CMMI

Cyprus Marine and Maritime Institute

Human Resources Strategy

2023-2024

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Background

The Cyprus Marine and Maritime Institute (CMMI) is a Centre of Excellence for marine and maritime research, innovation, and technology. Situated in Larnaca, Cyprus. It fosters sustainable Blue Growth across various marine sectors and comprises ten specialised Research and Innovation Centres. With expertise in marine observation, robotics, digitalisation, engineering, ecosystems, policies, and technologies, CMMI collaborates with industry leaders. Its projects address marine biodiversity, decarbonisation, digitalisation, and climate change, benefiting from a diverse scientific team proficient in naval architecture, engineering, and marine sciences.

CMMI was established in 2019 by the CMMI/MaRITeC-X project as a “Centre of Excellence in Marine and Maritime Research, Innovation and Technology Development” and has received funding from the European Union’s Horizon 2020 research and innovation program under grant agreement No. 857586; and matching funding from the Government of the Republic of Cyprus.

HR Commitment and Growth Strategy

CMMI places significant importance on continually enhancing researchers’ employment conditions, career development, and overall growth. The institute emphasises effective communication with supervisors and adherence to best practices. Creating an appealing and positive environment, coupled with competitive incentives, remains a pivotal strategy for attracting and retaining top-tier researchers.

In 2022, CMMI started the application process in view of receiving the "HR Excellence in Research" award, awarded by the European Commission, which gives public recognition to research institutions that have made progress in aligning their human resource policies with the principles set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

Through this HR Strategy and its Human Resources Strategy for Researchers (HRS4R) Action Plan, CMMI aims to strategically enhance its practices through a number of actions involving the entire research community from junior to senior levels and render itself more attractive to researchers looking for a new employer or for a host for their research project.

European Charter and Code

In 2005, the European Commission embraced the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. These documents, targeted at researchers, employers, and funders in public and private sectors, are integral to the EU's strategy to enhance researchers' career pathways. The Charter and Code seek to establish equitable rights and responsibilities for researchers across European nations, countering the fragmentation in the European research landscape. CMMI aligns with these principles and has endorsed the Charter &

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Code in May 2022, solidifying the institute's dedication to fostering a supportive environment for researchers. In June 2022, CMMI became an EURAXESS Service Centre, focusing on supporting researchers with matters like housing, social insurance, work permits, visas, and job vacancies. This aligns with EURAXESS's broader aim of facilitating researcher mobility and collaboration.

Engagement with the Human Resources Strategy for Researchers (HRS4R)

CMMI actively embraced the HRS4R initiative. In 2023, the initiative gained endorsement from CMMI's CEO, thus highlighting its strategic importance in enhancing the institute's HR practices. The HRS4R initiative prompted a comprehensive evaluation of CMMI's existing HR practices through a GAP analysis, aligning with the Open-Transparent-Merit-Recruitment (OTM-R) toolkit and the Charter & Code.

The resulting Action plan, publicly available on CMMI's website, outlines the roadmap for improving HR practices from 2023 to 2024, involving collaborative participation from various staff groups within CMMI. This commitment demonstrates CMMI's dedication to providing an enabling environment for researchers, strengthening its position within the EURAXESS network and the broader European Research Area (ERA).

CMMI - Organisational Structure

Governance and Leadership

CMMI's organisational framework is built upon principles of fairness, accountability, responsibility, and transparency. The CMMI Board of Directors (BoD) is an independent non-executive board. The BoD governs CMMI and is responsible for guiding and assessing the effective implementation of the Company's vision and mission and for promoting its objectives. The Board is formed by external scientific and business experts. As of 30/09/2023, it consists of 20 members. The Executive Team, led by the Chief Executive Officer, manages day-to-day activities and translates the mission into reality. External advisory councils ensure ethical integrity, relevance, and industry alignment.

Board of Directors

CMMI's Board of Directors comprises of 20 Directors, each appointed for a three-year tenure. These Directors are distinguished international academic and business professionals, selected for their extensive experience and expertise in domains closely related to CMMI's focal areas. These domains encompass maritime trade and transport, marine biology, energy and subsea resources, climate and environmental studies, along broader aspects of society and governance. The cumulative wealth of knowledge and specialized insights possessed by these Directors harmoniously align with the multifaceted activities undertaken by CMMI.

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Executive Team

CMMI's Executive Team is composed of key leadership figures, including the Chief Executive Officer (CEO), who holds the role of Chairman of the Executive Team, the Chief Operations Officer (COO), the Chief Scientific Officer (CSO), and the Chief Commercial & Innovation Officer (CCIO).

International Academic and Industrial Advisory Council (IAIAC)

CMMI's International Academic and Industrial Advisory Council (IAIAC) stands as a prestigious and specialized ad hoc group, entrusted with advising and providing support to CMMI's Board of Directors, Executive Team, and other committees/subcommittees across matters tied to research and innovation. Comprising distinguished individuals, the IAIAC's Members are appointed by the Board of Directors and include renowned academics, esteemed figures from the scientific community, and experts hailing from relevant industry sectors, encompassing both private and public domains.

Legal and Ethical Advisory Committee (LEAC)

CMMI's Legal and Ethical Advisory Committee (LEAC) functions as a vital advisory body. Comprised of external experts independent from the organization, LEAC offers guidance to the Executive Team on legal and ethical considerations. Integral to its responsibilities, the LEAC collaborates closely with those responsible for addressing legal and ethical facets within projects wherein CMMI is engaged, as the need arises.

Research and Innovation Missions

Our research focus on pivotal challenges inherent in the Blue Economy. The Research and Innovation Mission Units (RIMUs) serve as CMMI's primary instrument in this pursuit. These units are cross-institutional, uniting scientists from diverse specialties to collaboratively work toward overarching Blue Economy objectives.

These units amalgamate expertise from across all CMMI centres, aiming to successfully realise CMMI's defined Research and Innovation Missions:

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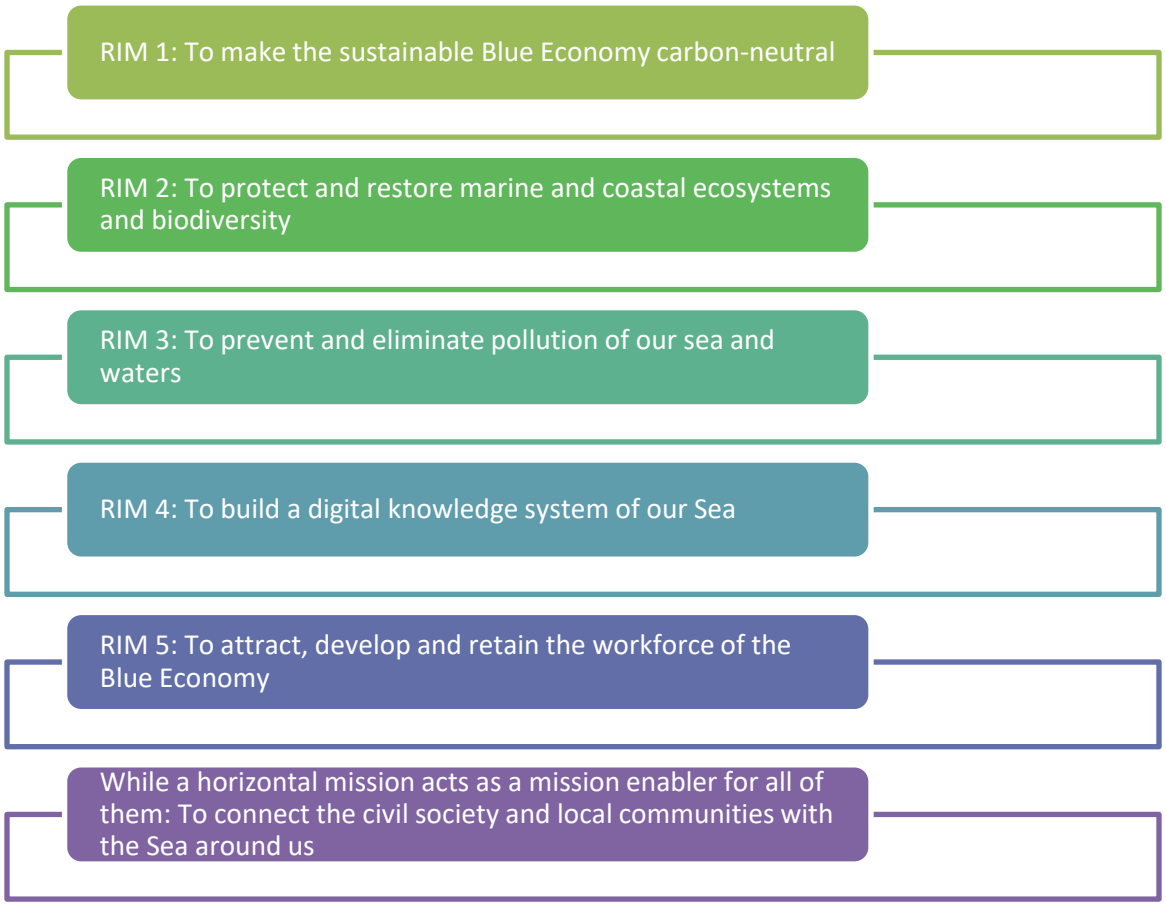

Marine Technology Division

Marine & Offshore Science, Technology & Engineering Centre (MOSTEC)

MOSTEC is a dedicated hub focused on tackling engineering challenges within the marine and maritime sector through robust research and innovation. It encompasses naval architecture, and vessel design, and strives for ship efficiency while minimising environmental impact and lifecycle costs. MOSTEC's scope extends to offshore fish-farming solutions, renewable energy, hydrocarbon technologies, coastal protection, and underwater structures like artificial reefs. The centre specialises in advanced CFD simulation software, employing virtual wave tanks and combustion models integrated with chemical kinetics for comprehensive analysis. By addressing key issues and harnessing cutting-edge tools, MOSTEC contributes significantly to advancing engineering solutions for the marine and offshore industries.

Maritime Digitalisation Centre (MDigiC)

MDigiC' s mission is to hasten the Digital Transformation of Maritime Activities, fostering the sustainability of the Marine Environment, societal well-being, and economic growth. The CMMI Maritime Digitalisation Centre (MDigiC) is dedicated to advancing research, innovation, training,

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and education across areas including Sea Vessel Optimisation, Emergency Response and Planning, Remote Monitoring and Observation, Intelligent Marine Spatial Planning, Blue Economy Digital Transformation, and Coastal Critical Infrastructure and Marine Protected Areas Resilience.

Marine Robotics Innovation Centre (MaRIC)

MaRIC is focused on bridging academia and industry. MaRIC drives research and innovation in Marine Robotics to address practical challenges in the maritime and marine fields.

MaRIC's scope encompasses diverse applications such as ocean science, surveying, exploration, search and rescue, inspection and maintenance, and industries like aquaculture and oil and gas. At the heart of its efforts lies the development of motion and task-planning algorithms for heterogeneous multi-agent systems. These systems incorporate various robotic vehicles, spanning surface, underwater, ground, and aerial units, all tailored for marine applications. By optimising these intricate interactions, MaRIC aims to elevate human safety, environmental preservation, and sector capabilities, contributing to the evolution of the marine and maritime landscape through the infusion of cutting-edge technology.

Marine Sciences Division

Marine Observation Centre (MOC)

MOC is dedicated to advancing essential multidisciplinary observations in the marine environment. Its mission involves enhancing understanding of marine and coastal ecosystem dynamics and changes. This is achieved through the development and optimization of integrated observation systems, exemplified by buoys and seabed observatories. The self-funded network named "Proteus" initiates this effort, with the goal of establishing the "Cyprus Marine Observation Network" as a Critical National Infrastructure.

This comprehensive network includes diverse sensors both at sea and along coastlines, complemented by data from sources like Research Vessels, ferry boxes, Gliders, and USVs. Encompassing the sea areas of the Republic of Cyprus, the network's valuable data will be accessible to various stakeholders with national responsibilities.

Marine and Coastal Ecosystems Centre (MarCEC)

MarCEC, is committed to cultivating practical and sustainable solutions tailored to our distinct coastal and marine environment. Through rigorous environmental research, MarCEC strives to forge a future that harmonizes economic progress with environmental preservation, aligning with the United Nations' Sustainable Development Goals.
MarCEC embarks on a comprehensive path by collaborating seamlessly with other CMMI Centres. This collaborative effort involves both monitoring the marine environment's status and engaging in proactive applied research. This approach seeks to yield tangible solutions for the challenges faced by coastal and marine ecosystems. Core focuses encompass understanding ecological

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processes, spotlighting vulnerable and priority species and habitats, and shaping the development and management of Marine Protected Areas.
Furthermore, MarCEC plays an instrumental role in supporting the national agenda on Marine Spatial Planning. This cooperative initiative involves partnering with relevant authorities and stakeholders, reinforcing the sustainable management of our marine spaces. With its holistic and dynamic approach, MarCEC takes significant strides toward ensuring the enduring well-being of our marine and coastal ecosystems.

Marine Biotechnology and Aquaculture Centre (MBAC)

MBAC delves into the latest advancements in the realms of "Blue" Biotechnology and Aquaculture. Capitalizing on Cyprus' strategic geographic location in the eastern Mediterranean Sea, MBAC leverages the abundance of endemic marine and coastal biota, holding untapped biotechnological potential. This unique setting provides a platform for cutting-edge exploration.
Furthermore, MBAC engages in applied research within the broader aquaculture domain. This includes endeavours such as reproductive biology under captive conditions, augmenting production through sustainable practices, and pioneering Integrated Multitrophic Aquaculture (IMTA) techniques. Additionally, the Centre employs multidisciplinary methodologies to assess the bioremediation capabilities of specific marine species.

Marine Social Sciences Division

Maritime Human Element Centre (MHEC)

MHEC plays a pivotal role in researching and innovating the human dimension of the marine and maritime sectors. It aims to enhance career prospects and skill development in the blue economy while tackling challenges faced by maritime professionals.
MHEC encompasses a wide array of areas within the maritime human element, spanning occupational psychology, organizational behaviour, ergonomics, human-computer interaction, safety science, business management, health sciences, legal considerations, sociology, and anthropology.

Centre for Marine and Maritime Policy Research and Regional Cooperation (CM2PR2C)

CM2PR2C is driven by a twofold mission. Firstly, it aims to furnish extensive legal, regulatory, and policy support to stakeholders at local, national, regional, EU, and international tiers on marine and maritime matters. Secondly, it endeavours to foster collaboration and dialogue concerning marine and maritime affairs in the Eastern Mediterranean region and beyond. CM2PR2C's strategy revolves around forging relationships, establishing partnerships, and synergizing with stakeholders from local to international levels. These collaborative endeavours empower the implementation of diverse marine and maritime projects and initiatives.

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Marine Cultural Heritage Centre (MCHC)

MCHC plays a pivotal role in the exploration, preservation, and promotion of Cyprus' marine cultural heritage. This encompasses both tangible and intangible aspects, reflecting the profound connection between people and the sea across time.

MCHC goes beyond preservation, venturing into the realms of promotion and outreach. It organises seminars, workshops, and marine-themed exhibitions, striving to raise public awareness about the significance of marine cultural heritage. Through initiatives like underwater museums, the Centre seeks to offer immersive experiences that bridge the past and present. Further, the MCHC aims to underscore the contemporary relevance of marine heritage and its contribution to society. Collaborating with the marine sciences community, it nurtures research endeavours that delve into the rich tapestry of maritime history and culture.

Knowledge and Innovation Exchange Centre (KInEC)

KInEC stands as the dedicated hub for all matters pertaining to intellectual property and commercialisation within CMMI. It serves as a comprehensive resource not only for CMMI but also for external entities seeking guidance in these domains. At its core, KInEC holds a pivotal role in translating research into tangible outcomes for commercialisation. Collaborating closely with CMMI's Business Development Unit, KInEC actively fosters connections with an extensive array of stakeholders, thereby facilitating the development and utilisation of a robust network. This dynamic interaction contributes to the transformation of research advancements into impactful real-world applications.

Administrative Units

Research and Innovation Support Unit (RISU)

Charged with managing the EU Teaming Project, RISU extends its support to both the management and the various Centres/Units of CMMI. It ensures the timely and precise handling of tasks, reports, and deliverables, thereby facilitating effective reporting and reviews for projects. Furthermore, RISU lends its assistance to other projects undertaken by CMMI's Centres and scientists. Notably, RISU also provides crucial backing for the activities of CMMI scientists, encompassing proposal and publication support. It keeps a vigilant eye on funding schemes of relevance to CMMI, aiding in proposal preparation and submission. The unit plays a significant role in enhancing the quality of submitted proposals, and maintaining records of CMMI's scientific endeavours, including publications, proposals, lectures, seminars, and conferences attended.

Business Development Unit (BDU)

With a focus on responsible and efficient business development, the BDU spearheads marketing and communication initiatives orchestrates events, and fosters outreach and dissemination

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activities. This unit takes charge of maintaining CMMI's brand and network, ensuring effective integrated management, and compliance with local laws and regulations. The BDU drives transformative change, including digital transformation, while also analysing business aspects to identify avenues for process, product, service, software, and infrastructure enhancements. The Management System and Compliance Function falls under BDU.

Management System and Compliance Function (MSC)

Responsible for managing CMMI's comprehensive Management System (MS), this function encompasses policies, procedures, forms, and work instructions. It ensures compliance with various ISO Standards and pertinent laws and regulations. The MSC provides guidance and consultations to CMMI staff on compliance-related matters, including legal and ethical issues. Additionally, it undertakes training initiatives on critical subjects, contributing to CMMI's adherence to best practices and ethical conduct.

Financial and Administration Unit (FAU)

The FAU holds the reins of financial accountability, funding management, reporting, and support for other functions/centres. Ensuring alignment between expenditure and available funds in terms of timing and funding sources (e.g., EC, Government, Projects, Letters of Commitments) stands as a key responsibility. The FAU also assumes a central role in the public procurement process, alongside the management of the HR function.

The HR (Human Resources) function within the organisation serves a pivotal role in several key areas:

- **Recruitment and Staffing:** HR is responsible for the recruitment and selection of qualified individuals to fill various roles within the organisation. This involves creating job postings, conducting interviews, and ensuring that the right candidates are selected for open positions.
- **Employee Onboarding:** HR oversees the onboarding process for new hires, helping them integrate into the organisation smoothly. This includes orientation, training, and ensuring that new employees have the necessary tools and resources to perform their jobs effectively.
- **Employee Relations:** HR manages employee relations by addressing concerns, conflicts, and grievances. They work to create a positive and harmonious work environment where employees can thrive.
- **Compensation and Benefits:** HR is responsible for designing and managing the organisation's compensation and benefits packages. This includes salary structures, bonuses, health benefits, and other perks to attract and retain talent.
- **Performance Management:** HR plays a role in setting performance standards and conducting performance evaluations. They work with managers and employees to identify areas for improvement and implement development plans.
- **Training and Development:** HR identifies training needs and develops programs to enhance employees' skills and knowledge. This can include leadership development, technical

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training, and other professional development opportunities.

- **Compliance and Legal Matters:** HR ensures that the organization complies with labour laws and regulations. They handle legal matters related to employment, such as contracts, workplace safety, and labour disputes.
- **Employee Engagement:** HR focuses on fostering a positive workplace culture and improving employee engagement. They may organise events, surveys, and initiatives to boost morale and job satisfaction.
- **HR Policies and Procedures:** HR develops and communicates HR policies and procedures, ensuring that employees understand the organisation's expectations and guidelines.
- **Strategic HR Planning:** HR collaborates with leadership to align HR strategies with the organization's overall goals. They help plan for future workforce needs and talent acquisition strategies.

Conferencing – Research and Technology Infrastructure Unit (C-RTI)

Overseeing CMMI Facilities and equipment, the C-RTI Unit ensures efficient, sustainable, and impactful utilization of infrastructure by both CMMI and third parties. While the Research and Technology Infrastructure (RTI) forms the bedrock of CMMI's scientific endeavours, the Conferencing infrastructure functions as the backbone of interactions, especially for remote staff, partners, clients, and society at large. The C-RTI encompasses IT functions.

Academic Affairs Unit (AAU)

This unit takes charge of postgraduate programs developed jointly by CMMI and academia. Additionally, it serves as the secretariat for the CMMI Senate, which comprises the Directors of all Centres. It acts as a liaison with the International Academic and Industrial Advisory Council (IAIAC) and CMMI Fellows. With a focus on educational and training programs, the AAU collaborates with relevant authorities for the accreditation of CMMI facilities and trainers, thus enabling CMMI to provide accredited Vocational Education and Training to the industry and other stakeholders.

Strategic Alignment

CMMI's approach aligns with the European Commission's mission-oriented research and innovation framework. The institute's strategic plan for 2021-2024 underscores the commitment to diversity, equality, and inclusion, aiming to empower innovation, entrepreneurship, and individual growth. CMMI seeks to attract exceptional scientists, nurture their potential, and maintain excellence in marine and maritime pursuits.

People Section of CMMI's Strategic Plan

One of the elements of the CMMI's Strategic Plan relates to “People”. CMMI is committed to nurturing a thriving and inclusive environment that positions CMMI as the preferred employer at

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local, regional, EU, and international levels. CMMI acknowledges the pivotal role its staff plays in its success and has outlined the following priorities and commitments:

Attracting and Recruiting Top Talent

- *Building Reputation:* CMMI aims to become an esteemed employer by cultivating and upholding an excellent reputation in the market and harnessing the networks of CMMI's stakeholders.
- *Effective Outreach:* CMMI will advertise job openings, fellowships, and opportunities through reputable online channels locally, nationally, regionally, within the EU, and internationally. Additionally, CMMI will establish partnerships with recruitment agencies to maximise outreach efforts.
- *Rigorous Recruitment:* CMMI is dedicated to establishing and implementing a robust recruitment process that adheres to the principles set forth in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Equal opportunities will be championed for all candidates, ensuring that the right individuals are recruited.
- *Gender Equality:* CMMI aspires, to the extent possible, to attain gender equality across all staff levels, including supervisory and managerial roles. Equal opportunities will be extended to all applicants and candidates.

Cultivating a Safe and Supportive Working Environment

- *Integration and Well-being:* CMMI will support the integration and relocation of both internationally and domestically recruited staff. Prioritising health, and well-being, including physical and mental health, will be of paramount importance.
- *Work-Life Balance:* Measures will be implemented to facilitate a work-life balance for staff members, particularly for working parents and those with additional caring responsibilities.
- *Human Rights:* CMMI is resolute in developing labour practices that effectively safeguard human rights within the organisation.

Fostering a Culture of Collaboration, Meritocracy, and Inclusion

- *Diversity and Multicultural Workforce:* CMMI's objective is to construct a diverse, multidisciplinary, and multicultural workforce.
- *Valuing and Involving Staff:* CMMI's culture will appreciate staff members, actively listen to their input, involve them in decision-making processes, and keep them well-informed. CMMI will encourage staff to contribute to CMMI's success.
- *Team Building:* Formal and informal team-building events and activities will be organised to enhance the spirit of teamwork.

Managing Staff Performance, Rewards, and Recognition

- *Pay and Reward Alignment:* CMMI will establish pay and reward mechanisms that align with

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CMMI's Strategic Goals while remaining competitive in the international market.

- *Flexible Working:* CMMI will offer flexible working schemes, benefits, and perks to staff members.
- *Performance Management:* A performance management process will be developed, linking compensation increases and bonuses to individual and CMMI's performance.
- *Equal Progression:* CMMI is committed to providing equal progression opportunities to all staff members based on their performance.

Investing in Learning and Development

- *Enhanced Learning:* CMMI will invest in learning methods and technologies that provide an interactive learning experience and encourage individuals to take ownership of their own development.
- *Coaching and Mentoring:* Opportunities for coaching and mentoring will be provided to staff members.
- *Training Opportunities:* CMMI will encourage staff to participate in internal and external training opportunities, such as internal training sessions, webinars, conferences, and seminars.

At CMMI, our people are our most valuable asset. This strategic plan emphasises our commitment to creating an environment where they can thrive and contribute to our collective success.

HR Strategy Analysis 2023-2024

The CMMI Strategy was developed within the broader context of establishing an overarching Strategic Plan to ensure that the HR function aligns with and supports the realisation of the institution's vision. To facilitate the implementation of this strategy, the Working Group conducted a SWOT (Strengths, Weaknesses, Opportunities and Threats) and GAP analysis based on the European Charter & Code for Researchers. The outcomes of these analyses served as the foundation for both CMMI's HR Strategy and the Action Plan.

The CMMI's HR Strategy is designed to be consistent with the timeline of the Strategic Plan, the rapidly evolving external landscape and the need to respond to the changing requirements of employees led to the creation of an action plan covering the first two years. This action plan will be subsequently reviewed and modified at the end of 2024. This iterative approach allows CMMI to remain adaptable and responsive to evolving conditions and the evolving needs of its workforce.

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Areas of Focus/Summary of Actions

Numbering	*Actions*	*Target(s)*
1	**Develop and communicate the Code of Conduct.**	Ensure that the Code of Conduct is established and encompasses CMMI's research-related behavioural principles.
2	**Finalise and communicate a comprehensive IT Policy.**	• Complete IT policy draft covering essential areas and obtain management approval. • Ensure all stakeholders are informed of the new IT policy. • Regularly review, update, and enforce the IT policy.
3	**Enhance GDPR Compliance through training.**	Elevate staff's understanding and adherence to GDPR requirements.
4	**Design and implement the H&S training plan.**	Equip staff with necessary knowledge and skills on H&S practices.
5	**Design and conduct regular training sessions for researchers on the exploitation and dissemination of results, as well as open science practices.**	Achieve an 80% yearly participation rate for the training sessions among eligible researchers.
6	**Support researchers in disseminating and exploiting research work.**	• Improve the overall quality and output of research. • Realise a 2% yearly growth in CMMI's scientific publications. • Achieve a 5% annual increase in Dissemination and Public Outreach initiatives. • Secure a 5% annual uptick in collaborations for projects and proposals.
7	**Develop an Anti-Bullying/Anti-Harassment Policy.**	Complete and obtain formal approval for the policy by Q4 of 2023.
8	**Develop and launch an e-learning course on creating and sustaining a respectful workplace, free from harassment, sexual harassment, and discrimination.**	Increase organisational awareness and capability to foster and maintain a harassment-free and respectful workplace environment.
9	**Development and implementation of the 'Researcher Career Path (RCP)' framework.**	• Finalise and implement a well-defined RCP with distinct career stages, roles, and progression criteria. • Target 90% attendance among researchers at one RCP introduction seminar post-framework launch.

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10	**Update Performance Appraisal Forms and Procedures for Research Assessment.**	• Successful overhaul of performance appraisal forms and procedures. • 100% of affected employees are made aware of the alterations. • Ensure all supervisors and staff receive training on the new appraisal system. • Utilise the amended appraisal system in the forthcoming appraisal phase. • Continuously gather feedback and refine the process based on responses.
11	**Train personnel involved in the selection process, especially in interviewing participants.**	Ensure that all members of the Evaluation Committee are adequately trained in accordance with the EURAXESS Charter and Code for Researchers, highlighting fair assessment, inclusivity, and recognition of research experience and other professional milestones.
12	**Assess the potential and structural compatibility of introducing postdoctoral appointments within the current organisational framework, ensuring it resonates with the principles of the Code.**	• By the end of Q1 2025, undertake an exhaustive assessment concerning the introduction of postdoctoral appointments that adhere to the Code principles. • By the end of Q1 2025, involve a minimum of 75% of the pertinent internal stakeholders to procure insights and opinions on the prospect of postdoctoral appointments.
13	**Broaden accessibility to diverse research publications, papers, and journals for researchers and staff.**	• Engage in negotiations with at least 3 publication libraries. • Secure subscriptions with a minimum of 1 such library to augment access to research materials. • Fund a minimum of 5 trips via the national subsidy scheme. • Coordinate at least 2 collaborative endeavours, such as mutual research initiatives, seminars, or workshops, partnering with institutions or organisations having broader access. • Amplify avenues of information exchange, aiming for a 10% enhancement in accessibility to external research resources.
14	**Foster a conducive work environment where employees are empowered to maintain a healthy**	• Disseminate available resources and guidelines to 100% of the workforce, ensuring all employees are cognizant of

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	equilibrium between their professional commitments and personal lives. Equip employees with the necessary tools and knowledge to manage work-induced stress and optimise their well-being, leveraging the advantages of modern technology.	the support mechanisms in place to achieve a balanced work-life dynamic. • Aim for a 70% affirmation rate, within a year, from surveyed employees testifying to marked enhancements in their work-life balance and holistic well-being.
15	**Prioritise the identification and retention of diversified funding streams to ensure job security.**	Annually apply to a minimum of 3 distinct funding sources, which may include EU funds, national project funds, commercial funds, or direct assignments.
16	**Explore the initiation of an incentivisation bonus scheme.**	Stimulate motivation through a policy-based bonus scheme aligned with institutional objectives and individual accomplishments. Ensure the provision of the initial bonuses to eligible staff by the end of 2024.
17	**Augment project proposals through the incorporation of mobility experiences, if feasible.**	• Increase the integration of mobility experiences in project proposals, where possible aiming for increased mobility opportunities within the frame of funded projects in 2025. • Coordinate the elaboration and submission of a proposal for the HORIZON-WIDERA-2024-TALENTS-03-01 call.
18	**Supervisors to hold career development discussions during Performance Appraisal meetings. These discussions will focus on aligning individual short-term and long-term goals of each employee with the standardised Career Paths.**	By the close of 2024, ensure every employee reviewed in the Performance Appraisal possesses a personalised career development strategy that matches the standardised Career Paths and incorporates their individual goals.
19	**Offer training on Intellectual Property Policy that focuses on its protection, monitoring, and control.**	• Aim for a turnout rate of at least 80% for all training sessions. • Initiate the first round of intellectual property policy training by the end of 2024.
20	**Develop and share guidelines on co-authorship.**	Disseminate the co-authorship guideline to all staff members and researchers.
21	**Provide specialised training courses for supervisors, focusing on strengthening their mentoring, coaching, and leadership aptitudes.**	Enhance the guidance provided by professors and senior researchers in administrative, management, and supervision activities, encompassing mentoring, assessment, and the development of junior researchers, junior faculty, and students.

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Implementation of HRS4R Action Plan

This comprehensive implementation process is designed to ensure that CMMI effectively executes the HRS4R Action Plan, in alignment with the forthcoming "CMMI's Strategic Plan" and "HR Strategy 2023-2024." This will foster research excellence, open communication, and robust support for all staff members, ranging from junior researchers to senior management.

Step 1: Raising Awareness and Communication

The foundation for successful implementation is building awareness around the HRS4R initiative. CMMI will articulate the significance of the HRS4R award, emphasising its benefits and goals.

Step 2: Establishment of Implementation Teams

To facilitate the smooth execution of the HRS4R Action Plan, CMMI will constitute two critical teams:

a. **Working Group:** This team, which includes members from HR, the Research and Innovation Support Unit (RISU), and Research Representatives spanning R1 to R4 levels, will guide the implementation process. They'll handle planning, execution, and monitoring in alignment with strategic directives. Action-specific tasks will be delegated to action leaders, who will be instrumental in realizing the plan, liaising with different units, and aiding in the formulation of monitoring tools.

b. **Overseeing Committee:** Comprising research representatives from R1 to R4 and Executive Team Members, this committee will provide oversight and direction to the Working Group. Their remit includes consulting with top-tier management and addressing potential risks that emerge during the course of implementation.

Step 3: Working Group and Progress Monitoring

The Working Group will spearhead the coordination and rollout of the HRS4R Action Plan. Routine monthly assemblies will serve as a venue to discuss progress and share developments. Occasional meetings with individual action leaders will ascertain alignment with directives from the Overseeing Committee. The Committee Chair will furnish the Overseeing Committee with quarterly progress reports.

Step 4: Action Plan Implementation

With established Action Development Plans for every action, CMMI will roll out various facets of the plan. These plans will double as benchmarks for monitoring progress. Consistent communication and collaboration between Working Group members and action leaders are paramount for the successful execution of tasks.

Recognising the pivotal role of the research community in the HRS4R execution, CMMI will:

- Conduct an **Employee Survey or focus group** to gauge the well-being of its members, capturing perspectives from both researchers and administrative staff. This will offer insights into enhancing workplace conditions.
- Promote **Discussions and Feedback Channels**. By urging research staff to participate in discourse

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and provide feedback, CMMI ensures that HRS4R undertakings resonate with the community's needs and aspirations.

Roles of Implementation Teams at CMMI

Roles of Coordination Teams and Committees

Working Group: Led by the HR Function, this team orchestrates project planning, execution, and surveillance. Their activities are synchronized with the strategy and the 2-year implementation agenda ratified by the European Commission/Euraxess.
Overseeing Committee: This committee, with representatives spanning R1 to R4, offers invaluable counsel to the Working Group. Their involvement ensures widespread stakeholder engagement and timely administrative measures when faced with potential challenges.

Progress Measurement Methods

CMMI employs a range of indicators to measure the progress and success of the HRS4R Action Plan. These indicators provide both quantitative and qualitative insights into various aspects of the implementation process. Within a year, CMMI will select the most appropriate combination of these indicators, as applicable, to use. The selected indicators will help assess the impact of the actions implemented and offer valuable insights for refining strategies. The indicators include:

- **Employee Survey**: Annual employee satisfaction survey provide insights into employee perceptions, well-being, and satisfaction with the institute's HR practices.
- **Focus Groups**: Focus groups involving various staff members facilitate in-depth discussions about the impact of the actions implemented and offer valuable insights for refining strategies.
- **Staff Evaluations and Researcher' Meetings**: Regular staff evaluations and researchers' meetings provide opportunities to gather qualitative feedback, assess progress, and identify areas for improvement.
- **Statistical Reports**: Compilation of statistical data on key performance metrics, such as retention rates and career advancement, offers objective insights into the effectiveness of the implementation.
- **One-to-One Staff Interviews**: One-to-one interviews, including exit interviews, provide in-depth qualitative insights into the experiences and perceptions of individual staff members.

The combination of these indicators will be carefully chosen based on their relevance and effectiveness in assessing the success of the HRS4R Action Plan within the given timeframe. This approach allows CMMI to make data-driven decisions and continuously improve its HR practices and support for researchers. By employing a combination of indicators, CMMI gains a comprehensive understanding of the impact of the HRS4R Action Plan on its research community.

The Employee Survey, for example, provides quantitative data on employee satisfaction, allowing CMMI to identify areas of strength and areas that may require attention. Focus groups complement this by

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delving deeper into qualitative insights, uncovering feedback that may not be captured by quantitative measures alone.

Regular staff evaluations and researcher meetings further enhance the feedback loop, fostering a culture of open communication and collaboration. Statistical reports offer objective benchmarks, tracking key performance metrics to assess whether the Action Plan is meeting its intended goals.

Finally, one-to-one staff interviews, including exit interviews, provide a personalized perspective on the experiences and perceptions of individual staff members. This qualitative data is invaluable for tailoring support and addressing specific concerns.

By using this combination of indicators, CMMI can adapt and refine its strategies in real-time, ensuring that its HR policies and practices align with the evolving needs and expectations of its research community. This data-driven approach is instrumental in achieving the goals of the HRS4R program and fostering a supportive and thriving research environment at CMMI.

The process of monitoring progress and taking action at CMMI is a dynamic and iterative one, aimed at ensuring the successful implementation of the HRS4R Action Plan. Here's how the process typically unfolds:

Monitoring Progress: CMMI regularly monitors the progress of each action outlined in the HRS4R Action Plan. This monitoring involves tracking various indicators, including staff satisfaction surveys, focus group discussions, statistical reports, staff evaluations, and one-to-one interviews. This comprehensive approach allows us to gain a holistic view of the implementation's impact on our research community.

Comparing Progress to Action Plan: The data collected during the monitoring phase is compared to the objectives and milestones set in the original HRS4R Action Plan. This step helps identify whether the planned actions are on track and achieving their intended outcomes. It also highlights areas where adjustments or improvements may be necessary.

Updating the Action Plan: If the monitoring process reveals that certain actions are not progressing as expected or if new insights emerge from the data collected, CMMI is prepared to update the HRS4R Action Plan. This flexibility ensures that the plan remains responsive to the evolving needs and expectations of the research community. Updates may involve revising timelines, reallocating resources, or refining action steps to better align with the institute's goals.

Taking Corrective Action: In cases where deviations from the action plan are identified, CMMI takes prompt corrective action. This could involve addressing challenges, resolving bottlenecks, or reevaluating strategies to get back on track. The goal is to ensure that the implementation remains aligned with the institute's overarching objectives and the principles of the HRS4R program.

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Reporting: Transparency and communication are key throughout this process. Regular reporting mechanisms are in place to keep stakeholders informed of progress and any necessary adjustments. The overseeing committee, comprised of research representatives from R1 to R4 levels, plays a crucial role in this communication. Quarterly updates are shared with this committee, allowing for senior-level guidance and intervention when needed.

The nature of this process ensures that CMMI remains agile and responsive in its implementation of the HRS4R program. It also underscores the institute's commitment to continuous improvement and the well-being of its research community. By closely monitoring progress, comparing it to the action plan, updating the plan as needed, and taking corrective action, CMMI can effectively navigate the challenges and complexities of enhancing its HR practices and supporting its researchers.

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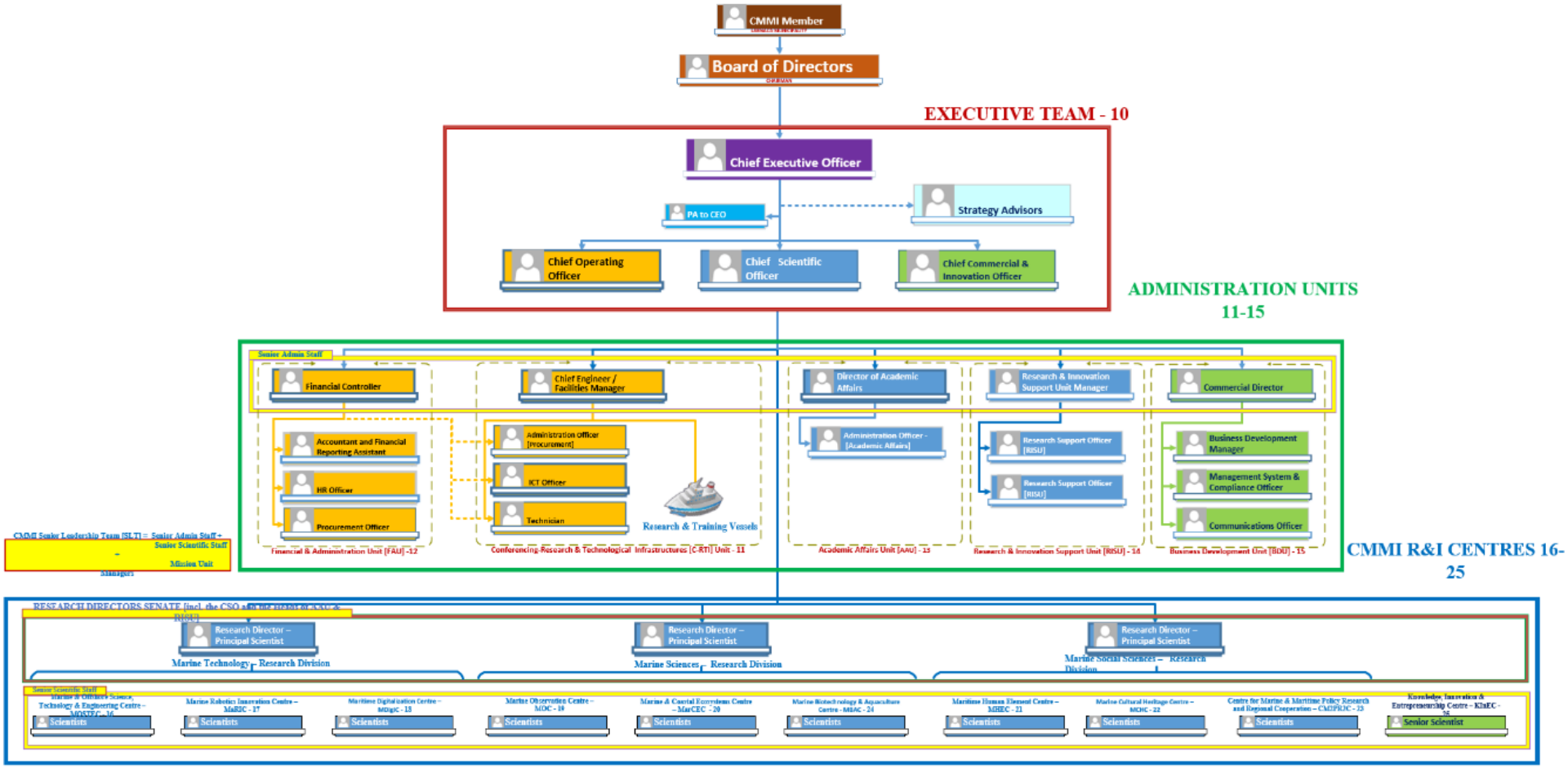
Appendix 1 – Organisational Structure



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