relate to others. This is especially necessary for new staff members who are not familiar with Cypriot culture and what behaviors are considered appropriate or expected. Therefore, new hires should be informed of the following:

- Office etiquette; - what is appropriate and culturally acceptable behavior in the company
- Dress code; - what is acceptable work attire
- Communication methods; - what is the most effective communication method at the Centre, including email, telephone, face-to-face conversations, etc.
- Language standards; - will the Centre use British or American English in verbal and written communication
- Performance recognition and appreciation; - how often are employees recognized for their performance and receive words of encouragement and appreciation
- Who to consult on work projects; - what is the hierarchy in work programs, so that all necessary tasks can be completed in the most effective manner possible.
- Socialization (who, how and when do staff socialize?); - does the Centre encourage socialization between all levels of the organizational structure? Are employees encouraged to socialize during work hours (coffee breaks, lunches) or is it expected that any socialization will take place after work



This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



- Appropriate celebrations; - Do employees celebrate events such as birthdays, namesdays, Christmas, etc.? To what extent are these celebrated and how do they encourage group cohesiveness
- Office décor; - To what extent are employees permitted to decorate their office as they like. This may include personal photographs, religious symbols (icons), etc. Décor should be non-offensive and pleasing to the workplace
- Emergency preparedness; - all employees should be aware of the appropriate protocol for emergencies, including not using the elevator, identifying the nearest exits, etc. All employees should receive annual instructions on Labor Health and Safety rules
- IT security: - all employees should receive annual briefings on IT security, such as how to handle emails, etc.

It is also recommended that a separate meeting take place that will focus on the goals of the Center, its mission, mail policies and procedures, health and safety issues (e.g. evacuation plan), main terms of the contract (e.g. annual leaves, sick leaves etc.), description of other departments in the centre, review of employee's handbook, among others.

Support network: Connecting the new employee with others is the first step in building a network of relationships. This network is expected to include colleagues, supervisors, etc.

'Buddy': Being inundated with instructions and directions on new tasks, duties, and responsibilities can be overwhelming. Being assigned a 'buddy' can provide a valuable learning experience for the new employee. A 'buddy' is a staff member who is readily available to share best practices, research, support, and training on specific practice areas. The new employee should know where to turn when he or she has a question or needs help. The 'buddy' system provides the new hire a colleague's perspective and the opportunity to ask questions and begin to understand how the department and Centre of Excellence functions.

Outline: One of the most important part of the integration procedure is for the new hire to have clear and concise about what is expected of them during the first 90 days. An unofficial meeting on the first week, first month, 3 months and 6 months is suggested to monitor and get feedback of the ne employee's level of adaptation, readiness and progress is suggested. For key personnel, a meeting with all the managers is also suggested for greeting and welcoming the new employee. A realistic plan should be developed which includes a detailed schedule of what the new employee should be learning, observing, and doing each day. Early in the onboarding process, the supervisor should meet with them at the end of each day to track their progress, answer questions, and provide further guidance. As the onboarding process progresses, these meetings will be spaced out.

The integration of new employees over the first six months is indicated in Figure 1:



This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.

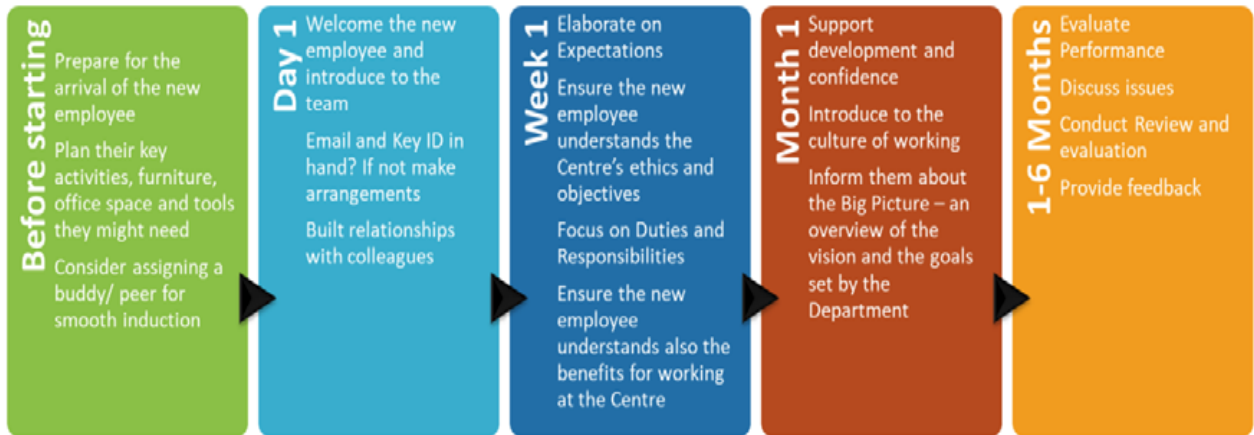


Figure 1: New Employee Induction and Integration



This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



3 Training

The training program for new employees is defined by the direct manager or assigned mentor. Application training program begins immediately after hiring new employees and, depending on company size and the number of employees may include conferences, seminars, meetings, discussions and most important learning experience. The training framework provides the possibility of supporting the development of researchers' careers by offering them a forum for dialogue and advice tailored to their career paths. This assistance may involve taking on a new job; an internal repositioning leading to a substantial change in activities, skills or even retraining; a pursuit of internal or external mobility; a specific or more complex professional challenge; a global reflection on the career path and professional project. This new programme must also guarantee the conditions necessary for the quality of work life and the prevention of psycho-social risks. For new and non-Greek speaking employees, the training program may include a training course in learning Greek, if this is required for the specific project.

The purpose of the training is for all employees to arrive as quickly as possible in phase of effectiveness and quality of the work and revealing human potential and directing the employee in an appropriate manner. Duration of induction depends on the complexity of the job and the company's regulated standards therefore can last from a week or two, up to a year. Changes in technology, especially in the IT field have led to the expansion of knowledge with a very high speed. Consequently, the knowledge acquired by employees by education, whether new employees or employees with seniority, become useless in a very short period of time. Knowledge is aging so fast that every employee must redouble knowledge of his work in two to three years where he wants to stay in step with the changes that occur in the environment.

The main goal of employees' training and empowerment is to help the organization achieve its mission and business goals. There are many ways to train employees which are more or less successful in daily use in the practice of business organizations worldwide. Some of the most popular methods and forms of training in the workplace are (a) Individual training; (b) Job rotation; (c) Internship; (d) Mentorship; (e) Practice as a student and (f) Professional practice. Training and development of employees is not only to acquire new knowledge, abilities and skills, their task is to promote domestic innovation and entrepreneurship within the ECoE to encourage change attitudes employees to familiarize them with important decisions and to include actively in decision making. In order to clearly define the expectations and to attract educated employees, more companies are beginning to include time spent training and perfecting their supply list advantages. Strategic procedures for training and development of employees aim to encourage creativity and outline complete organizational knowledge organization providing unique and set it apart from the competition.

The starting point of the concept of knowledge management in the organization lies in the power that comes from knowledge, but from the exchange and transfer to employees at all levels within the organization. Training and education of employees creates a synergy effect. Assembly of knowledge, training and education of employees is the basis of every modern organization development. Capacity building for employees in a broad sense may refer to empowerment and improvements in the ability



This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



of all employees to perform appropriate tasks within the broader set of performance standards of the organization. All training and capacity building will be conducted by specialists in the particular topic

Research has found that training has direct relationship with the employees' job performance. However, it also includes a combination of factors such as working environment, employee skills and knowledge, motivation and rewards, communication flow and organizational culture that significantly improve employees' performance. Employee training equips employees with skills that enable them to become more efficient and productive workers. Furthermore, employees who are well-trained often have higher motivation and morale because they feel that the company has invested in their ability and development. This also results in lower turnover rates. Trained employees often work better as teams because everyone is aware of the expectations and can achieve them together smoothly. They are also more confident in their performance and decision-making skills. In addition, employees who receive regular training are more likely to accept change and come up with new ideas. Employees who learn new skills through training make good candidates for promotions because they have shown their ability to learn, retain and use information. Reliable, skilled employees can also be empowered to train other employees, the fact that reduces pressure for the management team.

The training at the ECoE aims to ensure the acquisition, maintenance and development of the collective and individual skills of all employees and to support them throughout their career. It offers everyone a career path that reconciles the scientific priorities of the ECoE's and the employee's own aspirations of development. The ECoE also promotes human capital by supporting and accompanying managers and local supervisors. The priority of the ECoE's training policy is to anticipate business evolution and to contribute to the development of collective and individual skills in the different fields of science and technology, as well as administrative and managerial positions.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



4 Supervision

Each employee will be assigned a supervisor, who will be in a manager or related position in the relevant department. The supervisor will be assigned by the Executive Committee. Consistent supervision is essential to the successful integration of new employees. Supervisors who work closely with employees when welcoming and assimilating them develop a much better connection.

During the first day on the job, the supervisor is expected to meet with the new employee and review their job content. Prior to discussing specific job duties, it is recommended that the supervisor discusses on how the job position it fits within the context of the ECoE. Moreover, the supervisor should address the major job duties that will be undertaken by the new employee. The supervisor should provide a realistic timeline of how long it will take the employee to acclimate to the job duties and the extent of assistance that they will need.

One of the most important parts of integrating new employees is to discuss the expectations and standards of the Centre of Excellence. One of the most important measures is to measure staff performance in meeting the goals of their position as well as their improvement over time. In addition, employee expectations are in part measured based on their ability to meet Key Performance Indicators. The Key Performance Indicators (KPIs) defined by each department provide measurable standards that build from the major job duties. The KPIs provide a platform for communication regarding performance and helps the employee understands when a job is well done or needs improvement.

To evaluate employee progress, regular meetings should be held to discuss performance (both positive and negative), progress made, etc. This is a primary tool to build the relationship and set the pattern on how communication will take place. It is expected that during the integration stage, the meetings will be conducted on the first week, first month and then every month for the next six months. At the end of the 6 months, an annual review will take place

The supervisor and employee also need to discuss how feedback is given within the ECoE. Feedback on performance should be expected and it is important for the employee to know how well they are doing. Many managers and supervisors tend to find it easier to provide negative feedback to employees instead of constructive feedback. Therefore, the 'sandwich' technique is recommended. In this technique includes negative, constructive and positive feedback. For example "Your work on this proposal is not up to par (negative). You have a lot of creative ideas (positive feedback) and they need to be effectively incorporated into the methodology (constructive feedback). Such meetings, provide the opportunity for the employee to ask questions to clarify what needs to be done to perform their job duties more effectively. A supervisor also needs to be aware that a new employee can benefit from their colleagues and to encourage cooperation within the department.

Once the integration process is firmly established, supervisors can also assist employees to create a personal development plan (PDP), which will be signed by both the employee and the supervisor. It is important for a supervisor to understand how employees are motivated and how they work best. As the new hires become integrated as fully-functioning members of staff, it is expected that they will



This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



take on more responsibilities within their position. An effective supervisor can provide mentoring to the employee regarding upcoming promotions and opportunities.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



5 Culture

Culture plays a significant role in how individuals perceive and act within their environment. This is especially important in a Centre of Excellence, where it is anticipated that the employees will be from around the world and there will be a plethora of different cultures. This is further complicated with today's globalization, where an individual may identify with many cultural groups as a result of race, national origin or the places they were raised. However, it is important not to stereotype individuals based only on their cultural background, as it is vital to remember that the individual is not merely a representative of their culture but rather a person in their own right. Organizational culture also refers to how employees identify with their organization. The organizational culture provides a point of reference for how employees relate to one another, what is considered appropriate behavior, the hierarchy of the group, etc. Essentially, organizational culture encourages the cohesion of the group within the Centre of Excellence. By identifying with the ECoE, this provides employees with a sense of inclusion. Therefore, in hiring new employees, they need to be introduced to the organizational culture that exists and how they can be integrated into such an environment.



This project has received funding from the European Union’s Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



6 Innovation

Human resource management is an important lever for supporting innovation by enabling managers and front-line staff to formulate ideas that result in new and improved ways to deliver services. Human resource practices that can enhance capacity for innovation include incentive structures and awards; managerial and leadership approaches; organisational practices related to recruitment, training, mobility and compensation of employees; and job design factors such as autonomy and ways of working (figure 3).

Innovation capacity is the ability of enterprises to identify trends and new technologies, as well as to acquire and exploit this knowledge and information. Four human capital factors have been identified as innovation stimulus factors: leadership, people management, knowledge management and creativity management. Leadership sets the scene in determining the direction that the ECoE’s human resource management system will take, in that highly transformational leadership will create a more innovative business climate than highly transactional leadership. However, leadership is a separate area of investigation and will not be the focus of this review. From the human resource management systems perspective, the ‘leadership’ factor is not a human capital formation tool that can be implemented to build innovation capacity. The diagram for encouraging innovation through human resource strategy can be found in Figure 2.

| Human Resource Strategy | Competitive Strategy | | |
|--------------------------|--|--|--|
| | Achieve competitive advantage through innovation | Achieve competitive advantage through quality | Achieve competitive advantage through cost-leadership |
| Resourcing | Recruit and retain high quality people with innovative skills and a good track record in innovation | Use sophisticated selection procedures to recruit people who are likely to deliver quality | Develop employment structures where the people recruited and add value |
| Learning and development | Develop strategic capability and provide encouragement and facilities for enhancing innovative skills and enhancing the intellectual capital of the ECoE | Encourage the development of the development and implement knowledge, management processes and support initiatives with focused training | Provide training designed to improve productivity and can generate measurable improvements |
| Reward | Provide financial incentives and rewards and recognitions for successful innovations | Link rewards to quality performance and the achievement of high standards of research | Review all reward practices to ensure they provide value |

Figure 2: Human Resource Strategy for Innovation



This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



Research that has focused on the linkage aspect sees human resource management as a tool for managing innovation, rather than as a tool for promoting innovation. importance of the strategic human resource management approach to innovation; however, it also recognised the need for the 'soft' human resource management practices to create a stable and committed workforce willing to take risks (and learn from them) to further innovation. There are studies which argue that the link between human resource management and innovation performance is not direct but mediated through the creation of an organisational 'capacity' leading to innovation capability, which is in turn associated strongly with actual innovation performance. In addition, an innovation-oriented strategy needs to be supported by a high-commitment, high performance approach from Human Resources.

Before employees can be expected to contribute to the innovation process, they must understand what innovation means in the context of the company and why it matters. Innovative organizations carefully analyze personnel needs and hire creative people to fulfill organizational goals. People are the most important resource that drive innovation. There are several drivers of a culture of innovation, which include:

- Positive interpersonal exchange. There is a strong sense of cohesion across the organization, and employees feel like they are all playing for the same team.
- Intellectual stimulation. Debate and discussion are encouraged and supported.
- Challenge. Workers feel that their jobs are challenging, complex and interesting but, at the same time, not overly stressful.
- Flexibility and risk taking. The organization is willing to take risks and deal with the uncertainty and ambiguity that tend to go hand in hand with innovation.
- Time spent on innovation. "Innovation needs structure and stimulation," If employees are not spending enough time—or any time—on innovation, they will not be able to bring about any new applications, products or services within the CoE.
- Top-level support. Employees view top management as supportive of new ideas.

Human resources can foster innovation through the following three dimensions:

1. Human resource planning, which analyzes and determines personnel needs in order to create effective innovation teams
2. Performance appraisal, where the individual and team performance is appraised. This strategy takes into account what tasks should be rewarded and who should assess employee performance
3. Reward Systems use rewards to motivate personnel to achieve an organization's goals of innovation and productivity

Human resource planning creates effective teams that can rapidly develop rapport and become innovative. In order to develop effective work groups, five different work roles are central to the



This project has received funding from the European Union’s Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



innovation process: (1) idea generation; entrepreneurship; (3) project leadership; (4) gatekeeping and (5) coaching.

6.1 Performance appraisal

An organization that rewards its experts based on the number on their scholarly publications may find that the same people are not developing innovations for the Centre of Excellence. Therefore, appraising professional tasks is paramount, especially when there is a significant time lag between research and the resulting product. The innovation process tends to be lengthy, uncertain and multidisciplinary. It requires a significant amount of risk-taking; failure is to be expected. As well, innovation focuses on the generation and adoption of new ideas, regardless of how different is may be from the status quo. Finally, performance appraisal should focus on helping marginal employees improve and reward excellent employees.

6.2 Reward Systems

Organizations that motivates employees to achieve goals of innovation and productivity tend to utilize employee reward systems that provide freedom for creativity, financial rewards, promotions, etc. Especially for employees who exceed their professional goals. Providing freedom for creativity refers to granting employees the tools they need to explore various avenues for achieving innovation. Such behaviors include providing employees the ability to engage in their own research projects (usually about 10-15% of their time) and greater autonomy from bureaucratic constrains. Financing rewards and promotions also serve as an additional incentive, as personnel is being rewarded for their innovations, which encourages future novel innovation. These financial rewards and promotions are allocated from the existing ECoE budget

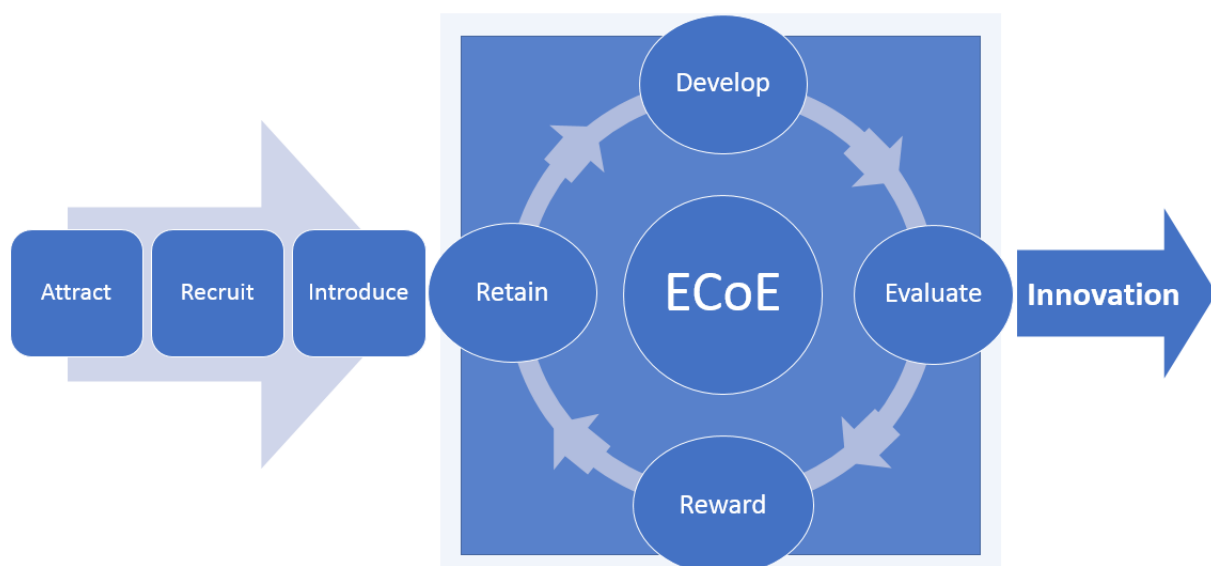


Figure 3: Process of Innovation.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



7 Discussion and Conclusions

The effective integration and induction of new staff members is essential to the success of the ECoE. As it is evident in this report, all new hires, regardless of position, necessarily need to understand their job duties and ensuring that they are becoming integral members of the team. Supervision is paramount for an effective integration of staff, as the supervisor provides continuous guidance to the new employee during the beginning of their employment. Integration and induction also include the understanding of both organizational and global cultures, as well as the importance of encouraging innovation.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 857510.

This project has received funding from the Government of the Republic of Cyprus through the Directorate General for the European Programmes, Coordination and Development.



8 References

Hofstede, G. (2001). *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations*. Second Edition, Thousand Oaks CA: Sage Publications.

Steers, R.M. et al. (2013). *Management Across Cultures: Developing Global Competencies*. Cambridge University Press.

OECD (2017), "Innovation in human resource management strategies and programmes", in *Government at a Glance 2017*, OECD Publishing, Paris. DOI: https://doi.org/10.1787/gov_glance-2017-69-en