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:	**D4.1 ECoE Human Resources Framework and Policy**
Version:	**Final D4.1 Revised**
Dissemination level:	**Public**

	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).
Call / Topic:	**H2020-WIDESPREAD-2018-01 /** **WIDESPREAD-01-2018-2019** **Teaming Phase 2**
Project full title:	**ERATOSTHENES: Excellence Research Centre for Earth Surveillance and Space-Based Monitoring of the Environment**
Project acronym:	**EXCELSIOR**
Work Package (WP): Task (T):	**WP4 Human Resources** **T4.1 Definition of Human Resources Framework and Policy**
Deliverable (D):	**D4.1 ECoE Human Resources Framework and Policy**
Due date of deliverable:	**30 September 2020** **(Month 12 of the project)**	**Version: Final D4.1 Revised**
Author(s):	CUT: **Kyriacos THEMISTOCLEOUS, Diofantos HADJIMITSIS, Argyro NISANTZI**
Contributor(s):	CUT: **Silas MICHAELIDES, Andreas ANAYIOTOS, Kyriacos NEOCLEOUS** DLR: **Gunter SCHREIER** DEC-MTCW: **Georgios KOMODROMOS, Stelios TZIORTZIS**
Start date of project:	**1 October 2019**	Duration: **84 months**
Dissemination Level:	**Public**

Document Sign-off

Nature	Name	Role	Partner	Date
DRAFT	Kyriacos THEMISTOCLEOUS Diofantos HADJIMITSIS Argyro NISANTZI	Project Technical Manager Project Coordinator WP4 Participant	CUT	02/09/2020
REVIEWED	Silas MICHAELIDES Andreas ANAYIOTOS	WP4 Participants	CUT	07/09/2020
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
REVISED: sections 1.2 Ethics, 5.3 Equality, Diversity & strategic goals, 5.4 KPIs to evaluate gender equality	Kyriacos THEMISTOCLEOUS	Project Technical Manager	CUT	17/12/2021

Work Package 4: Human Resources

D4.1: ECoE Human Resources Framework and Policy

Sections to be protected	Description	Owner	Access Rights	
			Period	**Type***
None			-	**PD**

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

Executive Summary

The aim of this report is to provide a sound policy for human resource acquisition and management for the Eratosthenes Centre of Excellence (ECoE). The report provides the overall human resources framework and policy for the ECoE. In addition, it includes the policies on diversity and gender equality, based on European and Cyprus law, as well as the policies of the ECoE. The operation of the ECoE will act as a hub to attract high-quality research personnel, limit the "brain drain" in the field and create appropriate conditions for a sustainable future regarding human resources.

HR policies provide the necessary guidelines and policies for the ECoE to function in a smooth and efficient manner. In addition, it defines the necessary management standards necessary for making decisions on various organizational as well as personal issues. HR also documents all organizational policies and procedures, rules, regulations, etc. and communicates them to the employees. Lastly, it protects the legal interest of the ECoE as well as define the legal obligations of the employees towards the ECoE.

Table of Contents

List of Figures

Abbreviations

CUT	Cyprus University of Technology
ECoE	Eratosthenes Centre of Excellence
EMMENA	Eastern Mediterranean Middle East and North Africa
EO	Earth Observation
EXCELSIOR	Eratosthenes: Excellence Research Centre for Earth Surveillance and Space-based Monitoring of the Environment
HR	Human Resources
IPR	Intellectual Property Rights

Human

The "Human Resource Team" members are responsible for conducting proper market survey and job analysis to determine adequate compensation of employees. Performance review and job evaluation are also conducted by HR in line with the HRMP such as to provide standardization and unbiased reviews. The HR policies do not state the quantitative measurement of compensation, employees must receive; but they state that each employee must be adequately compensated for his\her input. The recruitment policy will apply to administrative staff, managers, researchers, etc.

HRMP provide the necessary guidelines and policies for the ECoE to function in a smooth and efficient manner. In addition, they define the necessary management standards necessary for making decisions on various organizational as well as personal issues. HR also documents all organizational policies and procedures, rules, regulations, etc. and communicates them to the employees. Lastly, they protect the legal rights and interests of the ECoE as well as define the legal obligations of the employees towards the ECoE. The ECoE may also consider the option of a "science committee", where science employees elect few members of the science committee. The head of this committee has certain rights to be part in governance meetings in order to represent the employees of the ECoE. To ensure that HR policies are effectively communicated to all employees, it is necessary to ensure that all written documentation and/or guidelines are easily understood by all employees. During the first week of orientation, employees will be properly trained in appropriate workplace behavior and work culture norms.

A "Policy" is a formal statement of a principle or a rule which all members of an organization are obliged to follow while a "Procedure" tells the members of the organization how to carry out or implement a "Policy". Therefore, strong policies and procedures are essential for the smooth and proper function of an organization.

The HR Policies and Procedures of the ECoE include:

Organizational Structure: HR policies and procedures are the rules which every employee of an organization must abide by. The HR policies provide guidelines on job classification, reporting stages, approval rights, authority hierarchy, supervision, employment laws, conflict resolution, disciplinary measures and health and safety measures.

Legal Issues: The HR policies and procedures of the organization are made to comply with the relevant laws and regulations of a country. Such policies and procedures are made to prevent lawsuits as far as possible, in case of problems faced at the workplace. Employees are required to be informed about these policies and procedures and their legal implications to ensure smooth operations in the organization.

Supervision Guide: HR policies and practices provide employees with the right tools, guides and resources on how to manage employee and employment matters in an organization. The HR policies and procedures assist supervisors and managers to train, guide and manage new or existing employees. They also provide formal guidance on how to manage grievances at the workplace.

Consistency: HR practices, policies and procedures help an organization in maintaining consistent practices in the workplace. Consistent application of HR policies and procedures help prevent

dissatisfaction amongst employees, when changes in schedules, benefits or roles and responsibilities occur. In this way, a healthy working environment is maintained. For example, such changes may include maternity/paternity leave, disability leave, secondments, etc. Consistent HR policies and procedures provide specific guidelines on how such changes are managed.

1.2 Ethics

The Human Resources Department is ethically responsible for promoting and fostering fairness and justice for all employees and to create and sustain an environment that encourages all individuals and the organization to reach their fullest potential in a positive and productive manner. This is important to ensure we continue to attract and retain a talented and diverse staff body. Ensuring equality of opportunity and ensuring all types of people and communities can thrive within our organisation is vital to our mission. For the success of the organization, management must adopt the consistent ethical and inclusive behavior to all the employees in the workplace. A solid reputation as an ethical employer does not happen on its own. Therefore, the human resources department needs to implement ethical policies regarding discrimination, sexual harassment and the treatment of employees. As well, supervisors and coordinators should go through ethics training programs to ensure they are fully aware of what constitutes the ECoE's ethics policy.

Treating employees ethically can garner long-term employee trust and loyalty, which conveys a range of distinct benefits to employers. Loyal employees gain more experience working with their employers, allowing them to master production processes and more fully understand the inner workings of the firm. This can increase employees' productivity and efficiency over time in addition to keeping recruiting and training costs under control.

The major ethical issues that have to be deal by the human resource management concern privacy issues, compensation plans, employment issues, safety issues, race and disability, performance appraisal and employee's responsibility. Ethics and codes of conduct the problem can be solved easily. The issues may be related to cash and compensation, safety, employee performance appraisal, race, gender and disability, and employee responsibility.

1.3 Employee Handbook

An employee handbook will be drafted to provide information for staff regarding how to integrate into the ECoE and to provide EU and Cyprus legal requirements for fair treatment of employees. This guide provides information on topics such as attendance, dress code, payment procedure, expense reimbursement, grievances, annual reviews, health and safety, leave applications and harassment among others. The employee handbook provides a code of conduct for employees that establishes expectations for appropriate behavior in the workplace, which allows the HR department to apply, monitor, and measure actions and results. Employers use the policies in an employee handbook to protect themselves from lawsuits, such as harassment claims, wrongful employment termination claims, and discrimination claims. In addition, employee handbooks also include the procedures for

filing complaint. The handbook is intended to be a guide for employees to refer to throughout their employment. Relevant employee laws will be included in the appendix.

2 Eratosthenes Centre of Excellence Human Resource Policy

The Human Resources Department will be responsible for all human resource activities for all permanent and temporary staff and research members of the ECoE, such as recruitment, termination, employment contracts, etc. It is expected that the Human Resources will work closely with the Chief Operating Manager and all the other Departments. The Human Resource Department will be responsible for drafting and implementing a human resource strategy to monitor all staff activities and evaluate the human resource sustainability of the ECoE. Based on the Centre's organizational culture and mission, the human resource strategy (HRS) is developed to represent the ethos and values of the organization and facilitate recruitment processes in the most efficient and sustainable manner. The mission of ECoE is to lead excellent multidisciplinary Earth Observation research towards a better understanding, monitoring and sustainable exploitation and protection of the natural and built environment.

The ECoE will adopt an ethical code based on the Horizon 2020 Ethical Code in order to abide to a sense of fairness in human resources. Thus, employees are requested to:

- Abide by the applicable laws and regulations governing the ECoE abiding to the Law of the Republic of Cyprus and all international / European laws,
- Foster a working atmosphere where fair employment practices are in place for all employers of the Centre,
- Avoid to the greatest possible extent "conflicts of interest" between work and personal affairs.

Furthermore, all recruitment, hiring, promoting and retaining staff and the human resource strategy will include training of personnel to promote diversity and the inclusion and safeguarding of gender equality. The ECoE does not discriminate in any way on the basis of gender, religion or belief, ethnic, national or social origin, age, physical ability, marital status and/or sexual orientation. In accordance with the objectives for gender equality in H2020, the ECoE will ensure gender balance in decision-making processes as well as gender balance and equal opportunities in project teams at all managerial and administrative levels. Any activities / proposals submitted by ECoE should be pre-screened and approved by the HR office for these matters. Commitment to equality is a core value of the ECoE. It thus recognizes that equality of opportunity and the recognition and promotion of diversity as integral to its academic and research excellence. The personnel of the ECoE will be hired in accordance with the Law for the Equal Treatment of Men and Women in Employment and Occupational Training of 2002 of the Government of Cyprus, which focus in:

- Promoting equality and equal employment opportunities in all areas of its work and activity and removing obstacles to inclusion. This entails increasing the participation of women and improving their position to achieve gender balance;
- Ensuring that all ECoE members and prospective members are treated equally and solely on the basis of their merits, abilities and potential without receiving any unjustified discrimination or unfavourable/ favourable treatment on grounds such as gender, age, disability, marital

status, pregnancy or maternity, race, religion or belief, sex, sexual orientation, socio-economic status or any other irrelevant distinction.

According to the Horizon 2020 Gender Equality, gender balance should take place at all levels in teams and management structures. Integrating the gender dimension in research and innovation is an added value in terms of excellence, creativity, and business opportunities. It helps researchers question gender norms and stereotypes, to rethink standards and reference models. It leads to an in-depth understanding of both genders' needs, behaviours and attitudes. It enhances the societal relevance of the knowledge, technologies and innovations produced. It also contributes to the production of goods and services better suited to potential markets.

The line of activities will be divided into 3 domains, as shown in Figure 1: invest in human resources, infrastructure, knowledge transfer and strategic partnerships & networking; achieve capacity building, research & development, educational & training excellence and industry innovation; and promote via communication & dissemination, exploitation & IP development, achieve social impact and influence policy making.

Figure 1: Overall activities of the ECoE

2.1 Hiring

The ERC currently consists of 25 active researchers and PhD candidates coming from different backgrounds such as geomatic engineers, physicists, Earth and atmospheric scientists; chemists, archaeologists, engineers etc., working in the different ERC thematic research areas. The Executive Committee, in conjunction with the Human Resources Department will decide how current ERC personnel will be smoothly transferred to the ECoE so that the Centre can be fully functional. The organization structure that will be put in place for the management of the ECoE is presented in Figure 2.
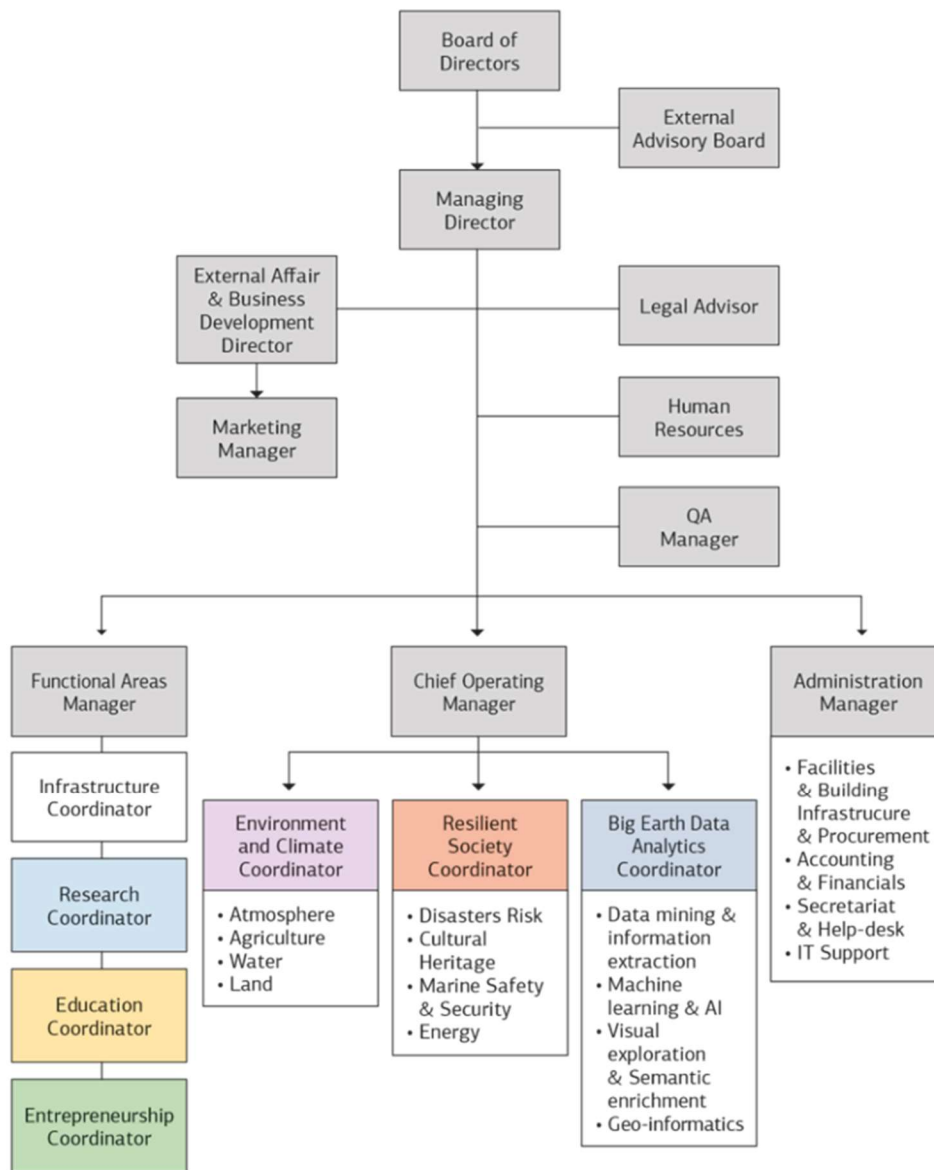
Figure 2: Organizational Structure of the ECoE

The ECoE will utilize the Quadruple Helix Model, where Government, industry, academia and society work together to drive change by taking full advantage of the cross-fertilization of ideas.

Within the next fifteen years, the ECoE is expected to hire 90 researchers, of which 9 research team leaders, 27 senior researchers, and 44 junior researchers. In addition, 14 administrative staff and 8 technicians are also expected to be hired. This number does not include the staff that will be transferred from the Eratosthenes Research Laboratory to the Eratosthenes Centre of Excellence. Therefore, it is critical to develop a recruitment policy that will hire the best qualified individuals in

order to promote excellence. Figure 3 shows the staffing predictions over the next seven years of the ECoE.
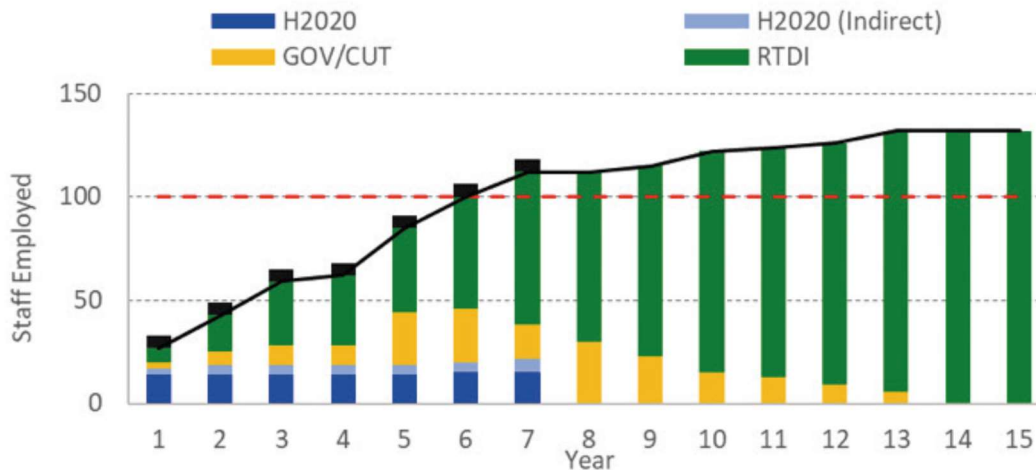
Figure 3: Staff employment in the first 15 years of operation of the ECoE

2.2   HR Policy

The Human Resources Department maintains full documentation of all signed employment contracts with the staff and informs the Executive Committee of their details. The Human Resource Department is responsible for informing the staff about their duties, responsibilities and working relationships with the Company as well as managing the recruitment, dismissal and termination of service procedures, after informing and getting the approval by the Executive Committee. A summary of the policies are featured in figure 4. The following regulations also apply in regard to all employees of the ECoE:

1.   The recruitment, advancement and termination of service procedures of the Company's personnel will be clearly described in specific internal regulations. These regulations should include such criteria as to ensure meritocratic procedures for all the above. Among them, it should be ensured that members of the Board of Directors or of the Executive Committee may not be involved in relevant procedures when it comes to persons who are their relatives or have any other type of "conflict of interest".

2.   All appointments of staff are validated by the Executive Committee

3.   The Executive Committee will recruit administrative, research and technical personnel as it deems necessary for the operation of the Company.

4.   The terms of employment, the specifications of the positions (qualifications, experience, duties, responsibilities, etc.) and the notices for the filling of positions in the Company of both the officials in the Company's organic positions, as well as the research, technical and administrative personnel except the Executive Committee, are defined and decided by the Executive Committee of the Company in cooperation with the Human Resources Department. The Board of Directors

shall be informed on the above in the annual staff report prepared by the Human Resource Department after approval by the Executive Committee. The Human Resource Department maintains full documentation of all signed employment contracts with the staff and informs the Executive Committee of the details. The Human Resource Department is responsible for informing the staff about their duties, responsibilities and working relationships with the Company as well as managing the recruitment, dismissal and termination of service procedures, after informing and getting the approval by the Executive Committee.

5. The physical presence of all personnel is required in the designated area of employment of the Company in Cyprus, unless this has been agreed and approved in advance by the Executive Committee in each case of such employment separately.

6. No participation in research projects outside the ECoE in which there is a conflict of interest. A non-disclosure policy may need to be instituted.

The Executive Committee may terminate the employment and/or co-operation with any person who employs, works and/or cooperates in any way with the Company or its Departments or from the research, administrative and/or any other business activity if and when it has specific complaints about improper conduct that exposes the Company, or negligence in the execution of the task and the proper investigation is performed. The Executive Committee will terminate an employee following a proper and extensive investigation regarding the reasons of the termination.

3   Recruitment framework

An efficient and effective hiring process is a step-by-step process for hiring all new employees, whereby the ECoE identifies its talent needs, recruits from its talent pool and eventually hires the most qualified candidates. A detailed hiring process is a necessary element for organizational success. Devising and implementing a consistent hiring plan will help identify the strongest candidate. By 2026, the ECoE expects to hire 90 researchers: 9 research team leaders, 27 senior researchers, and 44 junior researchers. In addition, 14 administrative staff and 8 technicians are also expected to be hired. Therefore, it is critical to develop a recruitment policy that will hire the best qualified individuals in order to promote excellence. Detailed objectives of the Objectives of Recruitment can be found at Appendix A.

3.1   Recruitment and hiring process

Recruitment is the process of actively seeking out, finding and hiring candidates for a specific position or job, in a timely and cost-effective manner. The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating new employees in the organization. The process requires effective and efficient sourcing, screening, selecting, and appointing the best-suited candidate to the right role. This entails not only filling in vacancies but also predicting talent requirements and proactively managing talent. Obviously, the main reason why the recruitment process is implemented is to find the persons who are best qualified for the positions within the company, and who will help them towards attaining organizational goals. But there are other reasons why a recruitment process is important. To ensure proper alignment of skill sets to organizational goals. Through recruitment, organizations make sure that the skill sets of the staff or manpower of the company remain aligned to its initiatives and goals.

3.1.1   Identify the Need for the Position

The first step in any hiring process is to determine whether the position is needed. Hiring the right employee starts with a job analysis. The job analysis requires information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job. The information from the job analysis is fundamental to developing the job description for the new employee. Based on the job analysis, the coordinator of the department will develop and prioritize the key requirements needed for the position and the special qualifications, traits, characteristics, and experience required for the position.

3.1.2   Recruitment strategy

The second step in the hiring process is to plan employee recruitment. Recruitment planning meetings or emails identify the job description or specification for the position and address how to publicize the position, who will review applications, and who will participate in first and second job interviews. In the recruitment strategy, it is necessary to identify an individual who will participate in selecting the successful candidate and will provide input and clarify how this information will be used by HR.

The ERATOSTHENES Centre of Excellence (ECoE) of the Cyprus University of Technology has advertised seven positions to be fulfilled immediately. The positions were advertised on the website of the

ERATOSTHENES Centre of Excellence (ECoE) and Cyprus University of Technology websites, as stated in Article 95. In addition, the positions were posted on the Euraxess platform, so that they can be available to potential applicants in Europe. The position descriptions are:

- Human Resource Manager
- Financial-Accounting Officer
- Marketing Manager
- Facilities, Building Infrastructure and Procurement Officer
- Senior Researcher Climate and Environment
- Senior Researcher Resilient Society
- Senior Researcher Data Analytics

3.1.3   Review Applications

The Executive Committee will be responsible for reviewing all the applications to determine whether a candidate should be short-listed for an interview. The applications will be screened according to pre-defined criteria, based on the nature of the job description. Evaluators will access all application materials and provide a recommendation for each applicant meeting minimal requirements. Following, applications who fit the criteria for the job description are sent to HR. HR will examine the qualified applications and have a screening interviews (typically by telephone) during which the candidate is assessed. The purpose of the screening is to save staff time and energy by eliminating candidates who are not as qualified as others. The applications will include short notes regarding why they are not suitable for the position

3.1.4   Interview the Most Qualified Prospective Employees

Once the screening procedure is completed, the Executive Committee will create a shortlist of the most qualified candidates for the position The short list will be on evaluation criteria including qualifications and capabilities of the candidate, previous related work experience, exposure to different situations and posts and added value and benefit both to the relevant department and the ECoE overall. The applicants on the short-list should be interviewed by HR and the respective supervisor of the department.

There will be at least one (1) calendar week notice prior to the interviews to facilitate participation of candidates. If a candidate cannot be reached by either email or telephone, he/she will be excluded from further consideration. International candidates can connect for interviews via online video tools, although the Company reserves the right to ask them to participate in person; candidates from Cyprus are expected to participate in person. All members of the interview committee should participate in the interview process, even via video conference.

It is recommended that the interview process use consistent interview questions for all candidates that reflect the job duties in order to compare their strengths and weaknesses. Competence-based questions are extremely effective as the answers reflect candidates' experience rather than theoretical knowledge. It is critical to schedule in-house interviews for candidates with the same group of employees who will interview all of the candidates. This will allow for effective comparisons during

employee selection. Based on the results of the first interview, second interviews should be scheduled with the most qualified applicants if this is necessary.

3.1.5   Select the Most Qualified Person for the Job

Once the interview process is completed and the most qualified person has been selected for the job position, it is important to determine the compensation that will be offered the selected candidate. Prior to offering a compensation package, it is recommended to analyze what similar compensation packages are considered appropriate for the job. Simultaneously, HR should also select a backup candidate, in case the top choice declines the job offer. In the event that no candidate meets the hiring criteria, the hiring staff should determine whether to start the hiring process over. If so, the hiring staff should discuss whether to adjust or alter the hiring process in order to yield more favorable candidates.

3.1.6   Consideration of Exceptional Candidates

During the evaluation or interview process for a given position, individuals not hired for the particular position, but who possess a skill set or expertise that may be suited for another position or role at the ECoE, are brought to the attention of the EC, which makes a determination whether these individuals should be considered for another currently open position at the ECoE. In such case, these individuals should be asked for their consent for this purpose.

4   Recruitment Diversity and Inclusion Policy

The Eratosthenes Centre of Excellence is an Equal Opportunity employer and is committed to ensuring that no employee or applicant shall be discriminated against based on sex, pregnancy, childbirth or related medical conditions, race, veteran status, religion, color, national origin or ancestry, citizenship, physical or mental disability, medical condition, marital status, age, gender (including gender identity and gender expression), sexual orientation, use of family medical leave, genetic testing, or any other basis protected by federal or state law. This policy shall apply to all employment practices.

Furthermore, any form of discrimination or harassment of our employees by co-workers, supervisors, customers, or vendors will not be tolerated. This commitment extends to our policies on recruiting, advertising, hiring, placement, promotion, training, transfer, wages, benefits, termination and all other privileges, terms and conditions of employment.

The Republic of Cyprus secures equal treatment between foreign workers and local personnel through its Constitution, which guarantees the protection of human rights regardless race, religion or ethnic origin. More specifically Article 28(2) of the Constitution provides that:

"Every person shall enjoy all the rights and liberties provided for in this Constitution, without any direct or indirect discrimination against any person on the ground of his community, race, religion, language, sex, political or other convictions, national or social descent, birth, colour, wealth, social class or any other ground whatsoever".

The Cyprus Government has also, ratified, inter alia, the following conventions:

•   The ILO Migration for Employment (Revised) Convention, 1949, No. 97,

•   The Migrant Workers (Supplementary provisions) Convention, 1975, No.143

•   The Discrimination (Employment & Occupation) Convention, 1958, No. 111

On a European level, the Racial Equality Directive (2000/43/EC) prohibits discrimination on the ground of racial or ethnic origin in a broad range of fields, including employment, social protection and social advantages, education, and goods and services available to the public, including housing. The Employment Equality Directive (2000/78/EC), however, is limited to the field of employment and occupation but covers the grounds of religion or belief, disability, age and sexual orientation.

When necessary, the ECoE will reasonably accommodate employees and applicants with disabilities and with religious requirements necessitating accommodation. A reasonable accommodation is an adjustment made in a system to accommodate or make fair the same system for an individual based on a proven need. Accommodations can be religious, physical, mental or emotional, academic, or employment related and are often mandated by law. The organization should provide reasonable accommodation unless doing so would result in undue hardship.

5   Gender balance

The Charter of Fundamental Rights of the European Union, Article 23 refers to equality between men and women, where equality between men and women must be ensured in all areas, including employment, work and pay. The principle of equality shall not prevent the maintenance or adoption of measures providing for specific advantages in favour of the under-represented sex. In accordance with the objectives for gender equality in H2020, there will exist gender balance in decision-making processes as well as gender balance and equal opportunities in project teams at all levels. There will also be a gender dimension within the research and innovation content, which will be applicable for research conducted on human subjects. Three objectives underpin the strategy on gender equality in Horizon 2020: (a) fostering equality in scientific careers; (b) ensuring gender balance in decision-making processes and bodies; and (c) integrating the gender dimension in research and innovation content.

5.1   Gender equality - Europe

As laid out in the European Commission's Communication for a reinforced European research area (2012), EU Member States are encouraged to:

1. Create a legal and policy environment and provide incentives to (a) remove legal and other barriers to the recruitment, retention and career progression of female researchers while fully complying with EU law on gender equality (Directive 2006/54/EC); (b) address gender imbalances in decision-making processes; and (c) strengthen the gender dimension in research programmes.

2. Engage in partnerships with funding agencies, research organizations and universities to foster cultural and institutional change on gender — charters, performance agreements and awards;

3. Ensure that at least 40 % of the under-represented sex participates in committees involved in recruitment/career progression and in establishing and evaluating research programmes.

The Council conclusions on advancing gender equality in the European research area (adopted in 2015) reiterate the need to foster sustainable cultural and institutional change in the European research area (ERA) national action plans or strategies at the level of Member States and research institutions. The Council also invites EU Member States and research funding organizations to provide incentives to encourage higher education institutions and research organizations to revise or develop gender-mainstreaming strategies and/or gender equality plans (GEPs) and to mobilize adequate resources.

In particular, the Council calls for:

1. guiding targets in decision-making bodies, such as leading scientific and administrative boards, recruitment and promotion committees and evaluation panels, to achieve gender balance in leadership and -making positions;

2. guiding targets for a more even gender balance of full professors in higher education institutions;

3. monitoring, with appropriate indicators, the implementation of gender policies, and actions at the institutional, national and EU level;

4. gender awareness-raising and capacity-building tools in order to achieve institutional change;

5. flexible and family-friendly working conditions and arrangements for both women and men;

6. reviewing the assessment of researchers' performance, to eliminate gender bias.

5.2 Gender Equality - Cyprus

In Cyprus, perhaps the most important development in securing gender equality is the Law for the Equal Treatment of Men and Women in Employment and Occupational Training of 2002(Law No 205(I)/2002). In particular this law introduces three important issues: (1) the safeguarding of the ability to adopt positive measures (aimed at the complete and substantive equality of the sexes), (2) protection from sexual harassment and (3) the formation of a Commission on Equality in Employment and in Occupational Training, which breaks new legislative ground. Based on the provision of Information, the competent authority has a duty to inform workers, employers, and organizations through printed materials and other appropriate means of the provisions of the Law and the provisions enacted for its implementation; the worker's organization shall inform the workers of the context and measures adopted pursuant to this Law and ensure the application of the principle of equal treatment by written announcements on boards in the workplace, with the distribution of printed materials, or orally; and employers have a duty to facilitate the worker's unions to provide workers with the above information.

Men and women shall enjoy equal treatment, prohibiting any direct or indirect discrimination on the grounds of sex (Section 7,8,9,10) or due to pregnancy, childbirth, breastfeeding, maternity or illness due to pregnancy or childbirth (Section 11) as regards:

- Access to vocational guidance/training or apprenticeship and the terms and conditions of the provisions of services for this purpose.
- Access to employment or work position, temporary, full or part-time employment and at all levels of an occupational hierarchy,
- The terms and conditions of employment, including qualifications and other terms, conditions and placement, permanency, accession, transfer, removal, detachment or promotion criteria.
- The terms and conditions of dismissal from any job or post.
- Access to an independent occupation, the terms and conditions and termination of practice, and access to education or training required for access to an independent occupation and its practice.
- Any act that constitutes sexual harassment or causes direct or indirect discriminatory treatment shall be prohibited. Employers and representatives of legal entities or their supervisor, or the person competent/responsible shall abstain from such an act, whether isolated or repeated (Section 12).

- Any act that constitutes sexual harassment or causes direct or indirect discriminatory treatment shall be prohibited. Employers and representatives of legal entities or their supervisor, or the person competent/responsible shall abstain from such an act, whether isolated or repeated (Section 12).

In terms of leave due to pregnancy, childbirth, breastfeeding, maternity or illness due to pregnancy or childbirth, the Executive Committee will work with the Coordinator of the specific program to determine the best option for handling such a situation, such as time off without pay or working from home.

The Department of Labour is actively taking all necessary measures to implement its national legislation on the enforcement of the equality principle and the promotion of equal opportunities for men and women in the workplace, vocational training, according to the Law 205(I)/2002 which has been amended and is fully harmonized with EU directive 2006/54/EC. Also, the Law 58(I)/2004 as has been amended is fully harmonized with 2000/78/EC and 2000/43/EC. This Law provides a general framework for combating discrimination on the grounds of religion or belief, age or sexual orientation with regard to employment and occupation, with a view to putting into effect the principle of equal treatment. Any employee who may face any matter of sex discrimination or who may be a victim, can submit complaint to the Equality Inspectors under The Equal Treatment for Men and Women in Employment and Vocational Training Law. This Law No.205(I)/2002 as has been amended provides in Section 27 the way/ procedure of investigation a complaint by the Gender Equality Inspectors of the Ministry of Labour, Welfare and Social Insurance.

Furthermore, the Government of Cyprus provides the Provision of Information regarding the right to equal treatment:

- The competent authority has a duty to inform workers, employers, and organizations through printed materials and other appropriate means of the provisions of the Law and the provisions enacted for its implementation.
- The worker's organization shall inform the workers of the context and measures adopted pursuant to this Law and ensure the application of the principle of equal treatment by written announcements on boards in the workplace, with the distribution of printed materials, or orally.
- Employers have a duty to facilitate the worker's unions to provide workers with the above information

5.3 Equality, Diversity & Inclusion Strategic Goals

The following goals have been identified to ensure equality, diversity and inclusion:

- Develop an inclusive culture via more capable, inclusive leadership and management
- Enable all parts of the community feel valued and able to succeed through promoting the benefits of inclusive behaviour and ensuring unacceptable behaviour is addressed

- Diversify managerial level
- Increase proportion of women in senior and leadership positions
- Ensure representation of protected groups of staff is proportionate throughout all staff
- Ensure there is no Ethnicity, Pay Gap
- Ensure there is no Gender Pay Gap

5.4 KPIs to evaluate Gender Equality

To ensure the equal treatment of women and men, a harmonized set of Key Performance Indicators (KPIs) has been created to record and monitor the costs and outcomes of investing in equality policy in the workplace.

This Gender Equality KPIs has been drafted to enable the ECoE to:

- Gather essential evidence using a set of harmonized indicators;
- Document the effort and results of implementing intervention;
- Clearly communicate positive changes achieved to all stakeholders;
- Better plan and act by providing vital information that can be used for adjusting activities and achieving success;
- Provide evidence to feed discussions about female empowerment and gender equality interventions.

The ECoE KPIs created for gender equality are attached hereto as Appendix "B" and to monitor that the targets have been met and communicated to the employees and researchers a survey to be completed by employees has been developed which is also attached as Appendix "C". The results of the survey will enable the ECoE to track and evaluate the gender equality efforts and to determine if further interventions are needed.

6 Digital Information Hub

To accomplish the organization's mission and vision, the Matrix Organisation Structure is adopted by the ERATOSTHENES Centre of Excellence (Figure 4). This approach focuses on integration and flexibility, which helps develop individuals with broader perspectives and skills who can deliver value across the different Departments and Functional Areas as well as manage a more complex and interconnected environment, thereby improving efficiency, promoting flexibility and increasing communication.

The ECoE as a Digital Innovation Hub (DIH) adopts a two-axis model, as depicted in Figure xx. In line with the ECoE Vision, the **horizontal axis** consists of three Thematic Departments for sustained excellence in research of the ECoE, namely: Atmosphere and Climate, Resilient Societies and Big Earth Data Management. In particular, the following application domains will be addressed within each Thematic Departments. The three Departments of the Centre which will be developed for carrying out operations and research will be based on these three Thematic Departments' idea:

The Infrastructure Area will be responsible for the seamless use of the existing and future ECoE infrastructure, their proper operations and the unobstructed access to EO data by the ECoE staff and stakeholders. This Area will be headed by the **Infrastructure Coordinator.**

The **Research Area** will be responsible for the development of science and research which later on will lead into the development of ECoE services. This Area will be headed by the **Research Coordinator.**

The **Education Area** will sustain the development and operation of ECoE as a Regional Digital Innovation Hub. The specific activities of the Education area include the MSc & PhDs hosting programme, a Skills Development Centre and a Professional Training Programme. This Area will be headed by the **Education Coordinator.**

The **Entrepreneurship Area** will be responsible for ensuring the sustainability of the ECoE and stimulating national and regional growth, through the exploitation of the IPR, licensing of innovation and market uptake of new EO-based products, services and solutions generated by the ECoE and the Strategic Partners. This Area will be headed by the **Entrepreneurship Coordinator.**

In this matrix approach adopted by the ECoE, the Thematic Departments are impact driven and will drive the various initiatives and activities supported by the Functional Areas. Therefore, the staff allocated for each thematic Department will participate in all for Functional Areas. To illustrate using the Environment and Climate thematic Department, research on water will include the use of the appropriate equipment for field campaigns (Infrastructure Area). The data from the field campaigns will be processed and used in the Research Area. As a result of the findings from the Infrastructure and Research Area, this information can now be used for Graduate students at the CUT, as well as for skills development and professional training programs (Education Area). Last, the findings from the Infrastructure and Research Area, in addition to the knowledge transfer from the Education Area, will be used to create new products and services, to expand networking and knowledge hubs, to share assets with SMEs and to provide relevant data for Business Incubators (Entrepreneurship Area).
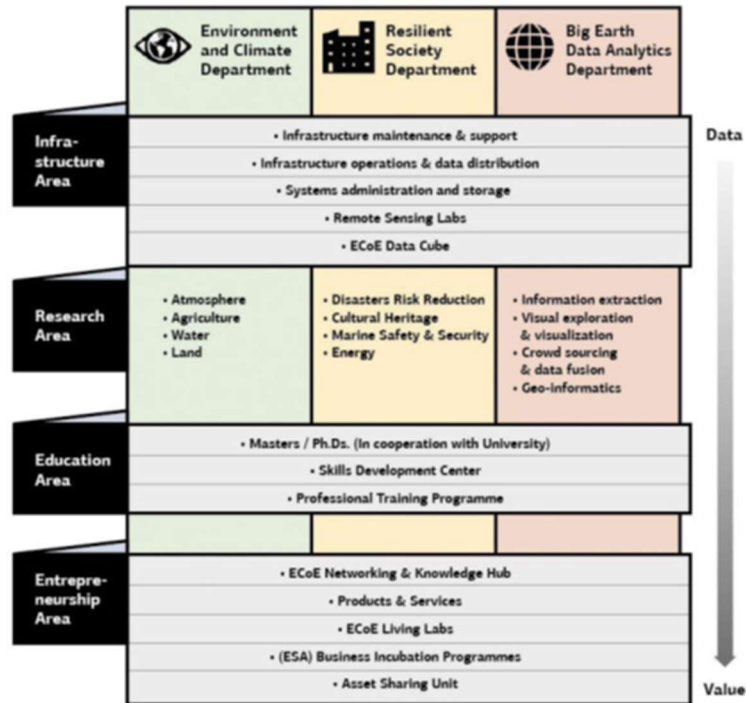
Figure 4: ECoE Digital Innovation Hub.

8   Human resource policy – Researchers

The European Charter for Researchers is a set of general principles and requirements which specifies the roles, responsibilities and entitlements of researchers as well as of employers and/or funders of researchers. The aim of the Charter is to ensure that the nature of the relationship between researchers and employers or funders is conducive to successful performance in generating, transferring, sharing and disseminating knowledge and technological development, and to the career development of researchers. The Charter also recognizes the value of all forms of mobility as a means for enhancing the professional development of researchers. In this sense, the Charter constitutes a framework for researchers, employers and funders which invites them to act responsibly and as professionals within their working environment, and to recognise each other as such. The Charter addresses all researchers in the European Union at all stages of their career and covers all fields of research in the public and private sectors, irrespective of the nature of the appointment or employment, the legal status of their employer or the type of organisation or establishment in which the work is carried out. It takes into account the multiple roles of researchers, who are appointed not only to conduct research and/or to carry out development activities but are also involved in supervision, mentoring, management or administrative tasks.

The HR office of the ECoE, from the early beginning of the project, will coordinate efforts to implement **the European Charter for Researchers & Code of Conduct** for the Recruitment of Researchers / Staff following. Any new positions will be advertised in the Euraxess platform providing opportunities for both genders to apply. In these advertisements it will be stressed that the host CoE adopts an equal opportunity policy at recruitment and the subsequent career stages and encourages both genders to submit an application for all levels of Academic and Administrative Staff. In addition, the CoE does not discriminate in any way on the basis of gender, religion or belief, ethnic, national or social origin, age, physical ability, marital status and sexual orientation.

8.1   Employers

In the context of this Recommendation "employers" refers to all those public or private institutions which employ researchers on a contractual basis or host them under other types of contracts or arrangements, including those without a direct financial relationship. The latter refers particularly to institutions of higher education, faculty departments, laboratories, foundations or private bodies where researchers either undergo their research training or carry out their research activities on the basis of funding provided by a third party. Providing an inclusive, supportive, attractive research environment and careers is essential for organizations that wish to attract and retain top talents. For hiring staff outside the EU, the Human Resources Department will prepare all necessary documents well in advance to provide enough time for necessary work permits to be issued.

8.2   Research environment

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral

regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

8.3 Working conditions

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements. Several companies also provide free drinks and lunches for employees, as an incentive to attract and maintain employees

8.4 Career development

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. This can be included in the employment contract or added, as required by the needs of the position. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements. The EURAXESS Career Development Model provides career development tools and resources for employees and personnel, employee engagement toolkits and policy recommendations. EURAXESS members have access to all the resources they need to provide researchers with the basic level of support consistent with this model for career development

8.5 Value of mobility

Employers and/or funders must recognize the value of geographical, intersectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This can be included in the employment contract or added, as required by the needs of the position. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

8.6 Access to research training and continuous development

Employers should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their

employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility and effectiveness in improving competencies, skills and employability.

8.7 Recruitment

Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to principles regarding the code of conduct that will be developed for the recruitment of researchers when appointing or recruiting researchers.

8.7.1 The Code of Conduct for Recruitment

The code of conduct for the recruitment of researchers consists of a set of general principles and requirements that should be followed by employers and/or funders when appointing or recruiting researchers. These principles and requirements should ensure observance of values such as transparency of the recruitment process and equal treatment of all applicants, in particular with regard to the development of an attractive, open and sustainable European labour market for researchers, and are complementary to those outlined in the European Charter for Researchers. Institutions and employers adhering to the Code of Conduct will openly demonstrate their commitment to act in a responsible and respectable way and to provide fair framework conditions to researchers, with a clear intention to contribute to the advancement of the European Research Area.

8.7.2 Recruitment process

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required and should not be so specialized as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

8.7.3 Selection

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.

8.7.4 Transparency

Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.

8.7.5 Judging merit

The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered.

8.8 Supervision

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

8.9 Intellectual Property Rights

Employers should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to the ECoE, the researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organizations, as possibly provided for under specific collaboration agreements or other types of agreement.

9 Supervision and Performance Appraisals

In terms of supervision, it is necessary to define who is supervised. This section refers primarily to employees of the ECoE. However, the ECoE is expected to have several other types of employees. These include individuals who are undergoing internships or students who are undergoing research for their master's or PhD. thesis. Such students provide a valuable resource to the ECoE and may be potential new recruitments. Therefore, it is necessary to define who will supervise these students. In addition, supervision needs to be defined for scientists and/or researchers who may join the ECoE for a limited amount of time as part of a academic sabbatical or researchers.

9.1 Supervision

A supervisor's role in human resource management is that of setting the strategic course for the department to improve company's performance. A supervisor must make sure that the staff acts in a professional and consistent manner so employees feel that the workplace is a fair environment. A supervisor should recommend new policies to improve not just the human resource department's performance but also the company's performance. This could be in the realm of redesigning the incentive system to reward risk taking. Conversely, the supervisor could implement a cost-cutting reward system where employees share in the benefits of the cost-cutting effort they suggest. Finally, the supervisor can facilitate an environment in which company leadership encourages excellence and loyalty by revamping policy to match what the employees' value with what benefits and compensation the firm provides.

One of the most important parts of supervision and performance appraisal is to discuss the expectations and standards of the Centre of Excellence based on 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 understand 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. 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, negative feedback and constructive also includes 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). 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.

9.2 Performance appraisals

It is expected that, in addition to supervision, performance appraisals should take place annually. The main elements of performance appraisals should include:

1. **Measurement of performance** — against agreed targets, and through evaluation of the employee's attitudes and behaviour
2. **Manager feedback** — on the employee's performance and development, and how they can maintain or improve their performance
3. **Encouragement** — effective appraisals take time to offer positive feedback to employees, to reinforce good performance and behaviours
4. **Employee feedback** — including questions, concerns, and ideas about their own performance and role. Addressing these can be invaluable in resolving performance issues.
5. **Agreeing goals** — Goals can address performance issues, training needs, adapting to changing duties, or any other issue. They must be understood and agreed by both parties if they are to be acted upon and achieved.

The employee appraisal should examine the purpose of the job, the job duties, responsibilities and the performance standards for key components of the job. The employee will be assessed on their performance within the parameters defined on the above. It is expected that the supervisor provides positive and constructive feedback about employee performance regularly. The supervisor should follow up with performance feedback and discussions regularly throughout the quarter. The supervisor needs to act upon the feedback from departmental members and let staff members know what has changed, based on their feedback.

Performance appraisals can also be tied to promotions and pay increases. Therefore, a system needs to be created where employees who perform as expected within the parameters of a Centre of Excellence shall be rewarded appropriately, as opposed to employees who do not meet the same goals. The ECoE shall develop a grade scale which includes the positions and pay scales for each position. In this way, supervisions will be able to recommend an increase in pay and/or promotion for the employee.

10 Termination procedures

HR policies contain guides and information on grounds for termination of employees. These policies help to protect the organization from lawsuits. They also provide clear cut ground rules for the violation of any company policies or rules, which call for corrective measures, or in the worst-case scenario, termination of the contract of an employee.

Along with the worker's supervisor or manager, the human resources department is responsible for explaining to an employee the reason of the termination. If the worker is terminated for misconduct, harassment or other reasons, human resources explains why the employee's actions are in violation of company policies or law. Human resources department also documents the employee's actions and reasons of the termination. In cases that involve employment contracts or non-compete/non-solicitation agreements, it is recommended to contact the legal advisor regarding the validity and enforcement guidance.

11 Discussion and Conclusions

This deliverable describes the human resources framework and policy for the Eratosthenes Centre of Excellence. The deliverable is a guideline for how the human resource framework can be established within the Eratosthenes Centre of Excellence. The human resource framework includes how existing staff members of the Eratosthenes Research Laboratory of the Cyprus University of Technology can be transitioned into the Eratosthenes Centre of Excellence, especially in light of the new hires that will join the Centre of Excellence. The human resource framework also needs to take into consideration how future hires and PhD researchers will be handled by the Centre of Excellence.

The Eratosthenes Centre of Excellence is dedicated to ensuring equality and promoting diversity. As a result, the deliverable includes detailed information regarding gender equality and promoting diversity, including the current Cyprus and European Union directives.

Appendix A – Objectives of Recruitment

PRIORITY AREA	PRINCIPLE	OBJECTIVE
ETHICS OF RESEARCH AND PROFESSIONAL RESPONSIBILITY	• Research freedom • Ethical Principles • Professional responsibility	Promote the respect of ethical and deontological principles
	• Professional attitude • Contractual and legal obligations • Accountability	Ensure compliance with regulatory requirements and efficient use of funding
	• Dissemination, exploitation of results • Public engagement	Facilitate the exploitation and the dissemination of the research results
	• Relation with supervisors • Supervision	Improve the mentoring of young researchers
RECRUITMENT	• Recruitment • Transparency	Make the recruitment policy more transparent both internally and externally
	• Recruitment • Transparency	Increase attractive through enhanced communication of job offers
	• Selection • Judgement of merit	Improve the selection procedure
WORKING CONDITIONS	• Working Conditions	Improve the quality of life at work and strengthen the system of social action
	• Good practice in research • Research environment	Continue and intensify measures in the field of hygiene, security and safety
	• Research environment	Prevent psychosocial risks
	• Working conditions	Facilitate the flexibility of work/access to information
NON-DISCRIMINATION	• Non-discrimination	Improve the professional situation of personnel with disabilities
	• Gender Balance • Non-discrimination	Promote professional gender equality
	• Non-discrimination	Improve the induction of foreign researchers

TRAINING AND PROFESSIONAL DEVELOPMENT TRAINING AND	• Continuing Professional Development • Career Development • Access to research training and continuous development	Implementation of the actions foreseen by the training orientation plan Promote the professional development of the researchers
	• Continuing Professional Development	Support the professional development of researchers
	• Value of mobility • Recognition of mobility experience	Recognize the value mobility in the career of researchers