

HUMAN RESOURCE STRATEGY FOR RESEARCHERS

2019 - 2022

Ethical and Professional Aspects

Topic/Principle	Action	Responsible Unit	Indicators	Timing	Current Status
Autonomy and creativity of all researchers is actively promoted.	1. To enhance the participation to conferences/trainings overseas: (a) through well-organized and effective applications to the Human Resource Development Authority - HRDA (the national agency responsible for financing human resource training and development) (b) finding other funding agencies or means to promote training and development.	(a) General Administration Office (b) Department heads	Number of participations every year	Ongoing	Ongoing
	2. Introduction of rewards to top performers, which takes into account, amongst others, the criteria of autonomy and creativity. Specifically, to (a) plan a Staff Promotion Scheme and to negotiate with the Trade Unions, (b) to develop a "CING Awards policy" and to continue with the existing "Panos Ioannou Junior Scientist Award", (c) to encourage all to express their ideas and have a voice through the "Bright Idea" contest and (d) members of staff are encouraged to give any suggestions or complaints anonymously through the Suggestion/Complaints box located at the main reception. (For more details of the above, please see the Current status column.)	(a) Committee for Trade Union Matters, (b) Committee for developing a "CING Awards policy" (c) Bright Idea Committee, (d) Personnel Office	Number of promotions; results of the job satisfaction questionnaire every 3 years; staff turnover rate; number of participations in the Bright Idea concept.	End of 2019 (Staff Promotion Scheme), annually (CING Awards policy), every 6 months (Bright Idea), annually (Panos Ioannou Award), Ongoing (Suggestions / Complaints box)	(a) The Staff Promotion Scheme has been prepared and after long negotiations with the Trade Unions is almost agreed and will be adopted immediately after that. The Staff Promotion Scheme takes into consideration the equal treatment of researchers and hence, it provides opportunities to researchers that are on grants to be eligible to claim promotion (permanent) positions should they fulfil the required skills and qualifications. Currently, the Ministry of Labour is acting as a mediator with the Institute and the Trade Unions. (b) A "CING Awards policy" has been prepared by the CING Awards Committee that consists of members of staff from Research, Services, Education and Administration. This policy was approved in July 2019, and now an employee from any field will be awarded every year with €500 and a framed certificate for exceptional performance. The "Panos Ioannou Junior Scientist Award" is an annual event which gives the opportunity to candidates under 40 years old, who have made a significant contribution to science (research or services) to receive the award of €800. (c) The Bright Idea takes place every 6 months and the BI Committee (consisting of staff from research, services, education and administration) invites members of staff to submit their innovative ideas based on a specific theme selected each time mostly based on the Values of the Institute (e.g. currently the theme is Innovation). The winner is awarded with €100. (d) Staff are encouraged to give any suggestions or complaints anonymously through the Suggestion/Complaints box located at the main reception.
	3. Development of policies which enhance autonomy and creativity of researchers	CING Management	Results of the job satisfaction questionnaire every 3 years; staff turnover rate; participation in research (numbers of grants submitted and obtained)	October 2017 (IP policy), July 2018 (Open Access Policy), February 2016 (Sabbatical leave), September 2013 (Panos Ioannou), June 2019 (CING Awards policy)	The following policies were created: "Regulation of Intellectual Property", "CING Policy on Open Access", "Sabbatical leave policy", "The Panos Ioannou Junior Scientist Award" and the "CING Awards policy". Policies are reviewed every 3 years.
Ethical principles	Development of Code of Ethics policy, Data protection manual	CING Management	Number of breaches reported annually	Updated in August 2015 (Code of Ethics), November 2018 (Data Protection Manual)	Policies created and are reviewed every 3 years.
Stability and permanency of employment	Development of policy on Security of Employment. Also to implement the Staff Promotion Scheme, which provides opportunities to researchers that are on grants, to be eligible to claim promotion (permanent) positions. Moreover, there are 15 permanent research positions within the Institute.	CING Management, Personnel Office, Trade Unions, Ministry of Labour	Number of measures taken to maintain existing staff and to maintain security of employment for 'staff at risk'. Number of researchers promoted on permanent positions; staff turnover rate	September 2018 (Policy on Security of Employment), end of 2019 (Staff Promotion Scheme)	Policies created and are reviewed every 3 years. The Staff Promotion scheme is at the Ministry of Labour for mediation between the CING Management and the Trade Unions.

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Professional responsibility	Development of Conflict of Interest policy, Policy on Gifts and Hospitality, Research Grants Regulation, Policy on Open Access, Whistleblowing policy.	CING Management	Number of breaches reported annually	February 2016 (Conflict of Interest Policy and Policy on Gifts and Hospitality), March 2008 (Research Grants Regulation), July 2018 (Open Access Policy), December 2016 (Whistleblowing policy)	Policies created and are reviewed every 3 years.
Contractual and legal obligations.	Researchers at all levels to be familiar with the Institute's regulations, employment contracts and working conditions. Also to be familiar with the European Charter and Code for Researchers, the Intellectual Property Rights regulation, and the requirements and conditions of any sponsor or funders.	Personnel Office and Research Programs Office	Delivery of required results as set out in the terms and conditions of the contract.	Ongoing	All employees including researchers from all levels work for a probationary period of 6 months. New employees receive a well-planned induction training program, during their probation period, in order for them to become fully operational quickly. Part of the induction training to new employees (especially to researchers), is informing them about The European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers in detail, and encouraging them to get involved in the progress of the HRS4R. The relevant rules and regulations (including Staff Handbook, Policy on Harassment/Sexual Harassment, Data Protection manual, Staff attendance policy etc.) are sent to them via email and they are requested to read them. When a grant is awarded the accounts and personnel office is informed through email and then the principle investigator of the grant requests the <u>vacancy announcement of the position available</u> .
To optimise and upgrade research activities of Institute, continuously reaching excellence.	To create a Research Coordinator position to assist the CEMD in the design and implementation of the Institute's research strategic plans, exploitation of current and future research funding opportunities, implementation of research policies, optimisation of existing and establishment of new research infrastructures/activities, improvement of quality of research at the Institute and enhancement of research output dissemination and commercialisation potential.	CEMD, Board of Directors	To see whether strategic plans were achieved; research grants increased; research policies in place; new research activities	Oct 2017	Research Coordinator job description created and position is active.
Public engagement	The Clinical Genetics department is conducting an epidemiological study, called CENSUS, on congenital anomalies and rare genetic disorders with Dr. George Tanteles being the study coordinator. The project website www.census.com.cy has been recently developed to provide information to the public about the research team, the project goals and congenital anomalies. The department has acquired funding from the European Commission to collect health and sociodemographic information from parents with a child who has been diagnosed with a congenital anomaly or rare disorder, as well as from parents of healthy babies. At the same time, the research team is building the first national online and GDPR-compliant registry for congenital anomalies, where the collected information will be recorded and accessible by participants themselves and their referring doctors. The team has also designed an online questionnaire for mothers, who have given birth to healthy babies, which can be completed in an anonymous way via the following link: https://goo.gl/forms/UHhzaQfrDr1ZNuEg2 .	Clinical Genetics Clinic	To calculate the prevalence of congenital anomalies in Cyprus and to pave the way to the setup of a surveillance program. Information about the pre-conception, prenatal and postnatal period from the parents of healthy babies will help assess for an association between multiple exposures and congenital anomalies.	The collection of information on congenital anomalies into the developing registry will continue indefinitely to facilitate the setup of a surveillance program on a national basis. In the next 3 years (2019 - 2022) the team aims to collect sufficient information about the pre-conception, prenatal and postnatal period from parents of healthy babies to assess for associations between multiple exposures and congenital anomalies.	The Clinical Genetics department is currently recruiting participants to complete the questionnaire for mothers, who have given birth to healthy babies, via our newsletters, social media and newspapers. The team is also collecting information of babies born with congenital anomalies from their health records kept at hospital archives retrospectively aiming at the calculation of the prevalence over the past 10 years. The development of the online, GDPR-compliant registry for patients with congenital anomalies will be launched for use from authorised physicians in the fall of 2019.

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Public engagement	Involvement of researchers in a number of lay associations in Cyprus, such as Muscular Dystrophy Association (MDA), Huntington Disease (HD), Parkinson Disease and others promote public engagement of numerous researchers.	Research staff	Number of talks of CING researchers provided to the lay associations	Ongoing	Ongoing
Public engagement	Involvement of researchers (but also of all staff) to articles for the CING electronic newsletter within the scope and activities of CING (scientific, administrative and supportive work). Every month all staff is encouraged to provide articles or even ideas for possible articles regarding the activities of their departments/clinics/sections.	Newsletter team (consists of researchers, administrative staff and PR office)	Number of participations by each department/clinic	Every month	Ongoing
Public engagement: To share with the general public via various media channels, the work which is carried out by the Institute and its postgraduate School, the Cyprus School of Molecular Medicine (CSMM) in an easy-to-understand way, so as to make our scientific work more comprehensible to the public and to give information which is useful to our stakeholders including the broader health care sector. Engagement of the public and the media is achieved through the weekly press meetings held.	<p>Weekly agenda includes and is not limited to:</p> <p>Upcoming Awareness Days – e.g. Epilepsy Day, Parkinson’s Awareness Day, Thalassaemia Day etc. An annual calendar has been created consisting of awareness days which are relevant to the Institute’s areas of expertise and during the weekly meetings, the group discusses the actions that can be taken to disseminate information to the media and the general public with regards to the Institute’s activities for each upcoming awareness day (e.g. issuing a press release, arranging TV appearances or radio interviews for Doctors, Scientists to share their knowledge etc.).</p> <p>Announcements/Press Releases – Actions discussed for any announcements/press releases which are impending during the given period.</p> <p>Outreach to media – The group also approaches radio and TV shows in order to arrange interviews for the CING’S Neurologists and Scientists, as well as arranging/hosting the media for in-house press conferences.</p> <p>Events – The group also works on various events for the CING and the CSMM, which often aim to increase awareness of our work amongst various stakeholders and the general public.</p> <p>Social Media – Any relevant announcements, news items, events, promotional periods of the CSMM etc. are also shared via the CING’s social media platforms (Facebook, Twitter and YouTube). The accounts are managed by an external associate of the CING who is a Social Media Manager and receives the</p>	<p>The Group is made up of members from the following Departments, together with an experienced Journalist who is an external associate:</p> <p>Administrative Officer at the Chief Executive Medical Director</p> <p>TELETHON & PR Manager</p> <p>TELETHON & PR Officer</p> <p>Administrative Services Officer (CSMM) – Marketing & Promotions</p>	<p>The following data is monitored in order to track the effectiveness of the public engagement actions:</p> <p>Number of press releases/announcements issued</p> <p>Number of press clippings</p> <p>Number of TV appearances</p> <p>Number of radio interviews</p> <p>Number of events held which are core to this purpose</p>	Meetings and actions are on a weekly basis	Ongoing
Non-discrimination/Equal employment opportunities	To ensure that researchers will not be discriminated in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.	CING management	To achieve and maintain renewal of the 'HRS4R', 'Equality Employer' and 'Sound Industrial Relations' accreditations. These accreditations are based on proven best practices (e.g.. Policy on Sexual Harassment/Harassment, Security of Employment policy, Policy for the prevention and management of work-related stress, Civility and Mutual Respect, etc.)	HRS4R (July 2019), SIR renewed (Jan 2019), Equality Employer (2015)	The Institute maintains all three accreditations. Currently the Institute is at the renewal phase of the HRS4R. Renewal of the Sound Industrial Relations achieved in the beginning of 2019. The policies on Sexual Harassment/Harassment, Prevention and management of work-related stress, Security of Employment, Civility and Mutual Respect are created and reviewed every 3 years.

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<p>Researchers adopt safe working practices at all times, in line with the national legislation, including taking the necessary precautions for health and safety and for data protection (including information technology disaster recovery) and confidential protection.</p>	<p>The following policies are being introduced, to be approved by the Health & Safety (H&S) Committee and the Board of Directors:</p> <ol style="list-style-type: none"> CING H&S Management System, including policies/manual for: <ul style="list-style-type: none"> - Risk Management - H&S Audit Review Legionella study – Gastrointestinal Outbreak control plan First Aid Training <p>4. First Aid Training (refreshing course as well as training of new members of staff)</p> <p>5. The final CING H&S Management System, including policies/manual for CING procedures for 2014 will be introduced, to be approved by the H&S Committee and the Board of Directors</p> <p>6. The application for the implementation of ISO 15189 has been submitted and, after the inspection from the Cyprus Organization for the Promotion of Quality, CING will become accredited.</p> <p>7. Implementation of ISO 15189 to the remaining departments/clinics/labs and sustenance of ISO procedures to those already been accredited from the Cyprus Organizations for the promotion of Quality.</p> <p>8. Concerning the Clinical Sector, a relevant Accreditation System will be implemented.</p> <p>ADDITIONS Health & Safety: CING H&S Management System is established, and includes (but not limited to) the procedures below: - Risk Management - Emergency Action Plan - H&S Audit Review - Accidents and Incident - Computer Use</p>	<p>Health & Safety and Quality Office</p>	<p>Monitor of breaches of the policies; ensure First Aid trainings are held every 3 years; ensure that we pass the ISO and CHKS audits and maintain the accreditations</p>	<p>(1-3) December 2012, (4) December 2015 - January 2016, (5) end of 2015, (6) end of December 2014, (7) Ongoing, (8) by the end of 2016. ADDITIONS: Achieved, but these are ongoing efforts for maintaining efficiency.</p>	<p>DONE. Health & Safety: Enhanced with new procedures. Quality: this is a continuous progress. ISO 15189 External Audits for 2019 are planned (June, July). CHKS Healthcare certificate was awarded on 30/01/2019 to the clinical section</p>
	<p>To develop and implement a Business Continuity Plan (BSP)</p>	<p>Health & Safety and Quality Office</p>	<p>i) Prepare a BSP, ii) Evaluate and ensure resources are available to implement BCP, iii) implement BCP</p>	<p>i) 2019, ii & iii) 2020</p>	<p>In progress</p>
	<p>Data & Confidentiality Protection: The security of CING's network and data protection is an on-going process of exercising due care and due diligence to protect information and information systems from unauthorised access, use, disclosure, destruction. In addition: 1. An Information Security Policy to be prepared and reviewed for approval. 2. To apply the Intelligent Server Intruder alarm system which will have access control, security system, water flood detector, smoke fire alarm detector, Internet Protocol (IP) Thermometer and AC failure system to notify both the IT and engineering offices in case of emergencies. 3. Solutions such as Document Management system to ensure confidentiality.</p> <p>Storage of all sensitive hardcopies in lockable rooms and secured filing cabinets both at the CING premises as well as external storage.</p> <p>ADDITIONALLY to work with an external consultant for our Business Continuity Plan.</p>	<p>IT Manager</p>	<p>Prepare a BSP</p>	<p>Ongoing</p>	<p>The security of CING's network and data protection is an ongoing process. The Information Security Policy is completed and revised in August 2018. The Intelligent Server Intruder alarm system is applied in 2014. The Document Management System is pending. The storage of sensitive hardcopies is done and sent to Bank of Cyprus safe in 2012. The Business Continuity Plan is in progress.</p>

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An effective evaluation/appraisal system of the professional performance of all researchers is equally performed regardless of their type of contract.	To improve the annual staff appraisal procedure by reviewing the Staff Evaluation policy and by performing mini-trainings to appraisers for improving efficiency and to obtain more objective results. CING departments, Groups and Clinics have an internal evaluation by the CEMD every 2 years. The Institute itself has an external evaluation from the International Scientific Advisory Committee (ISAC) every 4 years.	Personnel Office, CEMD office	To compare annual results' statistics	Every year (staff evaluations), Every 2 years (Departmental evaluations), every 4 years (CING external evaluation)	Ongoing
Participation in decision-making bodies	Bright Idea Committee: The Bright Idea Committee consists of people within research, education, services and administration and it has a decision-making role on the 3 best innovative ideas contest which takes place every 6 months. The ideas are under a specific theme/topic and they are based on the Institute's values. Trade Union Committee: The Trade Unions have representatives from all levels and fields of CING staff and they have a voice in every decision/suggestion of the Institute's management. They also participate in the negotiations/discussions of the management and the Trade unions. Scientific Council: The Department/Clinic Heads meet once per month and they discuss/take decisions on a number of different issues. CING Awards Committee: consists of people from Research, Education, Administration and Services. Events Committee: Consists of staff from Research, Education, Admin and Services and it organizes social events. Health and Safety Committee: consists of 10 members. Six representing all major areas of operation of the Institute and the CEMD as the president of the committee (representing the Board of Directors). The CING's H&S and Quality Officer, the CING's Senior Engineer, serve as permanent members. The representative of the Cyprus School of Molecular Medicine students serves as ex officio member. Infection Prevention and Control Committee: Provides coordination, direction and recommendations on matters pertinent to Infection Prevention and Control (IPC) in the CING. The IPC Committee promotes a common approach to Infection Prevention and Control and utilization of best-practices within the premises. Internal Audit & Quality Assurance Committee: the Committee is responsible for the quality management systems (ISO 15189, 17025, CAP, etc.) of the Departments. The Committee cooperates with and supports the Quality Managers of the Departments. Clinical Governance Committee: Reviews findings and suggestions of the Clinical Audit and Quality Committee and follows-up related actions, promotes education and training among the staff, promotes staff involvement and contribution at all levels in the achievement of best clinical practices and quality patient care, promotes the utilisation of IT for registering full and correct clinical information and statistics, reviews patient complaints or suggestions and follows-up the actions taken as a result. Clinical Audit and Quality Committee: The committee is part of the CING clinical governance and its aim is to	Personnel Office, Health and Safety and Quality, CING management, CING staff	Staff Opinion survey; number of researchers involved in such activities per year.	Ongoing	In progress
Participation in national societies and professional accreditation schemes	CING as founding body in 2004 for the Cyprus Society of Human Genetics (CSHG) (www.cshg.org.cy), the national genetics society affiliated with the European Society of Human Genetics (ESHG), traditionally is employer to most of the society members and its Board of Directors. Currently six out of seven CSHG Board of Director members, including President, Vice-President, Secretary, Treasurer, and web development are undertaken by CING staff. This provides international networking and funding opportunities for the ESHG conference (with funding up to EUR 1000 for annually one National Fellowship for young researchers) and gives direct input into regulatory requirements for accreditation of professional geneticists in Cyprus. The CSHG also organises an at least biannual national conference with international speakers and invited and selected presentations from CING researchers.	CSHG members and CSHG Board of Directors	Number of CING-based CSHG members and Directors; Number of poster and oral presentation at the society conference	Ongoing	Ongoing
Working Conditions & Social Security					
Research environment	To materialise the expansion of the CING premises. The expansion of CING premises, with the creation of a brand new building, of approx. 10.000 square meters, offering state-of-the-art facilities and new research teams will significantly upgrade the research activities of the Institute aiming at the upgrade of the quality of life of the patients. At the same time, the current building will be renovated to offer better services to the patients.	The Project Manager is responsible for the management, planning and implementation of the project with the supervision of the CING Board of Director's Steering Committee and the Board of Directors	To be in line with the proposed program in terms of timeline and budget. Monitoring indicators were set to measure the expected outcome following the completion of the project.	Expected time for completion is 2022.	The planning program, architectural plans and the preliminary cost evaluation of the project are prepared (second "preliminary" stage is completed). Currently the reports by the Electromechanical experts are being prepared.

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Resources such as appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, are adequately provided	To enhance interdepartmental scientific interactions that will create synergies, collaborations, new projects and new grant applications.	Research Coordinator, Researchers from all levels	i) To identify up to 5 thematic areas of common research interest, ii) to create one group for each thematic area with the participation of staff from all departments and clinics, iii) aim for 2 collaborative projects or grant applications arising from each of the above groups.	2019 - 2021	In progress
	To promote participation to international networks and research grant applications	Research Coordinator, Researchers Office and researchers from all levels	i) Host 3 seminars for EU funding opportunities, ii) promote participation in COST and other international networks, iii) promote participation in EU grant applications, iv) aim for participation to 15 international networks, aim for participation to 30 EU grant applications	i) once per year, ii) & iii) 4 times per year, iv) & v) by 2022	CING researchers obtain research grants from local and international funding organizations, thus contributing to the research activities of the Institute. CING researchers are encouraged to keep abreast of the developments and the new thematic areas, and be ready to actively participate in these calls.
	The Institute has applied in becoming a EURAXESS Centre. EURAXESS - Researchers in Motion is a unique pan-European initiative delivering information and support services to professional researchers. Backed by the European Union, member states and associated countries, it supports researcher mobility and career development, while enhancing scientific collaboration between Europe and the world.	Research Office	To become a EURAXESS Centre	2019 - 2020	Waiting for result of application.
Dissemination, exploitation of results	To identify projects with the potential of having commercialized innovative products for the benefit of the patients. Moreover, CING will offer continuing education on innovation and entrepreneurship for the first time to its researchers.	Research Coordinator	i) offer 2 seminars to researchers for Innovation and Entrepreneurship, ii) Carry out 3 Bright Idea contests having Innovation as a theme, iii) Record research projects of commercial value from all Departments/Clinics and encourage exploitation	i) 2019, 2021, ii) & iii) once a year)	In progress

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Working conditions allow both female and male researchers to combine family and work (e.g. flexible working hours and part time working)	To be flexible to change full-time to part time employment upon application and approval by the Head of the Department/Clinic.	Board of Directors	Job satisfaction questionnaire, staff turnover rates	Ongoing	There is a flexible working schedule for all members of staff; however we have some restrictions from funding bodies regarding part-time working or working over the weekends. In cases, where researchers need to work part-time for family reasons, this may be approved for a specified period of time. Additionally they can use the 'parental leave' according to the CY legislation
	Participation in the Cyprus HR Awards 2019 under the category: 'Health and Well Being' for the 'Bright Idea' contest and for the policies adopted by the Institute on "Sexual Harassment at the workplace" and "Dependent Care Leave".	Personnel Office	HR Award received or not	October 2019	Participations submitted
The Institute ensures that career advice and job placement assistance, either in the Institute or through collaboration with other structures, is offered to researchers at all stages of their careers to ensure that fixed term employees and CSMM students at some point, become permanent employees either at CING or other institutions.	1) CV and cover letter preparation guidance, 2) Training seminars to students regarding interview skills, 3) To install a regularly updated, central notice board/web space with links for national and international grant and possible career opportunities 4) To provide career advice, 5) To organize networking and other events, 6) Where it is considered that existing CING staff, or CSMM students, or recent CSMM graduates have the prerequisite skills, consideration may be given to advertising posts internally only. Moreover, fixed term employees will be considered for vacant posts prior to internal/external advert for other non-permanent positions.	Personnel Office, Education Office, PR Office	Evaluation of training from students, number of staff, CSMM students and CSMM graduates were hired for new fixed term positions, staff/csmm satisfaction questionnaires	Ongoing	Ongoing processes
Appropriate and attractive conditions in terms of salary and other benefits are assured to researchers regardless of their level and type of contract.	To change the Charter of the Provident Fund in order to make it possible for employees to be entitled to the employer contribution of the provident fund after 2 years of service instead of 3.	Board of Directors and members of the Provident Fund, Personnel Office	Job satisfaction questionnaire; maintain accreditations; staff turnover rates	Ongoing	Done and ongoing
	- Get the accreditation for 'Equality Employer' - Get the accreditation for SIR 2014 (Sound Industrial Relations) by the Cyprus Employers and Industrialists Federation. - Staff Promotion Scheme - Security of Employment policy - Policy on the prevention and management of work-related stress. - Policy on Civility and Mutual Respect - Dependent Care policy CING Awards policy	Personnel Office	Job satisfaction questionnaire; maintain accreditations; staff turnover rates	Ongoing	Done and ongoing. Accreditations are renewed every few years
There is a standard complaints procedure and there is a mechanism to handle any work-related conflicts, disputes and grievances of all staff	To create a Complaints/Suggestion procedure and a grievance procedure	Personnel Office, CING management	Number of complaints/suggestions and grievances every year	Ongoing	Created and reviewed in 2018 (in Staff Handbook)
Communication/Social interactions	To organize three (3) social events per year for all staff	Events Committee	Number of participations per event	Every year	Ongoing
Training and Development					
The Institute ensures that all researchers at any stage of their career are given the opportunity for professional development and for improving their employability through access to measures for the	To conduct a Training Planner and a Training Needs Analysis (TNA) every 3 years for all staff. Also to make sure that Performance Appraisals are performed on time every year and training and development needs are identified. Moreover, the Staff Promotion Scheme will be implemented soon and among others it provides opportunities to researchers to be eligible to be promoted to promotion permanent positions.	Personnel Office, Board of Directors, CING management	Number of trainings/seminars/conferences completed every year, number of researchers promoted to permanent positions	Every 3 years (TNA), annually (Performance Appraisals), by the end of 2019 (Promotion Scheme)	Ongoing

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continuing development of skills and competencies	To promote higher training through ERASMUS+	Education Office and CING Administration	Number of staff and student placements enabled through ERASMUS+ funding	Ongoing	Ongoing
	Conduct training on how to perform the staff appraisals	Personnel Office	Evaluate results statistics of staff appraisals	Every 3 years	Ongoing
	Review and update the staff evaluation procedure	Personnel Office, Internal Audit Committee	Evaluate results statistics of staff appraisals	Sep-18	Done
	To prepare a regulation for staff doing PhD studies	Board of Directors	Number of PhD candidates/holders every year	July 2018	Done
	To prepare a Sabbatical leave policy in order to strengthen the skills, knowledge and expertise of scientific staff	Scientific Council	Number of staff to use Sabbatical leave	Feb-16	Done
	To create a regulation for study leave	CING management	Days of study leave used per year	2010	Regulation exists in the staff handbook
	To review and update as appropriate the job descriptions for all positions at the Institute	Personnel Office, Internal Audit Committee	Job satisfaction questionnaire, number of objectives set and met every	2022	Some job positions have been updated.
	To organize in-house trainings according to the Institute's needs in various fields.	Personnel Office	Job satisfaction survey, TNA	Every 3 years and ad-hoc	In October 2019 in-house training seminars will be organized with subject 'Conflict Resolution'
	To find practical tools for evaluating training in order for training to become more targeted and to encourage transfer of training among other colleagues	Personnel Office	To analyse the satisfaction questionnaires for every in-house training held at the Institute	Ongoing	Questionnaire conducted. Ongoing utilization for in-house trainings
Senior researchers have a constructive and positive relationship with new researchers, and they set the conditions for efficient transfer of knowledge and the researcher's development	To ensure that regular meetings between senior & junior researchers are carried out. To build a programme of transferable skills lectures.	Senior researchers within CING	Number of meetings	Ongoing	Ongoing
Transferrable Skills training	An expanding programme of transferrable skills lectures is offered annually to students and staff. The at present seven lectures comprise: Presentation Skills, Bioinformatics, Biostatistics, Citation Management, Scientific Writing, Bioethics, Grant Writing; they train researchers in widely applicable skills of importance for ongoing professional flexibility and mobility.	CSMM, Carsten Lederer	Number of events organised.	Seven events annually	Ongoing, since 2014
Professional development training courses with financial support from the HRDA for management, teaching and time management skills.	Staff are invited to participate in workshops and training programmes run by external experts in order to improve work-related skills. Where required in order to minimise distractions, these events are even organised outside the CING premises.	Personnel Office	Number of professional development events organised.	Training Needs Analysis and number of trainings per year	Ongoing
The CING Lectures (site seminar series)	All staff and students are invited to present ongoing or recently published work as a central presentation. All heads of departments are prompted by regular e-mails to have their junior staff present work from their department.	Carsten Lederer	Number of events organised, with over 150 events since 2009	Target frequency: fortnightly	Ongoing
Popular Science	CING staff and departments participate in presenting science to non-professionals, including open lectures to the general public, updates to associated patient societies (such as the Muscular Dystrophy Association (MDA) and the Pancyprrian Thalassaemia Society), and popular-science presentations or presentations of specific interest to high school students at the annual Researcher's Night events and at the annual CING open-day event, which invites over 120 high school biology students to the CING for discussion of Biology.	Research Office, CSMM, Individual Departments in association with patient societies	Number of events organised	Annual (open-day event, Researcher's Night), Ad hoc (society and other extracurricular presentations)	Ongoing

Recruitment

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To establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable and to promote equality of opportunity	To create a Staff Recruitment and Selection policy	Personnel Office, BoD	To compare performance appraisals' results of new staff for the first 3 years and assess their performance	Done and reviewed in September 2018	Ongoing process
	Advertise in a more attractive manner vacant positions	Personnel Office	Number of applications compared to old vacancy advertisements	Mid 2019	Designing new format
The members of the selection panels are adequately trained	To arrange interviewing skills courses and workshops for all selection panels	Personnel Office	Staff induction program, staff opinion survey	By the end of 2013 and ongoing	Done. Further to this an HR representative is always present at the interviews and coordinates the whole process ensuring that the procedure is held fairly, and candidates are treated with dignity, courtesy, fairness and confidentially all times irrespective of age, gender, ethnicity and religious beliefs
Post-Doctoral status appointments are transitional with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects either at CING or other institutions	To enhance the role of the Research Programmes Office in order to inform researchers (via seminars/workshops/e-mail alerts) for new calls, proposals, funding opportunities, application procedures so as to maximize the approvals from the funding organizations.	Research Programs Office	Number of email messages send, number of seminars/talks organized per year. Emails alerts are sent to scientists re specific funding opportunities (on average 25 per year). In addition seminars and workshops are organised (on average 4 per year) re funding opportunities and application procedure.	By the end of 2012 and ongoing	Specific seminars and workshops are organized and email alerts are sent
	A tailored made database was introduced to all scientists where funding opportunities are uploaded on a regular basis	Research Programs Office	Regular updates of the database per year (at least 4 times per year) based on new funding opportunities. Also tailored made email alerts to specific scientists re specific funding opportunities that they might be interested are also sent (30 email alerts in 2018). Number of database updates per year	Ongoing	Done
	Support and advice/consultation is provided to scientists on funding opportunities and proposal applications (assistance with budget formulation and IP management issues) and management projects. To update the IP policy of the Institute.	Research Programs Office	Number of grant proposals submitted and number of projects managed per year. In 2018 in total 60 proposals were submitted in different funding bodies while until 6/2019 75 such proposals were submitted. The Research Office provides advise and support to all scientists during the proposal and pre proposal stage on	Ongoing	The IP policy of the Institute is updated. Also the CING Open Access Policy is formed and approved by the Scientific Council.

Topic/Principle	Action	Responsible Unit	Indicators	Timing	Current Status
Available key positions are advertised globally.	Due to expansion of the building and upcoming retirement of Department Heads, recruitment of key staff will begin in the following years.	Personnel Office, CEMD, external valutors	Places of job posts vs quality of applications.	2019 - 2022	2 key positions are already announced worldwide: 1) Senior Scientist/Department Head, 2) Senior Neurology/Clinic Head through website, social media, newspapers, international scientific journals, Societies and Organisations of the particular specialties, word of mouth.