

CYI HIRING POLICY

a. Principles

The Recruitment process for new members at all levels and categories of staff reflects the values of the Institute. It has to be consistent with the following principles:

- **Openness** Each recruitment process is open to the public and announced in such a way that all suitable candidates can apply for each opening
- **Fairness** The process has to ensure that every potential candidate has been given the same consideration, and that the choices made by the Institute are based solely on a candidate's fitness for the position. The same selection criteria will apply to all candidates irrespective of age, nationality, race, religion or gender.
- **Merit** The Institute is committed to hiring candidates that best meet the position requirements with potential for development based on objective criteria and will not compromise this commitment for any reason.
- **Consistency** The procedures used for the evaluation of all candidates should be the same, and consistent with the expectations formulated for the level of the position to be filled.
- **Thoroughness** The evaluation process should ensure that all reasonable steps have been taken to provide sufficient information for a fully informed decision.
- **Transparency** The process should be fully documented and open to public scrutiny if required. It is understood that confidentiality concerning applicant and candidate data is protected to the maximum degree allowed by the relevant legislations and regulations

The relevant procedures are designed to ensure that these principles are strictly adhered to.

b. Categories of positions and procedures

The Recruitment procedure differs based on the category of the position.

There are three types of positions in the Institute:

- (i) Externally funded positions ("soft positions"): these are positions of limited duration, open for an externally funded project. Since the position is funded from an outside source then the Principal Investigator (PI) is consequently given a stronger role in the selection process. Such openings are approved by the VPR.
- (ii) Internally funded positions ("core positions"): these are positions that are funded exclusively by the Institute and, thus, the selection process is carried out by the Institute's research or operations administration. Such positions are approved by the VPR/VPO and the President.
- (iii) Jointly funded positions: procedures are adapted to preserve the interests of both parties, but without deviating from the principles above. Such positions are approved by the VPR/VPO and the President.

c. Recruitment & Selection Procedure (for the detailed procedure please refer to the Staffing-Recruitment Guidelines, Staffing & Recruitment section in the Staff Manual)

i. Purpose of Procedure

- The process of Recruitment & Selection (R &S) is the first HRM procedure which ensures that the people employed in the Institute are the best match with the Institute's culture and environment as well as with the job demands.
- It is essential that the R&S procedure complies with the relevant Cyprus and EU Employment Legislation which ensures that no discrimination of any type is exercised.

ii. **Responsibility of R&S Procedure**

- **HR Department:** The R&S procedure is a shared responsibility of the Head of Department who wishes to recruit and the HR Department which has to ensure that at all times the procedure complies with the relevant legislation and that it is exercised based on the Institute's corporate standards. The HR Department is mainly responsible for publishing the vacancy, gathering of CVs, replying to candidates, preparing/reviewing relevant reports and finally filing relevant documents and reports. Since the Institute recruits on an international level and with no exception in candidate nationality, in the case that a non-EU national is selected for a position the HR Department needs to follow the relevant governmental procedure (*ref. Work Permits procedure*). Each center's administrative assistant provides support accordingly if necessary.

The HR Department is also responsible for taking the necessary precautions to ensure the whole procedure is carried out based on the principles set above.

- **Requestor:** The requestor is the Director/Head of a department and PI who indicates the department's or project's need for recruiting a new staff member. S/he is the person who initiates the procedure and has the overall responsibility with the assistance of the HR Department for the successful completion of the process.

- **Approver:** S/He is the authority who approves for the opening and the final selection of candidate. These may be the VPR, the VPO and the President depending on the position's category and rank.

- **Search/Selection Committee:** A search/selection committee is appointed at all times to be involved in the selection of the short-listed candidates, in the interview procedure and the final selection of the successful candidate. The search/selection committee is chosen based on the job opening and all the members must have the necessary skills and expertise that will ensure that the selection is completed with fairness, merit and transparency. The search/selection committee must comprise of over 2 members depending the position.

- For junior scientific, administrative or technical positions the Committee is composed entirely of Institute personnel and external members if considered necessary and appropriate
- For high level appointments the Committee may also include qualified individuals from outside the Institute if considered necessary
- For faculty-track positions the composition of the Committee is international and consists by both internal and external members.

The composition of the Committee is proposed by the requestor of the position for and is subject to approval based on their category of appointment. As a general rule, Committees for faculty level positions try to strike a balance between generalists and specialists and between Cyl faculty and externals. All necessary precautions are taken to ensure that the Committee does not have any prejudices as to the most suitable candidate.

- **Committee Responsibilities**

The responsibilities of the Committee are:

- (1) To evaluate the dossiers submitted by the candidates
- (2) To gather any additional information about the candidates that may be required for a fair evaluation of their respective merits
- (3) To conduct the interviews
- (4) To propose a ranked and commented list of suitable candidates to the authority responsible for the final decision.

In the case where a "Search" Committee is appointed, normally for very senior appointments, the Committee is also given the responsibility of leading the task of identifying and soliciting the interest for the given position of suitable candidates.

iii. **Job Assessment**

- At this stage the requestor needs to assess if the need for a new hire is necessary based on the department/project demands and available budget. If the funding exists and the job cannot be carried out by an existing staff member then the decision will be to proceed with opening the position. The position opening must, at all times, be approved by either the President, Vice President, or the Executive committee of the Board of Trustees, depending on the nature of the position).

- The initiation of the hiring process is requested by completing a "New position/replacement request form" and submitting it for approval to the relevant VP (*ref. New Position Request Form*). If the opening request is approved then the requestor sends the form with all relevant details to the HR Department for initiating the process.

- As part of the initiation of the procedure, the job description and candidate profile must be either developed or reviewed (if it already exists) and submitted with the request form.

iv. **Job vacancy announcement**

- The job vacancy announcement is prepared by the HR Department with the approval of the requestor

- All available positions are announced broadly to a selection of the below mentioned methods depending the specialisation and targeted candidature:

- Cyl Web site
- International web sites of organizations relevant to the job opening
- Local/international Press
- High caliber Scientific/academic websites relevant to the position's specialization
- Euraxess
- Social Media such as LinkedIn and Cyl Facebook

- The announcement should be designed based on the position's job description and the candidate profile required for the job. It should include the following:

- full description of the position including duties and responsibilities
- initial duration of the contract if applicable
- educational and professional requirements and additional preferred, if applicable
- competencies, skills and abilities required and desired, if applicable
- opportunities for professional development as appropriate

- A minimum period of two weeks for non-senior positions and of one month for more senior positions is provided between the initial posting of the position and the deadline for receiving applications. For senior management and faculty positions, a period of three months is recommended. Because of the custom in a number of European Countries (including Cyprus) to take leave during August, it is recommended that this month be excluded from the above deadlines.

- In general, it should be clear that every reasonable effort has been extended to reach the target group of potential applicants in a fair and transparent manner. This does not preclude the advertisement of a position by word of mouth or professional and social networks. However, the latter cannot be used exclusively, and all candidates

should be evaluated equally, irrespective of the manner in which they were recruited. During periods when the Institute expects to be recruiting heavily, in particularly for externally funded positions, a more generic announcement can be made to constitute a pool of qualified candidates.

v. Requested Documents

- Contents:

- Candidates for all positions are requested to provide a curriculum vitae, a letter of interest, and the names of at least three persons that can be contacted as references, if considered necessary. For more junior positions two references are considered adequate.
- For all scientific positions (Research or Faculty tracks), a list of publications is required.
- For high-level positions a vision statement is requested.

- Candidates short-list:

- The applications received for an opening are evaluated by the selection committee appointed for the recruitment procedure of the opening. A preliminary screening may also be carried out the Institute's HR Department, solely for the purpose of eliminating candidates whose qualifications do not meet the minimal requirements defined for the position, depending on the position.
- For low-level administrative and technical positions, the direct report and the HR Department are also empowered to produce a short list of candidates to be interviewed, based on the dossiers provided by the candidates.
- For higher level administration and scientific positions, the establishment of a short list will be the responsibility of the Selection or Search Committee.
- The short-listing procedure should be completed based on the already established criteria (job description and candidate profile). New criteria should not be introduced at this stage.

vi. Interview Procedure

- The HR Department is responsible to arrange the interviews
- The interviews should be conducted in a systematic, thorough, fair and unbiased manner based on rational, objective and job related criteria. For this to be achieved, the interview should be structured and all candidates should be addressed the same questions. Notes of the interview should be taken by all members of the committee.

vii. Reference Checks

- The HR Department is responsible to conduct reference checks by contacting the referees provided by the final candidates.
- Reference checks should provide information regarding the candidate's work history, qualifications and personality
- For staff in the research track, letters of recommendation are always solicited. The Evaluation or Search Committee can decide, entirely at its own discretion, to contact internationally recognised scientists in confidence and ask them similar questions.
- For staff in the faculty track, such confidential solicitations are the norm. However, they can be omitted for candidates who have a standing in their field that is beyond any doubt, as determined unanimously by the Search Committee and documented in the Committee's report.

viii. Final Selection

- At this stage, the Evaluation or Search Committee meets in a closed session and deliberates the merits of the candidates. The contents of the deliberation are confidential. The Committee produces and presents a report, including a list of candidates for whom employment offer may be made ranked by order of merit, to the authority responsible for final decision. The HR Department keeps a file for all relevant information.
- If none of the candidates meets the criteria of excellence of the Institute, the Committee can decide not to propose any names. In such a case, it can be decided not to fill the position, to extend the search until a suitable candidate is identified, or to start a new search.
- All rejected candidates should be contacted and informed via email by the HR Department.
- Potential negotiations on the terms of a new staff member's contract are not part of the brief of the Search Committee.

d. Nepotism Clause

If a candidate is related to any member of staff of Cyl it should be noted before the evaluation process begins. This should be established by explicitly asking the candidates about such a possible relationship. If such a relationship exists, the selection committee should be aware of this and the procedure should be handled appropriately. *See "Employment of Related Persons" policy in Staff Manual for more information.*

e. Contract Negotiation

The terms under which a contract may be offered are defined by the boundaries as approved in the request form and may be discussed and agreed by the person recommending the hire or the HR Department. A draft of the terms of reference of the position is drawn up by the HR Department based on the New Position Request Form. The full package offered to the new staff member is subject to final approval by the relevant authority.