

HRS4R - ACTION PLAN

1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	256,50
Of whom are international (i.e. foreign nationality) *	65
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	138,5
Of whom are women *	93
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	163
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	35,5
Of whom are stage R1 = in most organisations corresponding with doctoral level *	58
Total number of students (if relevant) *	3186
Total number of staff (including management, administrative, teaching and research staff) *	491,5
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	70.702.342
Annual organisational direct government funding (designated for research)	1.657.527
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	15.460.572
Annual funding from private, non-government sources, designated for research	147.155

ORGANISATIONAL PROFILE

CUT is one of the three Cyprus Public Universities, a member of the European University (EUT) and internationally distinguished in the area of research excellence:

<https://www.cut.ac.cy/university/about/university-profile/>

<https://www.cut.ac.cy/university/about/vision-mission-values/>

CUT has four main Strategic Goals:

1. Education, Student Support & Quality of University Community Life
2. Research Activity, Academic Excellence and Innovation
3. Internalisation, Community Outreach and Interconnection with the Business World
4. Development, Structural Change and Reform

CUT has seven Faculties, fifteen Academic Departments and the Language Center. It is supported by eight Administrative Services. The Board (Council), the Senate and the Rector's Council are the three main Responsible Decision-making Bodies of the University.

The two main categories of CUT Researchers are: Permanent and Research Staff (PTR) and Researchers on Fixed Term Contract (RFT).

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Ethical and professional aspects *

Strengths and Weaknesses

Research activity is provided in the wider context of academic freedom and is governed by Research Activity and Start Up funds Policies. PTF can participate in additional activities i.e. external teaching, consulting. CUT values academic freedom and promotes research excellence, without explicit monetary criteria linked to promotion, encouraging research in less mainstream areas where funding opportunities are scarce without sacrificing career opportunities.

CUT, by law, adopts the University of Cyprus (UCY) Regulations for professional and ethical conduct and disciplinary procedures. CUT Research Ethics and Deontology Committee developed good research practices and good practices for Bioethical and ethical concerns in Research manuals and appointed a Complaints Manager. PTF declare potential Conflict of Interest with Research Partners and Companies, while Selection Committee members for PTR, declare potential interest among themselves and with candidates.

The University has established an IP Policy for the registration, transfer and commercial exploitation of CUT's IPs. To this purpose, RFT sign the 'Inventions and Proprietary Information Agreement'. **A University Officer will be recruited to handle IPR Issues and procedures.**

The Contractual and Legal Obligations of Researchers are determined by the Grant Agreement and the Cooperation Network Agreement (CNA) signed between the host and the participating organization (for externally funded projects) and the Contract signed between RFT and CUT for Internally Funded Post-doctoral programs. Progress reports are prepared for external Funders and CUT, respectively. PhD students' obligations are defined in 'The Doctoral Theses Quality Assurance Circular'. A Platform with CUT Recruitment and Research Regulations and Policies has been developed for CUT community, which is continuously updated and used for induction and trainings.

With regards to financial management, CUT adheres to the procedures for tenders and to L.12(I)/2006 for the award of public contracts for supplies, works and services and all relevant CUT policies. In addition, for co-funded projects, CUT adheres to the National and Community Legislation for Public Contracts, State Aid, Environmental Protection, Gender Equality and Avoidance Awards and for internally and externally funded projects to the provisions of the Grant Agreement. External funded Projects are subject to external audit.

CUT complies with The Safety and Health at Work Law 89(I)/1996 via ISO 45001:2018. In addition, it is harmonized with the GDPR Regulation (EU) 2016/679 and National L.125(I)/2018. A Data Protection Officer was appointed, a Personal Data Protection Policy was approved and a designated section on GDPR is in CUT Website. Several events are organized i.e. "Think don't click: A cybersecurity awareness workshop" - European Cyber Security Month, with CUT being the only Public Sector participant. CUT has an IT and Technology Systems Security Policy for the protection of IT systems and the users themselves from risks. **CUT aims to keep its community updated on Cybersecurity and protection of scientific data via ongoing training.**

Dissemination and exploitation of results is essential at CUT. Researchers are obliged to publish their portfolio in the Research Information System KTISIS and can publish their research in open access journals at no additional cost (i.e. ACM, ACS, Willey). It is a criterion for the selection and upgrade of PTR and a prerequisite for eligibility for participation in conferences/seminars for research projects, among others. It is further enhanced by the synergies developed by CUT Enterprise Liaison Office between the academic and business world. **CUT is currently collaborating with the other two Public Universities for the modification of the legislation for the creation of spin offs.**

CUT Researchers aim to have direct engagement with the public, regarding their research activities, via various events including the Researcher's Night, the "Science Cafe", Student Open Days, School visits, -free support courses to rural primary schools' students, publication of Research results on CUT website and project websites.

CUT complies with National Legislation on non-Discrimination and is part of the GenderSmart Project and the European Project EUT, promoting inclusion and embeddedness. To this purpose, an Equality Committee and an Equality Plan (2022-24) was established. Initiatives undertaken include the development of Inclusive Manual Language, the Sexual Harassment and Harassment Code, a series of workshops and conferences etc. **CUT's goal is the use of Inclusive language and to build a culture of equality, diversity and inclusion, with no gender bias or discrimination of any kind.**

There is a formal PTR evaluation system, based on UCY Regulations and the Committee has external independent members. Also, PTR must submit annually their academic performance/portfolio (e.g. patents, awards, presentations, publications), on which they are evaluated and receive feedback. RFT hold regular meetings with their project coordinator to discuss progress of deliverables and areas of improvement. RFT are also evaluated to move to a higher researcher category. PhD students submit an annual review on work progress which determines the continuation or discontinuation of their studies.

Recruitment and selection *

Strengths and Weaknesses

Overall, CUT recruitment procedures comply with the C&C. CUT has identified areas for further improvement for Permanent Teaching and Research Staff (PTR) and mainly for Researchers on Fixed Term Contract (RFT).

Complying with the principles of Recruitment and Transparency, PTR positions are open, published in both Greek and English in Cyprus Government Gazette, 4 national newspapers, CUT Webpage, other national and international platforms (www.jobs.ac.uk) and social media. Similarly, RFT positions are published on CUT Website and as decided by the Project Coordinator (PC), additionally in English language, national newspapers, national and/or international platforms and social media. Announcements are published on EURAXESS for certain EU projects and the Postdoctoral Program (METADIDACTOR) Call. **CUT will recommend that more announcements are published in English and/or on EURAXESS.**

The announcements include information on Position, Unit, specialisation, salary, start date and application procedure. Qualifications are linked to the Position e.g. for PTR, a link is provided for CUT Legislation on Qualifications per Rank, while RFT announcements refer to qualifications based on researcher category (Postgraduate, Postdoctoral etc) according to relevant CUT Rules. **Although announcements have a link to CUT Webpage, links will be added for Equality policies and initiatives, Career development and Research policies. Candidates will also be informed of next steps in the recruitment procedure.**

PTR candidates, by law, have 3 months to submit their application via the e-recruiting platform, receive an automated confirmation and can download their application for transparency. Similarly, RFT candidates apply via email. **The e-recruiting platform will be adjusted for RFT positions, with a minimum timeframe of 2 weeks for the submission of applications.**

CUT complies with the University of Cyprus (Election, Evaluation and Upgrading of Academic Staff) Regulations 1996-2001 and the Code of Good Practice for the Composition of Special Committees for the Election and Upgrade of Academic Staff (PTR) which satisfy the C & C. The Committee comprises of 5 specialists including external members from at least 2 countries (excluding Cyprus). The members declare potential conflict of interest with the candidates. The same Committee evaluates applications, nominates candidates for interview and conducts the interviews. All decisions are justified in Evaluation Reports approved by CUT responsible bodies. Based on CUT Rules, the Committee for RFT, comprises of 3 internal members, while for the Postdoctoral Call, there are 2 special external reviewers from abroad. **As per CUT Equality Plan, a recommendation will be sent to CUT Community for gender balance provision in selection committees, where it does not impede legal provisions and not at the expense of expertise, and will modify the template for the proposal of Committee Members for Senate's approval to this purpose.**

PTF candidates receive 3 to 4 weeks-notice for interview. For RFT, the notice period is to the discretion of the Project Coordinator. **To this effect, a minimum of 1 to 2 weeks-notice will be given to RFT candidates for interview.**

The selection process at CUT takes into consideration the whole range of experience of the candidates. Depending on the position and category/rank, a wide range of evaluation criteria are considered, focusing on the overall achievements of the person and justified in the Evaluation Reports prepared e.g. for PTR, university teaching and research, significant contribution in research programmes and funding, international recognition of research work/publications, acclaimed and/or award-winning works, exhibition of personal work in solo shows and/or through participation in groups exhibitions or international arts events. Similarly, evaluation criteria for RFT include research experience and competencies gained e.g. for the Postdoctoral call: awards, project participation and funding, degree of innovation etc. **CUT will examine the European Framework for Research Careers and the possibility of adding additional criteria per position, for RFT.** Career breaks or variations in the chronological order of CVs is not considered a disadvantage; candidates are requested to submit proof of qualifications and achievements.

Postdoctoral appointments, as per CUT Rules and the POSTDOCTORAL program call, aim at professional development for a long-term research career. To this purpose, postdoctoral experience is recognised, with the legal limitation for PTF, that experience must be in accredited Universities (and in some instances institutions of higher and highest education) or Research Centres.

Mobility Experience is perceived as a valuable contribution to researchers' professional development. CUT provides vast opportunities for mobility e.g. the ERASMUS mobility program, IAESTE and MSCA programs, Sabbatical leave). **CUT will include mobility/international experience as an advantage in the evaluation criteria of RFT (criteria for PTR staff is defined by Law).**

Finally, CUT will ensure that all Committee members are trained on unconscious bias.

All candidates are informed of the outcome. PTR candidates, by law, receive an extract of the Committee's Report on their strengths and weaknesses and those of the selected candidate, while RFT candidates receive further feedback if requested. **A timeframe of maximum 1 month will be set for rejection letters to RFT candidates.**

Working conditions *

Strengths and Weaknesses

All Researchers in any position and career stage are considered CUT professionals, with their employment governed by Rules and Regulations and the Cyprus Labor Legislation.

CUT promotes a stimulating research environment and complies with The Safety and Health at Work Law 89(I)/1996 via ISO 45001:2018. PTR via the Start-Up Fund, can recruit RFT and purchase infrastructure, and can use the Research Activity Fund for networking and attending conferences and workshops abroad. "PUMP PRIMING" Programs were introduced to support new lower ranked PTR to implement short-term projects, an e-Payment system was developed to reduce bureaucracy and Research Services was restructured to include the Research Financial Management sector. Multiple opportunities for collaboration and short researchers' exchanges are also offered via the EUt project. **CUT will offer Interdisciplinary research programs and it is in the process of developing an electronic global timesheet.**

CUT adheres to National Labour Legislation (Social Insurance Law) for employees' benefits, and develops work life balance initiatives. PTR are entitled to Sabbatical Leave, while RFT have the flexibility to work on a full or part time basis or remotely.

CUT complies with the National L.98(I)/2003 for Employees on fixed term contract (prohibition of unequal treatment). By law, RFT are appointed on a project basis but work under the same employment terms and conditions as permanent staff. RFT's contracts can be renewed, extending their employment at CUT. Open calls are made for vacant permanent positions, providing an equal opportunity for researchers to apply for a permanent CUT status.

The salaries and benefits of CUT employees comply with the National Social Insurance Law. Researchers at all career stages receive attractive salary and fair social insurance coverage, i.e. sickness, parental leave, unemployment allowance, pension, 13th salary. Cut Budget Law determines PTR remuneration and CUT Rules ensure equal pay among RFT based on researcher category. PTR have equal opportunities for internal and external funding.

Within the frame of GenderSmart and EUt Projects, an Equality Committee was established and an Equality Plan developed, promoting initiatives towards equality, non-discrimination, gender balance, inclusiveness and diversity, aiming towards an equal policy in Recruitment and subsequent career stages, without however compromising competency criteria and regulations on Selection Committee Composition. **CUT recommends gender balance in Selection Committees where possible and will provide trainings on how to avoid gender bias.**

PTR's career path is predetermined by UCY Regulations. RFT are assigned a Project Coordinator (PC) who acts as their mentor, providing training for project goals achievement and professional development. PTR are evaluated on mentorships skills for their election and upgrade. Within larger research teams, higher ranked RFT act as mentors to ESRs. For PhD students, the Academic Advisor has the role of a Mentor.

Mobility at CUT is an important means of enhancing scientific knowledge and professional development for researchers at all career stages, achieved via the ERASMUS and MSCA Programs, IAESTE and the EUt project.

CUT offers career advice and job placement to researchers at all career stages, regardless of contractual situation. This is achieved via the EUROPE DIRECT Center, CUT Enterprise Liaison Office, Careers Office and the Learning and Development Network which has recently organized a summer school for PhD students' competencies development.

CUT has established an IP Policy for the registration, transfer and commercial exploitation of CUT IP rights and the EU IP Booster platform provides guidance to PTR for the best IP strategy at no cost. **The University will recruit an Officer for IPR issues and is collaborating with the two public universities to modify legislation for spin offs. The Cyprus Parliament will update the "Intellectual Property Rights and Related Rights Law", with which CUT must comply.**

PTR fully support RFT and PhD students as co-authors in journals and their participation in conferences.

PTR and RFT can have research and teaching duties. PTR by law, have teaching responsibilities and are entitled to external teaching with certain limitations. RFT can teach as Special Scientists or work as Teaching Assistants with corresponding salary. Teaching and research activities are assessed for PTR election and upgrade and are considered for RFT contract renewal and upgrade to a higher researcher category.

CUT adheres to the UCY Disciplinary Regulations, while disputes are resolved via Mediation by the Department of Labour Relations or by the Cyprus Labour Court and/or by the Supreme Cyprus Court. **CUT is currently in the process of having its own Disciplinary Regulations approved by the Cyprus Parliament.**

CUT complies with Regulations and Rules for the establishment and operation of CUT decision making Bodies, based on which PTR and students participate decision making bodies such as the Senate, Council, Academic Department and Faculty Councils. All researchers can participate in the Trade Union for Academic Staff and be represented in CUT Council. Initiatives have also been developed for internal conflict resolution i.e. 'Student Ombudsman'.

Training and development *

Strengths and Weaknesses

For each Research Project (internally or externally funded), a Project Coordinator (PC) is assigned and clearly stated in the contract signed between the RFT and the University. The PC participates and coordinates all the work for completion of the project and represents the research team in all stages of project proposal submission, negotiation and implementation of the project. She/he is also co-responsible for the obligations derived from this role. The PC is the person whom researchers can consult throughout the duration of the project. Respectively, an Academic Advisor is assigned to each PhD student.

A Constructive, structured and regular relationship is established between RFT, including Early Stage Researchers, with their supervisor (PC). This is achieved by working within agreed schedules, deliverables and research outputs and preparing Interim and annual Project Progress, submitted to funders in the case of externally funded projects or internal committees for internally funded projects. In addition, researchers have the opportunity to create a research profile/portfolio, where all their publications, participation in seminars, conferences and research programs are inserted and categorized in ORCID KTISIS, which must be updated annually. Time spent on external funded projects is recorded in Timesheets and approved by the Research Services based on the requirements of the Project Contract / Grant Agreement. CUT is currently in the process of developing an electronic timesheet for time recording with regards to all the activities undertaken by CUT researchers.

Senior researchers at CUT have multi-faceted role including mentorship and supervision. Their role is and the relationship established with the RFT are essential for transfer of knowledge and most importantly for the career development of RFT. One of the criteria on which academic staff (PTR) are assessed for their election and upgrade, according to the relevant CUT legislation, is the ability of instructing and promoting research including the supervision of postgraduate students, instruction or significant contribution in research programs or ensuring of financial research activities'. Similarly, Senior RFT Researchers i.e. Special Scientists for Research, as detailed in their duties according to relevant CUT Rules, supervise students and/or early stage researchers and act as their mentors and career advisors, contributing to the transfer of knowledge and further development of their career.

In general, there are vast opportunities for all researchers, at all career stages, for professional development, though access to measures for continuous development of skills and competencies and via their teaching and research activities. Throughout their career, researchers at all levels, have the opportunity to participate in national, European or international conferences, via the StartUp Fund Policy, Research Activity Policy or Internally and Externally funded projects, with the prerequisite of disseminating research results. They can also participate in networking meetings and educational seminars/workshops, via the Research Activity Fund. RFT have the opportunity for Sabbatical Leave. In addition, the CUT Library, in collaboration with academic staff, organises workshops on databases and other topics related to academic writing and publishing. As detailed in the Rules for Postgraduate and Postdoctoral researchers, it is essential, as early stage researchers, to develop their skills and competencies in relation to methodologies or scientific tools.

The University has recently set up the Learning and Development Network (LDN) which organises a series of activities to support CUT community, including researchers, i.e. workshop for project management with doodle, workshop on quality of research and data analysis with the use of NViro (facebook page). The LDN in 2022 has organised the 1st Summer School for Postgraduate students to introduce them to their new role as PhD students and to familiarize themselves with tools that will assist project management, research knowledge, work-life balance and collaboration with project coordinators. Themes included communication, sustainability, entrepreneurship and research via lectures, discussions, workshops and networking. Similarly, PhD students must attend a course on research methodology and their academic departments and Faculties organise seminars for further development, including lectures, accounting software, statistics tools, professional skills etc. Furthermore, the University has introduced the internally funded POSTDOCTORAL (METADIDACTOR) Program with the title 'Attract and Support Postdoctoral Students', having as its major objective to attract and support new distinct scientists at postdoctoral level, to promote their creativity and innovation as well as advance their scientific and professional development.

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3. ACTIONS

PROPOSED ACTIONS

OTM-R

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

The OTM-R Toolkit as well as the OTM-R checklist together with the Recruitment, Transparency and Selection principles of the C & C were the basis for the Gap Analysis and Action Plan of CUT, to indicate gaps or room for further improvement and related actions in OTM-R at the University.

As analysed in both the Gap Analysis and OTM-R Checklist, CUT complies with the majority of the OTM-R principles. These are referred to in the existing Legislation, Regulations, Rules and Policies for each category of Researchers: Permanent Teaching and Research Staff as well as Researcher on Fixed Term Contract). All the above, will be revised to include the OTM-R related actions/improvements. At a later stage, an OTM-R Policy will be developed. Developments in OTM-R and revised Rules and Practices will be discussed and approved by Responsible University Bodies and their designated committees where necessary. The CUT community will be informed of Revised Rules and Policies related to OTM-R and everybody related to Recruitment and Selection, including administrative staff as well as Selection Committees will be trained, as detailed in the Action Plan. In addition to the HRS4R Working Group, a designated OTM-R Working Group will be set up, which will ensure implementation of all OTM-R actions and developments as well as monitor corresponding indicators.

Advertising and application phase

Announcements at CUT are developed based on templates available and they comprise of information detailed in the OTM-R Toolkit.

For Vacancies related to Permanent Teaching and Research Staff (PTR) announcements are kept concise including vital information on the rank(s) of the position, Unit, specialisation, salary, start date and application procedure, a link to Legislation for qualifications per rank and to CUT Webpage. Announcements use inclusive language and mention the Equal opportunity Policy adhered by CUT. They are published in both Greek and English language in Cyprus Government Gazette, national press, national and international platforms (www.jobs.ac.cy). Candidates, by law, have 3 months to submit their application via a newly-established e-recruiting platform which is also used for the selection procedure and correspondence with candidates. Candidates receive a confirmation email and can download their application for transparency purposes. Similarly, announcements for Researchers on Fixed Term Contract (RFT) are developed by the Project Coordinator (PC) and rely on the Categories of Researchers and corresponding qualifications detailed in relevant Rules and also determined by Project Requirements. It is to the discretion of the PC to determine the language, the means of advertisement and submission date. Candidates apply via email and receive relevant confirmation.

CUT aims to proceed with the relevant actions, as detailed in OTM-R checklist and Action Plan

- Modify templates to include links regarding Equality Policy and initiatives, Career Development and Research Opportunities
- Candidates to be informed of next steps of the procedure with a timeframe where possible
- The e-Recruiting platform to apply for the RFT positions
- Recommendation to be made so that announcement for RFT positions are also in English and published on EURAXESS
- To examine the possibility to include a more detailed profile and criteria for RFT, based on the European Framework for Research Careers

Evaluation and Selection phase

The appointment and composition of Selection Committees is clearly defined in Regulations as well as the Code of Conduct for the Composition of Committees for the election and upgrade of Academic Staff (PTR). It is 5-member Committee comprised of both internal and external members, experts from at least 2 countries (excluding Cyprus). All members are obliged declare potential conflict of interest with candidates. The same committee is involved in all stages of the procedure. All candidates are assessed and those nominated proceed to interview. These are justified in reports signed by the Committee and approved by relevant University Bodies. The process is defined by transparency and equality since all candidates are assessed on criteria defined by Law. All candidates receive feedback at the completion of the process where by law additionally receive an extract from the Report of the Committee with their strengths and weaknesses and corresponding strengths of the selected candidate. For RFT positions, Rules instruct that the Committee comprises of 3 internal members which screen all applications conduct interviews and justify their decision in a report approved by the Rector's council. All candidates are informed at the end of the procedure and receive further feedback if requested.

CUT aims to:

- Give candidates sufficient time to prepare for the interview for RFT positions
- Set a timeframe of one month from the ratification of the decision by University Bodies and the acceptance of the selected candidate, for rejection letters to be sent candidates
- Recommend Gender Balance for Selection Committees, where possible and where it doesn't intervene with expertise required, Legislation, Regulations and Code of Conduct for the composition of committees.
- Modify the template used to propose selection committee members to the Senate for PTR, to include a verification that gender balance was considered, as detailed above
- Provide training to CUT community and specifically to Committee Members on how to avoid unconscious gender bias in recruitment and selection

The implementation of OTM-R at CUT is ensured via a series of monitoring mechanisms including:

- Legislation, Regulations and Policies are published and made known to CUT Community
- Revised Rules and Policies according to the Action Plan and OTM R practices will be announced to CUT Community for immediate effect, will be published and included in induction and training material
- Selection Procedures are in line with National Legislation, CUT Legislation, Regulations and Policies
- Responsible Decision-making bodies at CUT monitor and approve the recruitment procedure at various stages as well as ratify decisions of Departmental and Faculty Departments as well as Decisions of Selection Committees

Further to the above, the assigned OTM-R Working Group will report progress to the HR4R Implementation Group and consequently to Steering Committee and Rector's Council, ensuring the implementation of OTM-R at CUT. CUT will continue to adhere to good practices of OTM-R and where necessary, introduce new developments to this purpose in the long run.

4. IMPLEMENTATION

General overview of the expected overall implementation process of the action plan:

HRS4R took the form of a project.

As soon as CUT receives the approval (award of HR Excellence in Research) by the European Commission, a dedicated administrative officer from the Human Resources will be appointed as Coordinator of the HRS4R Process. This person will be part of a HRS4R Working Group (WG) and will be responsible for planning, administration and follow up of the implementation process.

The actions set in the action plan will be communicated to responsible units identified and the progress towards the completion of these actions will be overseen by this Working Group.

At the same time, an OTM-R Working Group (OTM-R WG) will be set up, to monitor the implementation of OTM-R principles and actions and keep evidence on indicators set. The Coordinator of the HRS4R Process will be in contact with the OTM-R WG to monitor progress.

The HRS4R WG will report progress to the HRS4R Committee, which was appointed during the application phase, every 6 months or earlier if required. The HRS4R Committee will take the role of the HRS4R Implementation Committee (HRS4R IC).

The HRS4R IC will be responsible to update CUT community of the developments taking place in the implementation phase.

The HR4R IC will prepare a progress report on the HRS4R Project and new activities / developments to the Research and Innovation Committee (Steering Committee) and consequently to the Rector's Council once a year or earlier if required.

The activities and developments taking place will also be included in the various reports issued by CUT Administrative Departments, the Rectorate as well as Academic Departments and Faculties. CUT community will be directly informed by the Rector.

Researchers who are members in CUT Responsible Bodies (i.e. Rector's Council, the Senate and the Council) as well as in the Senate's and the Council's Committees will be involved in the decision making regarding HRS4R Implementation. In addition, Researchers (R1-R4) in various Department and Faculty Councils will be requested to implement and adhere to changes and/or new policies developed.

Evidence of actions taken, revised policies and practices published will be collected in a designated point in CUT Server for future reference and data on indicators will be collected for monitoring purposes in order for new targets to be set.

IMPLEMENTATION CHECKLIST:

<p>How will the implementation committee and/or steering group regularly oversee progress?*</p>	<p>As mentioned above, the dedicated officer from HR will keep the action plan with the actions, responsible units and timeframe as a guide, will monitor progress and record activities taking place or to obstacles faced.</p> <p>The WG and OTM-R WG will hold regular meetings.</p> <p>Every 6 months, the WG will report progress to the HRS4R Implementation Committee (IC).</p> <p>The IC will hold regular meetings when and as required (at least 2 times a year) to monitor and discuss the progress and will prepare a progress report to the Steering Committee and the Rector’s Council, as analysed above.</p> <p>The Steering Committee and the Rector’s Council will oversee the overall implementation of the Action Plan, provide strategic recommendations and monitor success. It will also approve changes in the Action Plan if needed.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?*</p>	<p>The research community at CUT will be involved in the implementation of the HRS4R via the Responsible Units and various CUT Committees in which they participate, which will be required to approve various policies or revision of existing policies /practices based on the actions detailed in the action plan. These include Rectors’ Council, the Senate, the Council, the Equality Committee, Research and Innovation Committee etc.</p> <p>Working together with the HRS4R IC which also comprises of Researchers, this will help the effective and quick implementation of the action plan as well as the official dissemination of changes and new practices to the CUT research community. The aim will be for the Rector or Vice Rector for Academic Affairs to announce all developments in the HRS4R to the CUT community.</p> <p>In addition, researchers in Departmental Council and Faculty Faculties will need to make decisions which follow the changes /revised and new policies based on the HRS4R which will be disseminated to CUT Community by Responsible University Bodies or the Rector/Vice Rector for Academic Affairs.</p> <p>All information and new practices will be published on CUT webpage and intranet, ensuring that all CUT researchers are quickly informed and adhere to new practices. Where necessary, new practices will be incorporated in induction material and training which will be addressed to all levels of researchers.</p>

<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>Many of the principles in the Charter and Code as well as the OTM-R toolkit are already incorporated in existing legislation/regulations/policies and practices. Developments based on action plan will be incorporated into existing practices so that they are adhered by CUT Community.</p> <p>In addition, it is of considerable importance, the fact that many of the actions in the HRS4R derive from initiatives which were already planned by the University (by administrative services, Committees, the GenderSmart Project, Equality Committee, Eut etc). Preliminary discussion with members of the University for future developmental projects/initiatives at the initial phase of the GAP analysis and Action plan, will bring the commitment of the relevant parties for the implementation of the HRS4R.</p> <p>Most importantly, the HRS4R is already incorporated in the strategic goals of CUT with regards to 'Emphasis on Scientific Research and Academic Excellence'. Furthermore, it is a strategic goal of EUT, the alliance in which CUT participates and also directly related to some of the actions detailed in the Equality Plan developed by the GenderSmart Project in collaboration with the Equality Committee and approved by the Senate.</p>
<p>How will you ensure that the proposed actions are implemented?*</p>	<p>Once the HR Excellence in Research award is granted to CUT, the Rector or Vice Rector for Academic Affairs will communicate this achievement to CUT Community.</p> <p>The HR Excellence in Research Logo will be incorporated in emails and official documentation of CUT members.</p> <p>The Rector will ensure that the HRS4R is clearly stated in the Strategic goals of the University and disseminated to CUT Community.</p> <p>The Secretary and Registrar of CUT will ensure that the HRS4R is additionally incorporated in the strategic goals of the administrative services which were identified as responsible units in the Action Plan. At CUT, strategic goal setting and monitoring is a common practice. Therefore, the Secretary and Registrar will expect to see HRS4R in strategic planning of administrative services as well as in the reporting requested on relevant progress twice a year.</p> <p>Furthermore, the HRS4R is included in the strategic goals of the EUT and many of the principles of the C & C and OTM-R, especially Gender and non-discrimination, are part of the Equality Plan developed by the GenderSmart Project and CUT Equality Committee. Implementation of the HRS4R will therefore also be monitored via the accomplishment of the above-mentioned strategic goals. Results will be published in progress reports issued (e.g. Annual CUT Activity Report, Annual Equality Progress report etc).</p>

	<p>Evidence will be collected on the following:</p> <ul style="list-style-type: none"> - Revised policies/new policies published on webpage/intranet - Revised policies/new policies used in induction material and trainings - Progress reports - Training programs - Internal communication/publications/website/intranet/reports of CUT - Indicators identified <p>The HRS4R Working Group and IC will be responsible for the regular monitoring of the action implementation and will report on progress to the Steering Committee and the Rector's Council.</p>
<p>How will you monitor progress (timeline)?*</p>	<p>The monitoring will be linked to the targets and indicators detailed in the HRS4R Action Plan. The timeframe will be monitored by the HRS4R WG and more specifically by the Coordinator of the group (HR officer).</p> <p>The HRS4R WG will be in constant communication with responsible units and the OTM-R WG assigned to actions to discuss progress, timeframe and possible obstacles faced and make amendments to timeframes where considered necessary.</p> <p>The HRS4R WG will prepare a progress report on completed actions with reference to the agreed timeframe, which will be communicated to HRS4R IC and consequently to the Steering Committee and the Rector's Council as detailed above.</p>
<p>How will you measure progress (indicators) in view of the next assessment?*</p>	<p>The indicators defined both in the Action Plan and the OTM-R Checklist, which will be communicated to responsible units and the OTM-R WG. The HRS4R WG will use indicators to record information and monitor the implementation and effectiveness of actions. The data will be used to report progress to IC, the Steering Committee and the Rector's Council.</p> <p>The statistics/information collected will be disseminated to Administrative Services and Committees for the various annual reports and publications issued by CUT.</p>

Additional remarks/comments about the proposed implementation process:

CUT will adhere to and continue to develop established good practices in line with the principles of Charter & Code and OTM-R, as part of its overall University Strategy in support of researchers at the University.

We intend to continue the work on the activities identified as key to CUT in close collaboration with our researchers in the long run. It was not possible to incorporate all actions/possible measures in the current Action Plan, given the timeframe of two years. The Gap analysis, OTM-R Checklist and corresponding Action Plan are dynamic strategic documents that must be constantly monitored and continuously updated to reflect the dynamic changing environment of CUT as well as the changing needs of its researchers.