



HR EXCELLENCE IN RESEARCH

# **HRS4R EXTENDED ACTION PLAN**

## **2025-2028**

May 2025



Cyprus  
University of  
Technology

ACTIONS	GAP PRINCIPLES	PILLAR(S)	RESPONSIBLE UNIT	TIMING	TIMING IN QUARTERS	INDICATOR(S)/ TARGET(S)	CURRENT STATUS	EXTENSION OF TIMING (WHERE APPLICABLE)	REMARKS
<b>1. Set up of an IPR Office to handle IPR issues and procedures/ Recruitment of University Officer for this office</b>									
1.1. Recruitment of a University Officer to handle IPR issues and procedures	#Professional responsibility (3) #Dissemination, exploitation of results (8)	1. ETHICAL AND PROFESIONAL ASPECTS	HR Services/ Council	1. Approval and announcement of position by November 2022 2. Recruitment by September 2023	Start Q4 of 2022 End Q3 of 2023	1. Recruitment of the IPR Officer 2. Update of the circular if needed 3. Inform academic staff and researchers of the new Policy/ Publish new Policy and include in induction	Completed		An IPR Officer was recruited in September 2023 and an IPR Office was set up to support academics regarding IPR and knowledge transfer issues. Although, in November 2024 the Officer hired resigned to move to a different career path abroad, the role of the IPR Officer was assigned to another Officer in the Research Services, until a new IPR Officer is hired.
1.2. Update of the Policy of the Cyprus University of Technology on the Ownership, Transfer and Commercial Exploitation of Intellectual Property (if necessary). Inform academic staff and researchers of the new Policy and publish on website and intranet for induction purposes	#Intellectual Property Rights (31)		Research Services/ IPR Office/ Research and Innovation Committee/ Senate/ Council	September 2023 - September 2024	Start Q3 of 2023 End Q3 of 2024		Completed		The IP Policy was updated with the contribution of external IP Consultants and approved by the Senate in March 2025. CUT academic staff was informed by the Vice- Rector for Academic Affairs by email and published in the Intranet of Research Services and CUT Website. The Policy is included in induction material. <a href="https://www.cut.ac.cy/digitalAssets/100/100802_100INTENT-IP-Innovation-and-Technology-Transfer-Policy.pdf">https://www.cut.ac.cy/digitalAssets/100/100802_100INTENT-IP-Innovation-and-Technology-Transfer-Policy.pdf</a>
<b>2.Training of CUT community (including researchers) on Cybersecurity and protection of scientific data</b>									
Procurement for a platform on Cybersecurity which will be available for all staff and students for awareness and training purposes	#Good practice in Research (7)	1. ETHICAL AND PROFESIONAL ASPECTS	IT/Software Company/responsible University Bodies	August 2022 announcement January 2023 - June 23 implementation & continuously	Start Q3 of 2022 End Q2 of 2023 & a continuous process	<b>Target:</b> Platform for awareness and training purposes on Cybersecurity and protection of scientific data <b>Indicator:</b> No. of attendants	Completed		A platform was set up in March 2023 to create awareness and to train the University community on Cybersecurity and protection of scientific data. The purpose of the trainings was for employees to gain experience in recognising suspicious behaviours and avoiding actions of Cyberattacks. In addition, the training also aimed to increase protection against cyberattacks as well as to increase the security level of information and technological infrastructure of the University.  In November 2023, the University organised a Cyber Security Awareness Day and in April 2024 all staff received an invitation to proceed with Security Awareness Training via the platform at their own time.  Lesson 0-L1: Cyberaware Introduction Lesson 1-L1: Identifying the Need for Security Lesson 2-L1: Social Engineering  Participation in the Security/ awareness training was 4,11% (16.162% administrative staff, 2,513% academic staff and 4,157% students).  The Cybersecurity awareness training will be a continuous process at CUT.
<b>3. Modification of existing legislation for the creation of spin offs from the 3 Public Universities</b>									
Cooperation between the 3 public Universities and the submission of relevant suggestions for the modification of the existing legislation by the Cyprus Parliament	#Dissemination, exploitation of results (8) #Intellectual Property Rights (31)	1. ETHICAL AND PROFESIONAL ASPECTS 2. WORKING CONDITIONS	Contact Person for CUT: Vice-Rector for Academic Affairs/ Rector	October 2021 - December 2023	Start Q4 of 2021 End Q4 of 2023	Approval of the modified legislation for the creation of spin-offs by the Cyprus Parliament	Extended	Q4 of 2025	Suggestions by the 3 public universities have been submitted to the Ministry of Education in December 2023. The proposal was approved by the Council of Ministers in February 2025. The revised Legislation and Regulations will be examined by the relevant Parliamentary Committee and the final approval by the Parliament is expected by the end of 2025.  <b>Extended Q4 2025.</b>

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4. Modification of: (a) Manual for Gender Inclusive language, and (b) official documents in accordance to the Manual									
4.1. Subcontracting of an external consultant for the modification of the Gender Inclusive language Manual	#Non-discrimination (10)	1. ETHICAL AND PROFESSIONAL ASPECTS	1. Rector	September 2022	Start Q3 of 2022 End Q4 of 2024	1. Communication/ Publication of manual 2. Training of CUT community <b>Indicator:</b> no of participants 3. Use of inclusive language in CUT/ Modification of official documents 4. Annual Progress Report for Gender equality by the Rector and Annual Progress Report from the Equality Committee	Completed & ongoing		1. An external consultant was subcontracted in September 2022, who modified the Gender Inclusive Language manual. The Manual for inclusive language was communicated to CUT community and it is published at CUT webpage in Greek <a href="https://www.cut.ac.cy/diversity_inclusion_office/Policies/?languageid=1">https://www.cut.ac.cy/diversity_inclusion_office/Policies/?languageid=1</a> .  2. Trainings were conducted in May 2022 and July 2023. The trainings are ongoing. In 2024, two trainings were conducted in February 2024 with 16 participants and in November 2024 with 17 participants. The main purpose of trainings was to understand the power of language in discrimination or inclusiveness, and to be able to recognise and exclude from every day communication different forms of discrimination and prejudice.  4. An annual progress report of CUT was issued and communicated by the Rector to CUT community in 2022, 2023 and 2024 making reference to Equality issues, actions and new developments <a href="https://www.cut.ac.cy/publications/annual-reports/">https://www.cut.ac.cy/publications/annual-reports/</a> .  An annual progress report was also issued by the Equality Committee for 2021/2022. <a href="https://www.cut.ac.cy/digitalAssets/556/556430_1476180_100gender_report.pdf">https://www.cut.ac.cy/digitalAssets/556/556430_1476180_100gender_report.pdf</a> A report on the progress of actions included in the Equality Plan 2022-2024 developed by the Diversity and Inclusion office was approved by the Senate in May 2025 and communicated to CUT community by the Rector.  CUT community is continuously trained to use inclusive language in communication as well as in official documents/policies, based on the Gender Inclusive Manual. The university is in the process of modifying all official documents/policies based on the Gender Inclusive manual and training. This will be an ongoing process.
4.2. Communication of Manual to CUT community and training			2. External consultant/ Equality committee	May 2022					
4.3. Modification/adjustment of official CUT documents to adhere to the manual by CUT community			3. Academic departments and faculties and administrative services	December 2024					
5. Gender bias and discrimination to be avoided by recruitment and promotion committees									
1. Development of CUT video on how to avoid gender bias in recruitment and promotion and relevant guidelines 2. Communication to CUT community, publication on website and intranet and use for induction 3. Video and guidelines to be sent everytime a committee is set up for recruitment or promotion procedure to the Coordinator of the Committee, for committee members to watch at the beginning of the meeting	#Non-discrimination (10) #Selection-code (14) #Gender Balance (27)	1. ETHICAL AND PROFESSIONAL ASPECTS 2. RECRUITMENT AND SELECTION 3. WORKING CONDITIONS	HR/ GenderSmart/ Equality Committee	September 2022 - Jan 2023	Start Q3 of 2022 End Q1 of 2023	Publish video and guidelines on CUT webpage and used in induction Target: 100% of committees to watch the video on gender bias before their meeting for recruitment or promotion of staff. <b>Indicator:</b> 1. % of Selection Committee Coordinators informed about video and guidelines 2. Annual Progress Report for Gender equality by the Rector and Annual Progress Report by the Equality Committee	Completed		A video on how to avoid unconscious bias in recruitment (staff/postdoctoral students) was developed by the Equality Committee <a href="https://www.dropbox.com/s/pst03ag0czdpt6d/Gender_Smart_2.mp4?dl=0">https://www.dropbox.com/s/pst03ag0czdpt6d/Gender_Smart_2.mp4?dl=0</a> .  The OTM-R Policy, including the link for the video, was approved in March 2025, uploaded in CUT webpage (HRS4R) and HR Intranet and will be included in induction material for academic staff <a href="https://www.cut.ac.cy/strategy_for_researchers/otmr_Policy/">https://www.cut.ac.cy/strategy_for_researchers/otmr_Policy/</a> .  All Chairs of Special Committees/Selection Committees, as from April 2025, are informed by the HR department, at the commencement of each selection procedure, of (a) the OTM-R Policy and (b) the video on how to avoid unconscious bias and discrimination in selection procedures, which the members of the committee must watch before the assessment of applications and before the interviews at the start of the meeting.  <b>Indicators:</b> - As from April 2025, 100% of selection committees were informed of the Video - A report on the progress of actions included in the Equality Plan 2022-2024 developed by the Diversity and Inclusion office was approved by the Senate in May 2025 and communicated to CUT community by the Rector.

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6. Institutionalisation of annual training for unconscious bias and discrimination - introduction for Ambassadors									
1. Introduction of Ambassadors (academic and administrative staff from each Administrative Service and Academic Department) responsible for unconscious bias and discrimination issues and to declare any complains/ issues identified according to the protocol for sexual harassment and harassment and bullying issued by Equality committee 2. Development of guidelines, selection and training of Ambassadors	#Non-Discrimination (10)	1. ETHICAL AND PROFESSIONAL ASPECTS	HR/ GenderSmart/ Equality Committee	September 2022 - December 2023 & annually	Start Q3 of 2022 End Q4 of 2023 Annually	1. Communication to CUT Community about the Ambassadors 2. Assignment of Ambassadors to each Academic Department/ Administrative Service 3. Training of Ambassadors and training evaluation 4. Annual Progress Report for Gender equality by the Rector and Annual Progress Report from the Equality Committee	Completed		Ambassadors responsible for unconscious bias and discrimination issues were assigned: a network comprising of 29 members of academic and administrative staff). Trainings of the ambassadors were completed.  The Equality Committee decided to eliminate this action, based on priorities set in the new Equality and Equal Access Plan.  The new plan focuses on the institution of students as ambassadors of equality and equal access in their Academic Faculty/ Department, who will undertake a series of trainings on these issues. The new initiative is planned for 2027 and will be repeated on a yearly basis.  <b>ACTION ELIMINATED/CHANGE OF SCOPE</b>
7. Use of existing E-Recruiting platform for Researcher positions on a fixed term contract (not only for permanent Teaching and Research Staff positions)									
1. Adjust the existing E-Recruiting platform for researchers for Fixed Term Contract positions	#Recruitment (12) #Recruitment Code (13) #Transparency (15)	2. RECRUITMENT AND SELECTION	1. HR/ IT consultant	January 2023- December 2023	Start Q1 of 2023 End Q4 of 2023	Use of E-Recruiting platform for researchers on Fixed Term Contract positions	Completed		The Rectorate decided not to proceed with the existing e-recruitment platform already used for Permanent Teaching and Research Staff (PTR) for the RFT positions, given that it requires maintenance and support. Instead, an electronic form was developed in the HR SharePoint for the submission of applications for RFT positions. Candidates receive automatic confirmation for the receipt of their application. In addition, the Selection Committee has direct access to the applications in the HR SharePoint for the assessment procedure. The electronic form is used for all advertisements for RFT positions from March 2025 onwards.
2. Inform Rector's Council and University community			2. HR Services						
3. Publish advertisements on E-Recruiting platform			3. HR Services						
4. Train University community to use the platform (Selection Committees, administrative support for interview/ rejection letters)			4. HR Services/ IT consultant						
8. Provision for a minimum timeframe between the job announcement and the date for the submission of applications for researchers on Fixed Term Contract positions									
1. Submit a proposal for the revision of the Rules, for a minimum of two (2) weeks between the publication of the advertisement and the deadline for the submission of applications	# Recruitment-Code (13)	2. RECRUITMENT AND SELECTION	1. HR Services	January 2023 -December 2023	Start Q1 of 2023 End Q4 of 2023	Minimum timeframe set in job announcements <b>NEW Target/ Indicator:</b> 75 % of advertisements with minimum 2 weeks for the submission of applications	Completed		The OTM-R Policy was approved by University Bodies in March 2025 and was uploaded in CUT webpage and HR Intranet <a href="https://www.cut.ac.cy/strategy_for_researchers/otmr_policy/">https://www.cut.ac.cy/strategy_for_researchers/otmr_policy/</a> .  All Project Coordinators are informed by the HR Department of the OTM-R Policy and publications for RFT positions are monitored by the HR Department to meet the Policy regarding the minimum timeframe for the deadline set.  <b>Targets/ Indicators:</b> <b>A new target for this action was set to 75%.</b> The target was met for the Year 2024, even before the approval and publication of the OTM-R Policy in March 2025 since 76.92% of advertisements with a deadline set at least 2 weeks from publication. In 2025, 100% of advertisements meet this criteria.
2. Approval by University Bodies			2. Rector's Council and Senate						
3. Inform Academics and Administrative services of the revised rules via email			3. HR Services						
4. Upload revised rules at CUT webpage which will also be used for induction			4. HR Services						

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<p>9. Link in advertisements for Permanent Teaching and Research Staff and researchers on Fixed Term Contract where applicable, to CUT webpage (HR/Research/Equality Committee) for:</p> <p>(a) legislation on career development (upgrade of academic staff)</p> <p>(b) research and professional development opportunities and</p> <p>(c) equality Policies</p>									
<p>1. Modification of advertisement templates to include links</p> <p>2. Approval by responsible University Bodies</p> <p>3. Inform CUT community</p> <p>4. Templates to be published on webpage/ intranet</p>	<p>#Recruitment-Code (13)</p> <p>#Transparency (15)</p>	<p>2. RECRUITMENT AND SELECTION</p>	<p>HR Services/ Research Services/ Rector's Council/ Other responsible University Bodies</p>	<p>January 2023- December 2023</p>	<p>Start Q1 of 2023 End Q4 of 2023</p>	<p>Modification of advertisement templates <u>New Target/ Indicator:</u> 100 % of advertisements which use modified template</p>	<p>Completed</p>		<p>The OTM-R Policy with revised advertisement templates was approved by University Bodies in March 2025 and was uploaded in CUT Webpage and HR Intranet. The HR team involved in Recruitment and Selection is responsible to ensure the use of the revised templates.</p> <p><u>Target:</u> A new target was set for this action so that 100% of announcements for Permanent Teaching and Research Staff (PTR) as well as those for researchers on Fixed Term Contract (RFT) will be according to the revised approved templates which include links in order to provide information to candidates regarding career development/professional development opportunities, Research and mobility opportunities, equality Policies as well as the OTM-R Policy. The links are to the HRS4 designated page in CUT Website: <a href="https://www.cut.ac.cy/strategy_for_researchers/opportunities_and_equality_process/">https://www.cut.ac.cy/strategy_for_researchers/opportunities_and_equality_process/</a></p> <p><u>Indicators:</u> All (100%) advertisements are in line with the revised approved templates for both RFT and PTR positions. An example of announcement for RFT positions is: <a href="https://alucuta-my.sharepoint.com/:b:/g/personal/hr_cut_ac_cy/EVL4zQmT4OhNjconxkEQBwBgs91chMDPWGm3A2szf91Fw?e=dy22Wj">https://alucuta-my.sharepoint.com/:b:/g/personal/hr_cut_ac_cy/EVL4zQmT4OhNjconxkEQBwBgs91chMDPWGm3A2szf91Fw?e=dy22Wj</a></p> <p>Since the approval of OTM-R Policy/revised templates, there were no announcements for PTR positions</p>
<p>10. Recommendation that announcements for researchers on a Fixed Term Contract are advertised also in English and that they are posted on EURAXESS</p>									
<p>1. Revision of Rules so that the recommendation is included</p> <p>2. Approval by responsible University Bodies</p> <p>3. Inform CUT community</p> <p>3. Upload revised Rules on intranet and use in induction</p>	<p>#Recruitment-Code (13)</p> <p>#Transparency (15)</p>	<p>2. RECRUITMENT AND SELECTION</p>	<p>HR Services/Rector's Council /Other responsible University Bodies</p>	<p>January 2023- December 2023</p>	<p>Start Q1 of 2023 End Q4 of 2023</p>	<p>Recommendation included in revised Rules <u>NEW Target/ Indicators:</u> 1. 20% of announcements in English for RFT positions 2. 15% of announcements for RFT positions published in euraxess</p>	<p>Completed</p>		<p>Based on the OTM-R Policy approved in March 2025, the HR department makes a strong recommendation to all Project Coordinators to announce RFT positions in English and to upload the announcement in EURAXESS for more international exposure. The HR Department keeps statistics in order to monitor the target set.</p> <p><u>Targets/Indicators:</u> For 2024, 38.46% of advertisements for RFT positions were published in the English language and 7.69% were published in EURAXESS.</p> <p>The new targets for 2025, after the publication of the OTM-R Policy, is for 20% of advertisements for RFT positions to be in English and 15% to be published in EURAXESS.</p> <p>Taking into account that the Interim Assessment was submitted in May 2025, it is noted that the positions advertised for RFT positions in April-May 2025 were all in English and were published in EURAXESS.</p>

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11. Applicants to be informed briefly of the next steps of the recruitment procedure and estimated timeframe									
1. Identify next steps and estimated timeframe 2. Either include information in the announcement or in the email received by the applicants (confirmation for receipt of application)	#Transparency (15)	2. RECRUITMENT AND SELECTION	HR Services/ Rector's Council/ Other responsible University Bodies	January 2023- December 2023	Start Q1 of 2023 End Q4 of 2023	Information provided to candidates on recruitment process <b>NEW Target/ Indicator: 100%</b> of announcements for both RFT and PTR positions where candidates were informed of next steps and timeframe	Completed		The OTM-R Policy was communicated to CUT community by the Vice- Rector for Academic Affairs and the revised announcement templates were uploaded to the HR Intranet. The HR team involved in Recruitment and Selection was trained on the OTM-R Policy, for monitoring the use of the revised announcement templates.  <b>Target:</b> The new target is for 100% of announcements for Permanent Teaching and Research Staff (PTR) as well as those for researchers on Fixed Term Contract (RFT) to use the revised approved templates which include information on next steps in the recruitment procedure and estimated timeframe.  <b>Indicators:</b> All (100%) of the advertisements are in line with the revised approved templates for both RFT and PTR positions. An example of an announcement for RFT Positions can be found at <a href="https://alucuta-my.sharepoint.com/:b:/g/personal/hr_cut_ac_cy/EVL4zQmT4OhNjxonxKEQBwBgs91chMDPWGm3A2szF91Fw?e=Lx74M">https://alucuta-my.sharepoint.com/:b:/g/personal/hr_cut_ac_cy/EVL4zQmT4OhNjxonxKEQBwBgs91chMDPWGm3A2szF91Fw?e=Lx74M</a>  Since the approval of OTM-R Policy there were no announcements for PTR positions
12. Rejection letters to be sent within a month after the end of the selection process (after the approval by the University Bodies)									
1. Inform and/ or approval by responsible University Bodies 2. Include in guidelines/ Policies 3. Publish guidelines on CUT website and inform CUT community	#Transparency (15)	2. RECRUITMENT AND SELECTION	HR Services/ Rectors' Council/ Other University responsible Bodies	January 2023- December 2023	Start Q1 of 2023 End Q4 of 2023	Rejection letters sent within defined timeframe. <b>NEW Target/ Indicator: 75%</b> of rejections letters sent within defined timeframe	Completed		Based on the OTM-R Policy approved in March 2025, the HR Department will inform candidates for all PTR positions on the outcome of their application within a month from the completion of the selection procedure.  For RFT positions, the HR Department will remind Project Coordinators of the OTM-R Policy and their obligation to inform candidates within a month. The HR Department will monitor that the Policy is adhered to, by requesting relevant feedback by the PC.  <b>Targets/ Indicators:</b> In 2024, 66.67% of rejection letters were sent by the HR Department for PTR positions within the set timeframe, mainly due to work overload and understaffing. There are no statistics for RFT Positions for 2024 since the rejection letters were sent by the Project Coordinators and at the time there was no monitoring of this criteria.  The new target is for 75% of rejection letters for both PTR and RFT Positions to be sent within a month from the completion of the selection process.  Given that the application for Interim Assessment was in May 2025 and the approval of the OTM-R Policy was approved end of March 2025, there are yet no statistics with regards to rejection letters for RFT Positions.  For PTR in 2025, 100% of rejection letters were sent within the defined timeframe.

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13. Recommendation that candidates for researchers on a Fixed Term Contract positions be given sufficient time for the interview (minimum 1 week)									
1. Inform and/ or Approval by Responsible University Bodies 2. Include in guidelines for the recruitment of researchers on Fixed Term Contract 3. Publish guidelines on CUT website and inform CUT community	#Transparency (15)	2. RECRUITMENT AND SELECTION	HR Services/ Rectors' Council/ Other University responsible Bodies	January 2023- December 2023	Start Q1 of 2023 End Q4 of 2023	1. Guidelines sent to CUT community 2.Publication of guidelines on Website <b>NEW Target/ Indicator:</b> 60% of positions where candidates were informed within the set timeframe	Completed		The OTM-R Policy was approved in March 2025 was communicated by the Vice- Rector for Academic Affairs to CUT community. It was also uploaded in the CUT webpage (HRS4R) and the HR Intranet.  The HR Department will remind all Project Coordinators (PC) of the provision in the OTM-R Policy that sufficient time of at least 1 week must be given to candidates for the interview. The HR Department will monitor that the Policy was adhered to, by requesting relevant feedback by the PC.  <b>Indicators:</b> Given that the application for Interim Assessment was in May 2025 there are yet no statistics on this action.  The new target is for 60% of positions where candidates are informed at least a week before the date of the interview.
14. Gender balance (where possible) in Selection Committees for Permanent Teaching and Research Staff and researchers on a Fixed Term Contract									
14.1. Relevant recommendation by the Senate/ Rector to CUT community (specifically academic staff including Heads of Academic Departments and Deans) 14.2. Recommendation to be published in CUT Equality webpage	#Selection-Code (14) #Gender Balance (27)	2. RECRUITMENT AND SELECTION 3. WORKING CONDITIONS	1. Rectorate	December 2022	Start Q4 of 2022 End Q4 of 2022	1. Recommendation sent to CUT community 2. Publication of recommendation in Equality website	Completed		The Recommendation for Gender Balance in Selection committees and in CUT Committees in general, where possible, was approved by University Bodies and was communicated to CUT by the Chair of the Equality Committee in November 2023. The Recommendation is emphasised in induction and relevant trainings to academic staff and administrative staff involved in selection procedures.
15. Annual training for unconscious bias and discrimination in recruitment and promotion procedures									
All staff involved in recruitment and promotion procedures to attend annual training on unconscious bias and discrimination (including administrative personnel and Committee members)	#Selection-Code (14)	2. RECRUITMENT AND SELECTION	HR Services/ Equality Committee/ GenderSmart	October 2021 & Annually	Q4 of 2021 & Annually	<b>Indicators:</b> 1. Annual training 2. No. of participants	Completed		Based on priorities set by the Equality Committee, emphasis for the years 2022-2024 was given on other seminars and events which promote a culture of inclusiveness, such as training on the Code of Conduct for the prevention and combat of bullying, sexual harassment and harassment, the importance and use of inclusive language and lectures/awareness events on equality and inclusiveness.
16. To examine the possibility of including additional selection criteria/ competencies for researchers on a Fixed Term Contract, according to the European Framework for Research Careers									
1. Examine the European Framework for Research Careers/ profiles of researchers based on CUT Researcher on Fixed Term Contract categories, with the possibility of revising existing criteria defined per category in relevant CUT Rules 2. Revise accordingly Rules and templates for advertisement and selection for researchers on Fixed Term Contract	#Judging Merit Code (16)	2. RECRUITMENT AND SELECTION	HR Services/ Research Services/ Ad Hoc Committee/ Responsible University Bodies	January 2023- December 2023	Start Q1 of 2023 End Q4 of 2023	1. Inform CUT community 2. Publish templates in Intranet	Completed		The Revised Rules for RFT were approved by University Bodies in April 2025 and CUT community was informed by the Vice- Rector for Academic Affairs. The revised Rules will be included in induction material and trainings. They can be found at HR Intranet and at CUT webpage (HRS4R designate page). They are also included in OTM-R Policy. <a href="https://www.cut.ac.cy/strategy_for_researchers/opportunities_and_equality_process/career_development/">https://www.cut.ac.cy/strategy_for_researchers/opportunities_and_equality_process/career_development/</a>  Specifically, Rules for RFT were revised so that each category/subcategory corresponds to R1 R4 profiles according to the European Framework for Research Careers. The templates for the announcement of RFT positions were also revised accordingly with immediate effect and published in HR Intranet.  The HR Department reminds Project Coordinators of the Revised Rules and ensures that the approved revised templates are used for all RFT announcements as from April 2025. An example is <a href="https://alucutac-my.sharepoint.com/:b-g/personal/hr_cut_ac_cy/EV14zQmT4OHNjconxKEQBwBg91chMDPWGm3A2szF91Fw7e=Lx74M">https://alucutac-my.sharepoint.com/:b-g/personal/hr_cut_ac_cy/EV14zQmT4OHNjconxKEQBwBg91chMDPWGm3A2szF91Fw7e=Lx74M</a>

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<b>17. Mobility experience/ international and professional mobility to be defined in announcements as an advantage in the selection of researchers on Fixed Term Contract</b>									
<p>1. Include mobility experiences/ international and professional mobility as an advantage in selection criteria</p> <p>2. Modify announcements accordingly</p> <p>3. Approval by responsible University Bodies</p> <p>4. Upload modified template for announcements in CUT webpage and inform CUT community</p>	<p>#Recognition of mobility experience Code (18)</p> <p>#Recognition of qualifications code (19)</p>	2. RECRUITMENT AND SELECTION	HR Services/ Rectors' Council/ Other responsible University Bodies	January 2023- December 2023	Start Q1 of 2023 End Q4 of 2023	<p>Mobility experience/ international and professional mobility included in selection criteria as an advantage for researchers on Fixed Term Contract positions.</p> <p><b>NEW Target/Indicator:</b> 100% of advertisements with this advantage*</p>	Completed		<p>The HR team involved in Recruitment and Selection was trained on the OTM-R Policy, ensuring the immediate use of the revised announcement templates.</p> <p>All (100%) of announcements for RFT positions will use the revised template which includes Mobility experience/ international and professional mobility as an advantage.</p> <p><u>Indicators:</u></p> <p>As from April 2025, 100% of advertisements for RFT positions use the revised template. An example is found at <a href="https://alucuta-my.sharepoint.com/:b:/g/personal/hr_cut_ac_cy/EV14zQmT4OHnjconXKEQBw8gS91chMDPWGm3A2szF91Fw7e=GGQ1Za">https://alucuta-my.sharepoint.com/:b:/g/personal/hr_cut_ac_cy/EV14zQmT4OHnjconXKEQBw8gS91chMDPWGm3A2szF91Fw7e=GGQ1Za</a>.</p>
<b>18. Policy for Internal Interdisciplinary Research Programmes</b>									
<p>1. Development of the Policy with the contribution/ suggestions of academic departments</p> <p>2. Approval of the Policy</p> <p>3. Publication of the Proposal Submission Call to the academic staff via email</p> <p>4. Evaluation of the Proposals and funding</p>	#Research environment (23)	3. WORKING CONDITIONS	<p>1. Research Services/ Vice- Rector of Academic Affairs Office/ Research and Innovation Committee</p> <p>2. Research and Innovation Committee/ Senate</p> <p>3. Vice- Rector of Academic Affairs Office/ Research Services</p> <p>4. Research and Innovation Committee</p>	<p>October 2022</p> <p>November 2022</p> <p>January 2023</p> <p>April 2023 Ongoing procedure every year</p>	<p>Start Q3 of 2022 End Q2 of 2023 &amp; annually</p>	<p>Announcement/ evaluation procedure and announcement of results</p> <p><u>Indicators:</u></p> <p>1) No. of internal programs submitted 2) No of internal programs approved for funding</p>	Completed		<p>A Policy for Interdisciplinary Research Programmes was developed and approved by the Senate in March 2023, aiming to support interdisciplinarity and innovation through the implementation of small-scale internal group Research projects. Teams comprising of at least three academic staff members from at least two different Faculties were eligible to apply for internal funding to conduct innovative and pioneering Research on a problem that is inherently complex or interdisciplinary, by nature. The aim is to promote and strengthen networking that bridges the artificial disciplinary boundaries imposed by the university's structural organization into Faculties and Departments. Through the synergies developed, proposals for external funding or publications with international impact are expected to emerge.</p> <p>The Policy can be found at: <a href="https://www.cut.ac.cy/digitalAssets/524/524300_100_____final.pdf">https://www.cut.ac.cy/digitalAssets/524/524300_100_____final.pdf</a></p> <p>The proposal submission call was published in July 2023 (with deadline set for October 2023). The evaluation of the proposals and funding was completed in April 2024 and the programs commenced in June 2024. <a href="https://www.cut.ac.cy/news/article/?contentId=568610">https://www.cut.ac.cy/news/article/?contentId=568610</a></p> <p><u>indicator results:</u></p> <p>1. Number of internal programs submitted = 20 2. Number of internal programs funded = 10</p>



ACTIONS	GAP PRINCIPLES	PILLAR(S)	RESPONSIBLE UNIT	TIMING	TIMING IN QUARTERS	INDICATOR(S)/ TARGET(S)	CURRENT STATUS	EXTENSION OF TIMING (WHERE APPLICABLE)	REMARKS
<b>19. Global Timesheet (Design, Development and implementation) - Total time recording of academic staff and researchers</b>									
1. Automation of the internal procedure for the appointment of researchers on Fixed Term Contract	#Research environment (23)	3. WORKING CONDITIONS	1. Research Services/ IT Services/ HR Services/ Financial Services	May 2022- December 2023	Start Q2 2022 End Q4 2023	Automation of internal approval procedure for the appointment of researchers on Fixed Term Contract Indicators: 1. All internal procedures for the approval of the appointment of researchers on Fixed Term Contract are executed in the electronic platform 2. Implementation/ use of Global Timesheet	Extended	Extended- Q4 2025 (action 1)	A Working Group comprising of all administrative services was set up for the project.  The project proved to be challenging. A Project Manager was assigned for the completion of Action 1 by the end of 2025.  The scope of the project changed based on strategic priorities. It was decided that priority will be given to action 1 of the project involving the automation of internal procedure for the appointment of researchers on Fixed Term Contract with estimated completion of the task being end of Q4 of 2025.
2. Automation of Global Timesheet (total working hours of academic staff and Research staff)			2. Research Services/ IT Services/ HR Services/ Financial Services/ Student Affairs						
3. Automation of external teaching and Research activities of academic staff (PTR)		3. Research Services/ IT Services/ HR Services/ Financial Services							
4. Finalisation of Global Timesheet System		2. Research Services/ IT Services/ HR Services/ Financial Services/ Student Affairs/ CUT community							
<b>20. Issue of Disciplinary Regulations for academic staff by CUT</b>									
Proposal of Disciplinary Regulations by CUT, review by the Legal Department of Government and approval by the Council of Ministers and the Parliament	#Complains/Appeals (34)	3. WORKING CONDITIONS	Rector	Ongoing process to end December 2023	ongoing process to end Q4 of 2023	1. Approval of the Regulations by the Cyprus Parliament 2. Publish Regulations	Extended	Extended - June 2025	The proposal for CUT Disciplinary Regulation is currently examined by the Ministry of Education.  New deadline set for Q2 2025 for the approval of the relevant legislation by the Cyprus Parliament.
<b>21. Continuously update the internal platform with new Policies and procedures and provide Induction/ infodays for newcomers and existing staff</b>									
1. Update internal platform with new/ revised Policies 2. Organise induction seminars and infodays for newcomers and existing staff 3. Inform CUT community for the platform and provide relevant link	All principles	ALL PILLARS	HR Services/ Research Services/ All Administrative Services	Starting from September 2021 & ongoing	Q3 of 2021 & ongoing	1. The platform must be continuously updated 2. CUT community informed of the platform 3. Material in the platform used for training <b>Indicators:</b> 1. Session performed annually 2. % of newcomers attending the course 3. % of existing staff attending trainings	Completed & ongoing		The original platform has been upgraded and enriched with new developments: Sharepoints for Administrative Services (INFO@CUT) <a href="https://intranet.cut.ac.cy/">https://intranet.cut.ac.cy/</a>  The Rector informed CUT community of INFO@CUT and regularly sends updates on new developments. The platform is accessible to CUT community. It is a reference for information on Regulations, Rules and Policies regarding administrative services and it is also used for training and induction purposes.  <b>Indicators:</b> 1. 3 induction sessions performed in 2024 2. 62.3% of newcomers attending induction courses 3. 66.41% of existing staff attending seminars (on topics such as Election and Upgrade procedures for academic staff, E-payments, Procurement procedures, Inclusive Language etc.)
<b>22. Gender balances (where possible) in Selection Committees for Permanent Teaching and Research Staff and researchers on a Fixed Term Contract</b>									
Modification of the template sent to the Senate by Academic Departments/ Faculties for the composition of Committees for recruitment and promotion of permanent teaching and Research staff. The new template will verify that gender balance was taken into account for the selection of committee members. 2b. Revision of Policies to include template 2c. CUT community will be informed via email 2d. The Policy will be published and used in induction/ trainings	#Selection-Code (14) #Gender balance (27)	2. RECRUITMENT AND SELECTION 3. WORKING CONDITIONS	Equality Committee/ Senate/ HR Services	November 2022- January 2023	Start Q4 of 2022 End Q1 of 2023	Communication and publication of revised template to be used with immediate effect	Completed		The revised Code of Conduct for the Composition of Special Committees for the Election of academic staff, which makes a strong recommendation for gender balance where possible, was approved by University Bodies in November 2023. The Code incorporates Annex 1 (Template for the proposition for the composition of Special Committees to the Senate) which was revised to include the statement that all effort has been made for gender balance in the Committee and it is applied since November 2023. The link of the Code can be found in the OTM-R Policy but it is in Greek. <a href="https://www.cut.ac.cy/strategy_for_researchers/otmr_Policy/">https://www.cut.ac.cy/strategy_for_researchers/otmr_Policy/</a>  The Revised code and the above recommendation is emphasised in induction training as well as trainings held specifically for academic and administrative staff involved in selection procedures.

ACTIONS	GAP PRINCIPLES	PILLAR(S)	RESPONSIBLE UNIT	TIMING	TIMING IN QUARTERS	INDICATOR(S)/ TARGET(S)	CURRENT STATUS	EXTENSION OF TIMING (WHERE APPLICABLE)	REMARKS
<p><b>23. Registration of the University as a Spoke - Knowledge transfer support services by the Central Knowledge Transfer Office (CKTO) of the Research and Innovation Foundation (RIF)</b></p> <p>23.1. Coaching of administrative staff of the Innovation and knowledge transfer Office (Research Services) by external consultants for the review of the IP Policy</p> <p>23.2. Training activities for administrative staff of the Innovation and knowledge transfer Office (Research Services of CUT) for improving internal KT Structures, procedures, agreements/ policies and tools in order to operate as independent entity providing knowledge transfer services within the University</p>	<p>#Professional responsibility (3) #Dissemination, exploitation of results (8)</p> <p>#Intellectual Property rights (31)</p>	<p>1. ETHICAL AND PROFESSIONAL ASPECTS</p> <p>3. WORKING CONDITIONS</p>	<p>Research and Innovation Foundation Cyprus (RIF)/ External Consultants/ Research Services</p>	<p>October 2024 -March 2025</p>	<p>Q4 2024- Q1 2025</p>	<p><u>Target/ Indicators:</u> 1. Registration of the University as a spoke 2. Training conducted (no. of training sessions) 3. Update of IP Policy 4. Publish IP Policy and inform CUT Academics</p>	<p>New</p>		
<p><b>24. Training of researchers at CUT for Knowledge transfer, commercialisation and entrepreneurship</b></p>	<p>#Professional responsibility (3) #Dissemination/ exploitation of results (8)</p>	<p>1. ETHICAL AND PROFESSIONAL ASPECTS</p>	<p>Research Services/ Researchers at CUT</p>	<p>September 2024 &amp; ongoing</p>	<p>Q3 2024 &amp; ongoing</p>	<p><u>Indicators:</u> 1. No. of sessions 2. No. of participants</p>	<p>New</p>		
<p><b>25. Development of an Open Science Policy</b></p> <p>The university aims to align its Institutional Open Science Policy with the National Policy of the Republic of Cyprus for Open Science practices approved by the Cyprus Parliament in May 2022 and the UNESCO Recommendation on Open Science (2021)</p> <p>The aim is to continuously promote science and the dissemination of knowledge to benefit society by adopting open, reproducible, and responsible Research practices. The Policy will include provisions for the development of a Data Management Plan.</p>	<p>#Professional responsibility (3) #Dissemination, exploitation of results (8)</p>	<p>1. ETHICAL AND PROFESSIONAL ASPECTS</p>	<p>Library Services/ Academic CUT community</p>	<p>January 2025 - July 2025</p>	<p>Q1 2025- Q3 2025</p>	<p><u>Target:</u> 1. Policy published at CUT Website and intranet 2. CUT community informed of the new Policy</p>	<p>New</p>		
<p><b>26. Introduction of a new cycle of "Security Awareness Training" via the designated Platform for awareness and training on Cybersecurity and protection of scientific data, available CUT community</b></p>	<p>#Good practice in research (7)</p>	<p>1. ETHICAL AND PROFESSIONAL ASPECTS</p>	<p>Information Systems and Technology Services/ CUT community</p>	<p>By the end of February 2025 completion of the new cycle of training &amp; On going (every 3-4 months introduce a new cycle of Cybersecurity trainings for CUT staff)</p>	<p>By Q1 2025 completion of the new cycle of training &amp; ongoing - every 3-4 months introduce a new cycle of Cybersecurity trainings for CUT Staff</p>	<p><u>Target/ Indicators:</u> 1.CUT community informed of the commencement of training cycle 2. Introduce a new cycle of training every 3-4 months 2. No. of participants in training via the platform</p>	<p>New</p>		
<p><b>27. Design and application of a Disaster Recovery Plan for IT System Security</b></p> <p>27.1. Relocation of the backup central storage system to a data center in Nicosia Cyprus, in order to achieve geographical redundancy</p> <p>27.2. Finalisation and submission of the study on the Disaster Recovery site to the University Bodies to reach a decision regarding the type of DR site to be implemented</p> <p>27.3. Secure services for Security Operations Center (SOC) through a tender process</p> <p>27.4. Implement the ISO 27001 standard for the University's data center</p>	<p>#Good practice in research (7)</p>	<p>1. ETHICAL AND PROFESSIONAL ASPECTS</p>	<p>Information Systems and Technology Services/ External consultants</p>	<p>1. January - June 2025 2. January - March 2025 3. January - March 2025 4. January - December 2025</p>	<p>1. Q1 2025- Q2 2025 2. Q1 2025 3. Q1 2025 4. Q1 2025- Q4 2025</p>	<p><u>Target/ Indicators:</u> 1. Complete actions</p>	<p>New</p>		

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<p><b>28. Introduction of the constitution of Interdisciplinary networking workshops aiming to promote Interdisciplinary collaboration among Faculties/ Academic Departments and promotion of their research labs for utilisation by external entities</b></p> <p>28.1. Organisation of interdisciplinary networking workshops 28.2. The responsible University Bodies and CUT community to be informed accordingly</p>	<p>#Dissemination, exploitation of results (8) #Public engagement (9)</p>	<p>1.ETHICAL AND PROFESSIONAL ASPECTS</p>	<p>Vice- Rector for Academic Affairs Office/ Academic Faculties and Departments</p>	<p>September 2025 &amp; Ongoing</p>	<p>Q3 2025 &amp; ongoing</p>	<p><u>Indicators:</u> 1. Number of interdisciplinary networking workshops 2. Number of research labs involved in the workshops</p>	<p><b>New</b></p>		
<p><b>29. Continuation of the Open University Lectures initiative</b> (In cooperation with the Farmagusta Chamber of Commerce &amp; industry and the Faculty of Tourism Management, Hospitality and Entrepreneurship of CUT in Paphos)</p> <p>This initiative aims to enhance accessibility and inclusivity for all citizens and local communities. It facilitates the dissemination of expertise, scientific knowledge, and Research findings to the public while fostering dialogue and interaction between scientists and society, on topics such as entrepreneurship, tourism, economics, innovation, the circular economy, high technology, artificial intelligence.</p>	<p>#Dissemination/ exploitation of results (8) #Public engagement (9)</p>	<p>1. ETHICAL AND PROFESSIONAL ASPECTS</p>	<p>Farmagusta Chamber of Commerce &amp; Industry/ CUT academic community</p>	<p>January 2025 &amp; ongoing</p>	<p>Q1 2025 &amp; ongoing</p>	<p><u>Target/ Indicators:</u> 1. Publication of open lectures (internally and to public) 2. No. of open lectures</p>	<p><b>New</b></p>		
<p><b>30. Publication of a Research Report</b></p> <p>Aiming at optimal exploitation and dissemination of Research results (from Research programs and Research laboratories) with emphasis on the impact and benefits to society, in simple language, for the public.</p>	<p>#Dissemination, exploitation of results (8) #Public engagement (9)</p>	<p>1. ETHICAL AND PROFESSIONAL ASPECTS</p>	<p>Communication, Marketing and International Relations Services/ CUT community</p>	<p>January 2025- September 2025</p>	<p>Q1 2025- Q3 2025</p>	<p><u>Indicators/ Target:</u> 1. Publication of the Report</p>	<p><b>New</b></p>		
<p><b>31. Policy for the utilisation of Research Laboratories by business community/ society and the provision of services to external entities</b></p> <p>31.1. Development and approval of Policy by the Senate 31.2. Publication of the Internal Call based on approved Policy for the submission of proposals 31.3. Evaluation of the Proposals and funding</p>	<p>#Dissemination, exploitation of results (8)</p>	<p>1. ETHICAL AND PROFESSIONAL ASPECTS</p>	<p>Office of the Vice-Rector for Academic Affairs/ Research Services</p>	<p>September 2025- September 2026</p>	<p>Q3 2025- Q3 2026</p>	<p><u>Target/ Indicators:</u> 1. Publish Policy and inform academic community at CUT 2. Publish Call 3. No. of eligible proposals 4. No. of Research laboratories approved/ funded</p>	<p><b>New</b></p>		

ACTIONS	GAP PRINCIPLES	PILLAR(S)	RESPONSIBLE UNIT	TIMING	TIMING IN QUARTERS	INDICATOR(S)/ TARGET(S)	CURRENT STATUS	EXTENSION OF TIMING (WHERE APPLICABLE)	REMARKS
<p><b>32. Updated Equality and Equal Access Plan (2025-2028)</b></p> <p>An updated Equality and Equal Access plan for the period 2025-2028 will be developed based on the results of a survey conducted among the administrative staff and students, with regards to equality and inclusive issues. The Equality Plan for the period 2022-2024 can be found at: <a href="https://www.cut.ac.cy/diversity_inclusion_office/action_plans/equality_plan_22_24/">https://www.cut.ac.cy/diversity_inclusion_office/action_plans/equality_plan_22_24/</a></p> <p>The updated Equality and Equal Access Plan will include actions from the Equal Access Plan (2024-2028), approved in March 2024, for Persons with Disabilities (PwD) and Persons with Special Educational Needs (PwSEN). This Plan highlights the University's commitment to promoting an inclusive and accessible working and learning environment. It constitutes our road map for promoting equality, removing barriers and ensuring that People with disabilities have equal access to education, facilities and opportunities. In implementing this Plan, we aim to create a university culture that values diversity, respects individual differences, and promotes the full participation of all members of our community.</p>	#Non- discrimination (10)	1. ETHICAL AND PROFESSIONAL ASPECTS	Equality Committee/ Office for Diversity and Inclusion/ EUT Equality Office	September 2024- December 2028	Q3 2024- Q4 2028	<p><u>Targets/ Indicators:</u></p> <p>1. Approval of the updated Equality and Equal Access Plan</p> <p>2. Communication of the Equality and Equal Access plan to CUT community</p> <p>3. No. of actions implemented per year</p> <p>4. % of participants compared to the no. invited for related seminars/trainings conducted</p>	New		
<p><b>33. Ensure physical access to University buildings by employees with disability according to the Equality and Equal Access Plan of CUT</b></p> <p>33.1. Development of an assessment Report based on the current situation at the University for equal access to university buildings (ramps,elevators, toilets, parking for people with disability etc) and relevant recommendations</p> <p>33.2. Implementation of recommendations (restructuring)</p> <p>33.3. Reinforcement of the awareness and independency of employees with disability via easy access to information regarding accessibility at university buildings (Development of an access map with details on access per building per disability type)</p>	#Non- discrimination (10)	1. ETHICAL AND PROFESSIONAL ASPECTS	Office for Diversity and Inclusion/ Estate Management Services	<p>1. May 2025-December 2025</p> <p>2. January 2026-December 2026</p> <p>3. May 2025 - December 2026</p>	<p>1. Q2 2025- Q4 2025</p> <p>2. Q1 2026- Q4 2026</p> <p>3. Q2 2025- Q4 2026</p>	<p><u>Targets/ Indicators</u></p> <p>1. Preparation of assessment report</p> <p>2. % of changes/ improvements based on the assessment report</p> <p>3. Feedback to be acquired by the employees directly affected by the improvements made</p> <p>4. Development &amp; publication of an access map at CUT website</p>	New		
<p><b>34. Ensure electronic access for employees with disability (hearing/sight problems, dyslexia etc) according to the Equality and Equal Access Plan of CUT</b></p> <p>34.1. Assessment of existing supporting technology which can aid employees and students with disability</p> <p>34.2. Awareness with regards to existing supporting technological devices provided by CUT or open source software on internet for employees and students with disability</p> <p>34.3. Actions taken by CUT to acquire additional technological devices/ cloud services deemed essential for the promotion of electronic access</p> <p>34.4. Upgrade of existing supporting technological devices and development/ improvement of university softwares and digital services, with the aid of focus groups, and update of the list of devices/ services at CUT</p>	#Non- discrimination (10)	1. ETHICAL AND PROFESSIONAL ASPECTS	1. & 2. & 3. Office for Diversity and Inclusion/ Information Systems and Technology Services 4. Office for Diversity and Inclusion/ Information Systems and Technology Services CUT/ Academic Department of Rehabilitation Services	<p>1. June 2026- December 2026</p> <p>2 &amp; 3. January 2027- December 2027</p> <p>4. January 2027- December 2027 &amp; Update every 2 years</p>	<p>1. Q2 2026- Q4 2026</p> <p>2. &amp; 3. Q1 2027- Q4 2027</p> <p>4. Q1 2027- Q4 2027 &amp; update every 2 years</p>	<p><u>Targets/ Indicators</u></p> <p>1. Preparation of assessment report</p> <p>2. Number of improvements and % of satisfied users</p>	New		

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<p>35. Revise Code of practice to prevent and combat bullying, sexual harassment and harassment, indicating no tolerance to incidents related to bullying, sexual harassment and harassment in the work environment</p> <p>The scope is for the Current Code* to become more inclusive and effective i.e. to narrow down the procedure for reporting a complain, recording and resolution in order to ensure transparency, support and protection of the people who report a complain, with emphasis on anonymity.</p> <p>*The current Code can be found at: <a href="https://www.cut.ac.cy/university/administration/senate/senate-committees/code_of_practice/?languageId=100">https://www.cut.ac.cy/university/administration/senate/senate-committees/code_of_practice/?languageId=100</a></p>	#Non- discrimination (10)	1. ETHICAL AND PROFESSIONAL ASPECTS	Office for Diversity and Inclusion/ Equality Committee	May 2025- October 2025	Q2 2025- Q4 2025	<p><u>Targets/ Indicator:</u></p> <p>1. Approval of the Revised Code</p> <p>2. Communication of the Code to CUT community</p>	New		
<p>36. Accreditation by the Ministry of Labour and Social security of Cyprus as a Gender Equality Employer</p> <p>The University in December 2022 was awarded by the Ministry of Labour Relations and Social Security in Cyprus for the implementation of 11 good practices regarding gender equality in the work environment (1. implementation of Equality plan, 2. Recruitment and Promotion procedures, 3. Training Policy, 4. Equal Pay, 5. Flexible working hours</p> <p>6. Flexible working hours for breast feeding, 7. Teleworking for child care/ sickness, 8. Summer School, 9. Surveys on equality issues/ equality and inclusiveness culture, 10. Equality Committee, 11. Policy for the prevention of harassment/ sexual harassment)</p> <p>In 2025, the University will apply for the accreditation as a Gender Equality Employer. The accreditation is given on the grounds of gender equality in the following:</p> <p>1. Recruitment and Selection</p> <p>2. Training and Professional development</p> <p>3. Evaluation systems</p> <p>4. Work life balance</p> <p>5. Prevention of harassment and sexual harassment</p>	#Non- discrimination (10)	1. ETHICAL AND PROFESSIONAL ASPECTS	Diversity and Inclusion Office/ HR Services	May 2025- December 2025	Q2 2025- Q4 2025	<p><u>Targets/ Indicator:</u></p> <p>1. Submission of application within the deadline set</p> <p>2. Accreditation as a Gender Equality Employer</p>	New		
<p>37. Improvement and upgrading of the Evaluation System for academic staff involved in Teaching, by CUT Students</p> <p>Aiming to:</p> <ul style="list-style-type: none"> <li>• assess the quality and effectiveness of teaching at CUT</li> <li>• provide feedback from CUT students regarding measurable aspects of their learning experience, linked to the intended learning outcomes</li> <li>• support quality assurance and the continuous improvement of teaching and learning outcomes for students</li> </ul>	#Evaluation/ appraisal systems (11)	1. ETHICAL AND PROFESSIONAL ASPECTS	Academic Affairs and Student Welfare services/ Information Systems and Technology Services	January 2025- December 2025	Q1 2025- Q4 2025	<p><u>Targets/ Indicators:</u></p> <p>1. Development and publication of the updated evaluation system</p> <p>2. Communication of the new evaluation guidelines to academics and students</p>	New		
<p>38. Continuation and reinforcement of the Internal Interdisciplinary Research programs Team Funding - 2nd Call</p> <p>38.1. Publication of the Proposal Submission Call to the academic staff via email</p> <p>38.2. Evaluation of the Proposals and funding</p> <p>38.3. Organise a Presentation Workshop for the dissemination of the Research outcomes of the funded internal interdisciplinary programs by the Research teams involved, including RFT and PhD students</p>	#Research environment (23)	3. WORKING CONDITIONS	<p>1. Vice- Rector of Academic Affairs Office/ Research Services</p> <p>2. Vice- Rector of Academic Affairs Office</p> <p>3. Research Services/ Vice- Rector for Academic Affairs/ Research teams involved in programs funded</p>	June 2026- March 2027	Q2 2026- Q1 2027	<p><u>Targets:</u></p> <p>1. 2nd Call</p> <p>2. More than 20 eligible proposals</p> <p>3. Presentation workshop for the dissemination of Research results to CUT community</p> <p><u>Indicators:</u></p> <p>1. No. of internal proposals submitted</p> <p>2. No. of internal programs approved for funding</p> <p>3. No. of eligible proposals</p> <p>4. % of academics who submitted a proposal</p>	New		

ACTIONS	GAP PRINCIPLES	PILLAR(S)	RESPONSIBLE UNIT	TIMING	TIMING IN QUARTERS	INDICATOR(S)/ TARGET(S)	CURRENT STATUS	EXTENSION OF TIMING (WHERE APPLICABLE)	REMARKS
<p><b>39. Continuation and Reinforcement of the Internal Research Programs Pump Priming - 2nd Call</b></p> <p>Aiming to support new academic staff (Lecturers and Assistant professors), who have successfully implemented their start up fund program, in undertaking short Research programs which will help them to attract and gain external funding leading to publications in prestigious scientific journals.</p> <p>39.1. Eligible academic staff informed of the commencement of submission of applications for funding</p> <p>39.2. Evaluation of the Proposals and funding</p>	#Research environment (23)	3. WORKING CONDITIONS	1. Vice- Rector of Academic Affairs Office/ Research Services 2. Vice- Rector of Academic Affairs Office	March 2025- June 2025	Q1 2025- Q2 2025	<p><u>Target:</u></p> <p>1. 2nd Call for Pump Priming programs 2. 50% applications of eligible academics</p> <p><u>Indicators:</u></p> <p>1. No. of internal proposals submitted 2. No. of internal programs approved for funding 3. % applications from eligible academics</p>	New		
<p><b>40. Reinforcement of internal Research funding sources ensuring the continuous employment of RFTs at the University and a sense of stability and security among this group of researchers working on a project-basis, relying on external funding</b></p>	#Research environment (23) #Stability and permanence of employment (25) #Funding and salaries (26)	3. WORKING CONDITIONS	Vice- Rector for Academic Affairs Office/ Research Services	July 2025- December 2025	Q3 2025- Q4 2025	<p><u>Targets/ Indicators:</u></p> <p>1. Development of new Policies and/ or modification of existing Policies 2. Publication of Policies at CUT Website and intranets (INFO@CUT)</p>	New		
<p><b>41. Development of EU+ Research Institutes (ERIS) and Groups (ERGS):</b></p> <p>Establishment of cross-sectoral and interdisciplinary research structures within the EU+ framework to enhance international research collaboration and attract European and international funding</p>	#Research environment (23) #Value of mobility (29) #Access to research training and continuous development (39)	3. WORKING CONDITIONS 4. TRAINING AND DEVELOPMENT	EU+ Research Office (ERO)	November 2024- October 2027	Q4 2024- Q4 2027	<p><u>Target:</u></p> <p>1. At least 1 ERG/ ERI coordinated by CUT</p> <p><u>Indicator:</u></p> <p>1. No. of ERG/ ERI created</p>	New		
<p><b>42. Enhancing the mobility of researchers and doctoral students within the EU+ framework:</b></p> <p>The goal is to promote joint doctoral programs, co-supervision of doctoral theses, and the placement of researchers in Research laboratories across the EU+ network through the European Graduate Research School (EGRS)</p>	#Research environment (23) #Value of mobility (29) #Access to research training and continuous development (39)	3. WORKING CONDITIONS 4. TRAINING AND DEVELOPMENT	EU+ Graduate Research School/ Erasmus Office/ Vice-Rector for Academic Affairs Office	November 2024- October 2028	Q4 2024- Q4 2027	<p><u>Target:</u></p> <p>1. At least 50% of ERI PhD students/ researchers receiving co-supervision/ support and mobility across the EU+ network</p> <p><u>Indicator:</u></p> <p>1. No. of mobilities per year</p>	New		
<p><b>43. Development of an entrepreneurial culture through the EU+ Entrepreneurship School:</b></p> <p>Creation of training and mentoring programs for young researchers and PhD students, aiming to develop entrepreneurial skills and foster innovation</p>	#Access to career advice (30) #Continuous Professional Development (38)	3. WORKING CONDITIONS 4. TRAINING AND DEVELOPMENT	EU+ Entrepreneurship School	November 2024- November 2027	Q4 2024- Q4 2027	<p><u>Target:</u></p> <p>1. At least 1 academic micro-credential program related to the training of young researchers and entrepreneurs</p> <p><u>Indicator:</u></p> <p>1. Academic program created</p>	New		
<p><b>44. Establish structured career guidance services for Early stage researchers</b></p>	#Access to career advice (30)	3. WORKING CONDITIONS	ECROS Project Call: HORIZON-WIDERA-2024-ERA-02	October 2025- September 2028	Q4 2025- Q3 2028	<p><u>Target:</u></p> <p>1. Creation of Career Development Plan for Young researchers</p> <p><u>Indicator:</u></p> <p>1. No. of career development services via Digital Services Toolbox</p>	New		

ACTIONS	GAP PRINCIPLES	PILLAR(S)	RESPONSIBLE UNIT	TIMING	TIMING IN QUARTERS	INDICATOR(S)/ TARGET(S)	CURRENT STATUS	EXTENSION OF TIMING (WHERE APPLICABLE)	REMARKS
<p>45. Provision of a comprehensive program on pedagogical education and teaching methodology</p> <p>The program will be mandatory for all new members of Academic and Teaching Staff (PTR) from 2024 onwards and optional for existing staff members (Faculty and Teaching staff, Special Scientists for teaching and Teaching Assistants/PhD students)</p> <p>Participants will attend a course which provides an in-depth exploration of the principles and design practices of the learning experience. The participants will then have the opportunity to apply the techniques learned to create attractive and effective teaching experiences for students</p>	<p>#Teaching (33)</p> <p>#Continuous Professional Development (38)</p>	<p>3. WORKING CONDITIONS</p> <p>4. TRAINING AND DEVELOPMENT</p>	<p>Learning and Development Network/ Academic staff</p>	<p>September 2024 &amp; ongoing</p>	<p>Q3 2024 &amp; ongoing</p>	<p><u>Target:</u></p> <p>1. Provision of the program</p> <p>2. At least 70% of newcomers who participate in the program per academic year</p> <p><u>Indicator:</u></p> <p>1. % of newcomers who attended the program per academic year</p>	<p>New</p>		
<p>46. Development of a repository of samples on best teaching practices for academic staff.</p>	<p>#Teaching (33)</p> <p>#Continuous Professional Development (38)</p>	<p>3. WORKING CONDITIONS</p> <p>4. TRAINING AND DEVELOPMENT</p>	<p>Learning and Development Network/ Academic staff</p>	<p>January 2024 &amp; yearly</p>	<p>Q1 2024 &amp; yearly</p>	<p><u>Target:</u></p> <p>3 new best practices added to the repository per year</p>	<p>New</p>		
<p>47. Development of toolkit for academic staff on learning theories, innovative teaching practices</p>	<p>#Teaching (33)</p> <p>#Continuous Professional Development (38)</p>	<p>3. WORKING CONDITIONS</p> <p>4. TRAINING AND DEVELOPMENT</p>	<p>Learning and Development Network/ Academic staff/ Phd students</p>	<p>December 2025 &amp; yearly</p>	<p>Q4 2025 &amp; Yearly</p>	<p><u>Target:</u></p> <p>At least 1 new toolkit per year</p>	<p>New</p>		
<p>48. Introduction of the constitution of "Ombuds" for academic staff and researchers for the mediation and resolution of conflicts</p>	<p>#Complains/ appeals (34)</p>	<p>3. WORKING CONDITIONS</p>	<p>Rector's Office</p>	<p>July 2027- December 2027</p>	<p>Q3 2027- Q4 2027</p>	<p><u>Target:</u></p> <p>1. Policy development and publication</p> <p>2. Person assigned for the role of 'Ombuds'</p> <p>2. CUT community informed of the constitution and person assigned</p>	<p>New</p>		
<p>49. Writing retreat specifically designed for the PhD students, including researchers, in order to improve their skills in writing scientific journals/ publications</p>	<p>#Continuous professional development (38)</p> <p>#Access to research training and continuous development (39)</p>	<p>4. TRAINING AND DEVELOPMENT</p>	<p>Learning and Development Network/ Phd students</p>	<p>May 2027</p>	<p>Q2 2027</p>	<p><u>Target:</u></p> <p>Participation of at least 15 PhD Students/researchers</p> <p><u>Indicator:</u></p> <p>No. of participants</p>	<p>New</p>		
<p>50. Provision of support for academic research and publications for Phd students and RFT via guidelines</p> <p>The action offers guidance and support for the writing of academic papers and publications (initially in English), thus enhancing the quality of Research papers from the university. Guidelines will be developed and guidance will be offered for writing academic papers and publications</p>	<p>#Continuous Professional Development (38)</p> <p>#Access to research training and continuous development (39)</p>	<p>4. TRAINING AND DEVELOPMENT</p>	<p>Learning and Development Network/ Phd Students/ RFT</p>	<p>September 2024 &amp; yearly</p>	<p>Q3 2024 &amp; yearly</p>	<p><u>Target:</u></p> <p>1. Development of Guidelines and provision of support in writing academic papers and publications</p> <p>2. Support provided to at least 20 PhD Students/researchers on Fixed Term Contract (RFT) per year</p>	<p>New</p>		

ACTIONS	GAP PRINCIPLES	PILLAR(S)	RESPONSIBLE UNIT	TIMING	TIMING IN QUARTERS	INDICATOR(S)/ TARGET(S)	CURRENT STATUS	EXTENSION OF TIMING (WHERE APPLICABLE)	REMARKS
51. Development of toolkit for PhD students and RFT regarding the use of technologies, writing skills, promotion of Research work, etc	#Continuous Professional Development (38) #Access to research training and continuous dev (39)	4. TRAINING AND DEVELOPMENT	Learning and Development Network/ PhD Students & RFT	December 2025 & yearly	Q4 2025 & yearly	<u>Target:</u> At least 1 new toolkit per year	New		
52. Provision of training to researchers (doctoral students and postdoctoral researchers) on writing and promoting doctoral thesis and Research proposals  Seminars and experiential workshops will be provided for the development of learning skills of doctoral students and postdoctoral researchers, by offering educational programs on the above mentioned topics, as well as on research skills and writing research proposals, presentation and promotion of their work, use of specialised software, etc	#Continuous professional development (38) #Access to research training and continuous development (39)	4. TRAINING AND DEVELOPMENT	Learning and Development Network/ PhD students/ Post Doctoral Researchers	January 2025 & ongoing	Q1 2025 & ongoing	<u>Target:</u> 1. Provision of at least 3 seminars per year <u>Indicator:</u> 1. No. of seminars offered per year 2. No. of participants	New		
53. Provision of continuous professional and personal development programs by the Center for Lifelong Learning at CUT.  a. Continuous professional and personal development programs, featuring specialized seminars and workshops tailored to the evolving needs of the labor market, organizations in both the public and private sectors designed for professionals both in Cyprus and internationally.  b. Continuous personal development programs (for the acquisition of new skills and life-long competencies for the general public  c. Continuous professional training, development and upgrading of knowledge and skills, based on developments in the field of employment of (a) academic and administrative staff and (b) graduates	#Continuous professional development (38) #Access to Research training and continuous dev (39)	4. TRAINING AND DEVELOPMENT	Center for Lifelong Learning with the support of Communication, Marketing and International Relations Services	February 2025 & ongoing	Q1 2025 & ongoing	<u>Targets/ Indicators:</u> 1. Training needs assessment survey internally and externally 2. No. of educational programs for general public 3. No. of educational programs to professionals 4. No. of educational programs for CUT staff and graduates	New		
54. Continuation and reinforcement of the METADIDACTOR (Post Doc Scholarship) - 4th Call for METADIDACTOR (Post doc scholarship)  54.1 Update the Call content for METADIDACTOR 54.2. Publication of the Proposal Submission Call to the academic staff via email 54.3. Evaluation of the Proposals and funding	#Post-Doctoral appointments (21)  #Access to research training and continuous development (39)	2. RECRUITMENT AND SELECTION  4. TRAINING AND DEVELOPMENT	1. Research Services/ Vice- Rector of Academic Affairs Office  2. Vice- Rector of Academic Affairs Office  3. Vice- Rector of Academic Affairs Office	June 2025- March 2026	Q2 2025- Q1 2026	<u>Target:</u> 1. Update Call 2. 4th Call for METADIDACTOR (post doc scholarship) 3. To attract external candidates at least 40% <u>Indicators:</u> 1. No. of internal proposals submitted 2. No. of internal programs approved for funding 3. % of external applicants	New		