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HR Recruitment and Retention Plan

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List of Acronyms and Abbreviations

BoD	Board of Directors
CoE	Centre of Excellence
D	Deliverable
EC	European Commission
EU	European Union
EMC	Executive Management Committee
GDPR	General Data Protection Regulation
GA	Grant Agreement
HE	Horizon Europe
HR	Human Resources
KPI	Key Performance Indicators
OTMR	Open, Transparent and Merit-based Recruitment
WP	Work Package

Executive Summary

The “Human Resources (HR) Recruitment and Retention Plan” for PHAETHON Centre of Excellence (CoE) describes the strategic approach used by the organization to attract, hire, engage and retain its employees.

PHAETHON CoE's most valuable asset is its people. The “Human Resources Recruitment and Retention Plan” underlines the organization's commitment to creating an inclusive environment where PHAETHON CoE staff can thrive, contribute to the Centre's success, and position it as a preferred employer at local, regional and international levels.

The Plan outlines specific methods and processes to ensure that the CoE will effectively fill open positions with qualified and high-calibre candidates and maintain a stable, satisfied workforce over the long-term.

Overall, HR planning is indispensable for the long-term success of the organization by ensuring and safeguarding:

- A skilled workforce by attracting and retaining top talent.
- A safe and supportive working environment.
- Reduced turnover rates and costs.
- A strong organizational structure.
- A reputable management of staff performance, rewards and recognition system.
- Enhanced employee engagement.
- Knowledge transfer and succession planning.
- Continuous learning and development.

For the recruitment of researchers and other personnel of the organization, “Open, Transparent, and Merit-based” (OTM) selection procedures are followed.

Similarly, it is acknowledged that employee retention plays a crucial role in the financial performance of the CoE, as poor retention rates can lead to significant costs and reduced quality and productivity. High employee turnover results in decreased productivity and increased expenses related to recruiting and training new employees. To achieve successful retention, it is essential to understand what employees value most in their workplace environment and address those needs.

The Plan is structured into five sections as follows:

- Chapter 1: Introduces the purpose and scope of the Plan and the main aims of PHAETHON CoE HR Policy.
- Chapter 2: Describes the Recruitment Plan and procedures to be followed from drafting the job description and announcement of a vacancy to the onboarding of new recruits.
- Chapter 3: Outlines the Retention Plan, the principles of retention and the proposed measures to retain personnel.
- Chapter 4: Provides an overview of the planning of personnel for the next six years.
- Chapter 5: Summarizes the main conclusions.

1 Introduction

The “Human Resources Recruitment and Retention Plan” constitutes one of the most important policies of PHAETHON CoE, aligned with the Centre’s overall strategic goals. Effective Human Resource (HR) planning and employee retention are crucial for shaping the organization's success. It reaffirms the organization's commitment to creating an inclusive environment where all its staff can thrive and contribute to the Centre’s success and sustained growth, and position it as a preferred employer at local, regional and international levels. It also states the organization's commitment to an Open, Transparent, and Merit-based (OTM) recruitment procedure, where each and every applicant has a fair chance of being appointed.

In addition, the organization is committed to and responsible for safeguarding the sustainable employability of its current staff members. This means that some vacancies will only be filled by internal applicants.

Specifically, the Recruitment and Retention Plan presents the strategic approach used by the organization to attract, hire, and retain employees. Furthermore, the Plan outlines the methods and processes to ensure that the organization can effectively fill open positions with qualified candidates and maintain a stable, satisfied workforce over the long term.

PHAETHON CoE is committed to endorsing the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (Charter & Code) [1], and soon after its establishment will start the application process in view of receiving the European Commission “HR Excellence in Research” award [2], which gives recognition to research institutions that have made progress in aligning their HR policies with the principles set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

In addition, the Plan formally states the organization's commitment to reduce employee turnover and retain an engaged and productive workforce at PHAETHON CoE. It outlines the organization's philosophy and approach to retaining employees towards a supportive and rewarding work environment, thereby ensuring the long-term retention of human resources.

This Plan will be monitored and evaluated on a yearly basis, to ascertain the comprehensiveness and effectiveness of its activities and ensures that it remains relevant and reflects the current state of the organization. It can be updated, should the need arise.

1.1 Vision and Mission

The vision of PHAETHON CoE is to make a significant contribution to a green energy future by creating an inspiring environment for conducting state-of-the-art energy Research and Innovation (R&I), thereby enhancing socio-economic development at the national and regional levels.

PHAETHON CoE, mission is to advance research and knowledge, foster innovation, and drive transformative change in the energy field. The CoE is dedicated to conducting cutting-edge research that addresses the most pressing challenges facing the energy sector and contributes to the development of sustainable solutions for a cleaner, more efficient, and resilient energy future.

1.2 Principles

PHAETHON CoE's most valuable asset is its people. The "Human Resources Recruitment and Retention Plan" emphasizes the Centre's commitment to creating an inclusive environment where PHAETHON CoE staff can thrive, contribute to the Centre's success, and position it as a preferred employer at local, regional and international levels.

The Plan is aligned with the Centre's overall strategic goals and annual action plan.

1.3 Priorities of HR Strategy

PHAETHON CoE is committed to promoting inclusivity, diversity and equality as well as eliminating all forms of discrimination to provide a fair, safe, and pleasant environment where staff members will feel supported both in their professional and personal development. The CoE will adopt specific policies to promote equal opportunities, as well as respect and understanding of diversity, while it is committed to promoting and maintaining a working, teaching, and learning environment, free from any form of discrimination, whether direct or indirect.

Recognizing the role 'people' play in the CoE's success, the Plan outlines the following priorities and commitments for attracting and retaining its personnel by creating an inclusive, supportive and dynamic environment that encourages R&I excellence.

1.3.1 Attracting and Recruiting Top Talent

- Building Reputation: Become an esteemed employer by cultivating and upholding an excellent reputation.
- Effective Outreach: Advertise job openings, fellowships, and opportunities through reputable online channels locally, nationally, regionally, within the EU, and internationally.
- Rigorous Recruitment: Establish and implement a robust recruitment process with integrity, fairness and transparency as the guiding principles, ensuring that the right individuals are recruited.
- Gender Equality, Diversity and Inclusion: Aspire, to the extent possible, to attain gender equality across all staff levels, applicants and candidates and encourage applications from diverse backgrounds.
- Ensure Leadership Continuity: Identify and develop high-potential employees for key leadership roles.

1.3.2 Cultivating a Safe and Supportive Working Environment

- Integration and Well-being: 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 caring responsibilities.
- Human Rights: Develop labour practices that effectively safeguard human rights within the organization.

- Diversity and Multicultural Workforce: Construct a diverse, multidisciplinary, and multicultural workforce, fostering collaboration, inclusion and meritocracy.
- Valuing and Involving Staff: Appreciate staff members, receive feedback, and keep them well-informed.
- Team Building: Formal and informal team-building events and activities will be organized to enhance the spirit of teamwork.

1.3.3 Managing Staff Performance, Rewards and Recognition

- Pay and Reward Alignment: Establish competitive pay and reward mechanisms.
- Flexible Working: Offer flexible working schemes, benefits, and perks to staff members.
- Performance Management: Develop a performance management process linking bonuses to individual and the CoE's performance.
- Equal Progression: Provide equal career progression opportunities to all staff members based on their performance.

1.3.4 Investing in Learning and Development

- Enhanced Learning: Invest in learning methods and technologies that provide an interactive learning experience.
- Training Opportunities: Encourage staff to participate in internal and external training opportunities, such as internal training sessions, secondments, conferences and seminars (virtual or on-line).

1.4 Scope

The Plan applies to all PHAETHON CoE recruitment and retention processes for staff members. It excludes the process for the recruitment of Executive Management Committee members, personnel from the University of Cyprus (researchers, special scientists), who participate in the “Phaethon” project [Grant Agreement No. 101059898] or were part of the FOSS Research Centre for Sustainable Energy, which is upgrading to PHAETHON CoE. These personnel will be transferred and employed at the PHAETHON CoE.

PHAETHON CoE is committed and responsible for safeguarding the sustainable employability of its staff members. This means that some vacancies will only be filled by internal applicants.

1.5 Responsibilities

The responsibility of the Recruitment and Retention Plan falls under the remit of the HR Unit of PHAETHON CoE. The Head of the Unit will implement the Plan in close cooperation with the CEO and the Directors of the Centre's Directorates.

1.6 Organizational Chart

PHAETHON CoE is structured into six (6) different Directorates (Strategic Development and External Affairs Research, Infrastructure & Engineering, Research, Innovation Hub

Education and Training Centre, and Operations) and Units. The Organizational Chart of PHAETHON CoE is presented in Annex I.

Each member of staff is assigned specific roles to one or, in some cases, more Directorates or Units.

It should be noted that it is in the Board of Directors' discretion to amend the Organizational Structure of PHAETHON CoE.

2 Recruitment Policy

2.1 Principles

PHAETHON CoE recruitment and selection processes place particular emphasis on abiding by the principles of Open, Transparent and Merit-based (OTM) for all its personnel (researchers and employees performing no-research activities. These principles are described below:

- **Openness:** Job opportunities are accessible to all qualified candidates, regardless of gender, ethnicity or any other characteristic. Job vacancies are widely advertised to reach a diverse pool of potential candidates.
- **Transparency:** Recruitment procedures are clear and well documented. All stages of the process, from job advertisement to the final selection, are communicated to the candidates.
- **Merit-based:** Candidates are evaluated based on their qualifications, skills, experience and competencies relevant to the job position. Selection decisions are made solely based on merit, using objective criteria.

2.2 Purpose of Recruitment Policy

The Recruitment Policy and procedures aim to (a) create the framework which PHAETHON CoE will follow for the recruitment of new employees, and (b) establish recruitment procedures, which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised to ensure the integrity, transparency, equal treatment, and objectivity of the process of recruitment of new employees and the retention of existing employees.

2.3 Policy Compliance

This Recruitment Policy complies with all relevant laws, and regulations of the Republic of Cyprus, incl. the General Data Protection Regulation (GDPR) [3], as well as ethical standards governing recruitment practices.

Any deviations from this policy must be approved by the Executive Management Committee (EMC) of the CoE and documented accordingly.

2.4 Recruitment Process

The staff Recruitment procedure consists of ten (10) distinct steps, outlined in this section and presented in the Figure below:

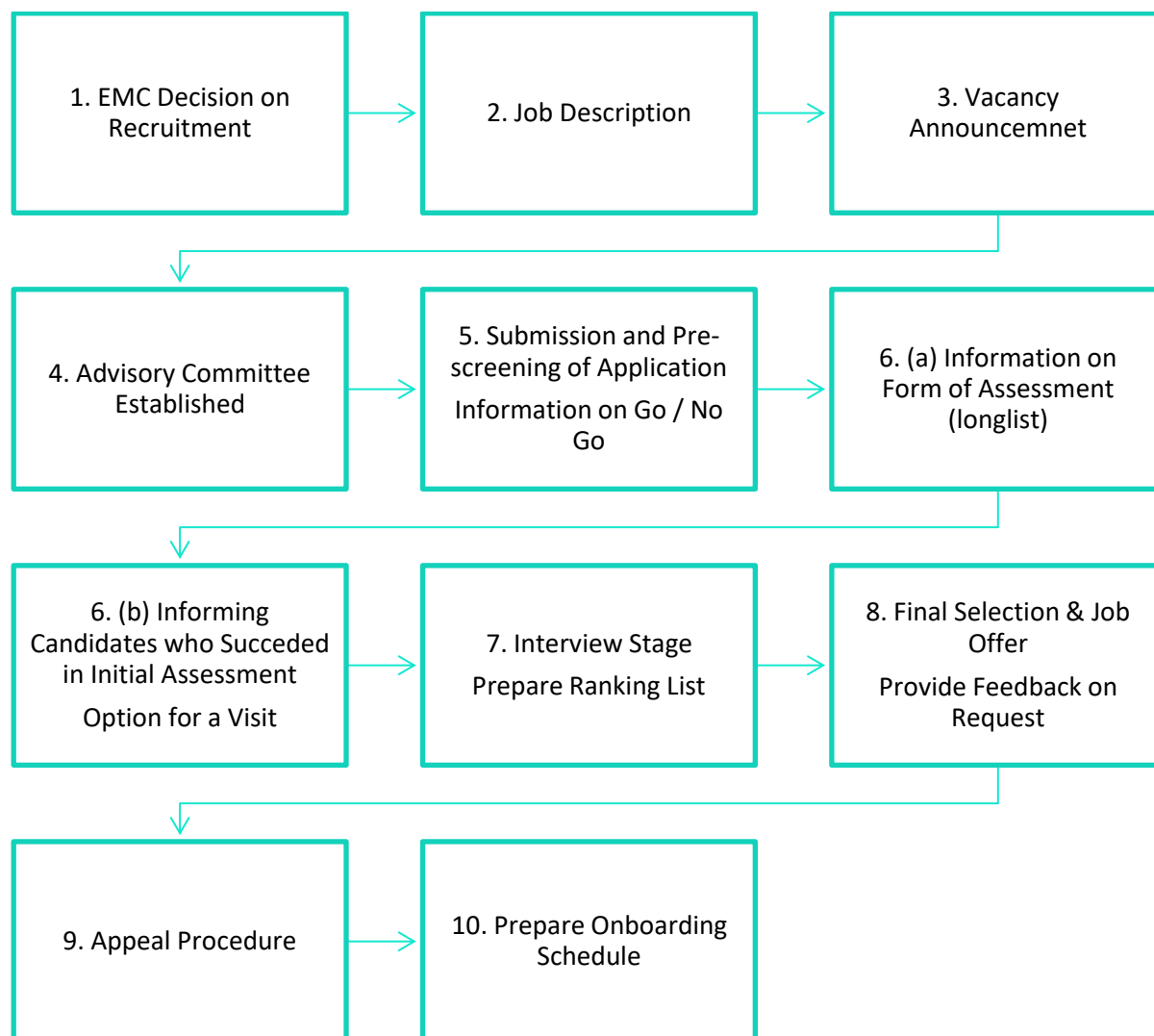


Figure 1. PHAETHON CoE recruitment procedure

2.4.1 Recruitment Decision at Strategic Level

The decision for announcing a vacancy must be aligned with the organization's strategic goals and needs as these are described in the annual Action Plan and reflected in the PHAETHON CoE annual budget. The drafting of the Action Plan is coordinated by the Directorate "Strategic Development and External Affairs" with input from all Directors and approved by EMC.

All vacancies of at least 0.3 FTE for a period of three months and more, will be reported and handled as vacancies.

2.4.2 Job Description

Job descriptions are an important step in the recruitment procedure, facilitating the matching of the right candidate for the right job and driving the response to the vacancy.

Job descriptions are detailed for each position in PHAETHON CoE. They provide an overview of the job position, the responsibilities, the required qualifications, competencies,

soft skills and reporting/hierarchical structure. The job description outlines the main benefits offered by PHAETHON CoE.

2.4.3 Vacancy Announcement

Firstly, it is checked whether a priority candidate is available internally. Similarly, vacancies for support staff are first posted internally for five days, before they are posted externally.

If this is not the case, the date of publication of the vacancy is decided, the application deadline and the selection interviews and/or presentation dates, as well as the date of final selection of the candidate(s).

Similarly, the most relevant means for announcing the vacancies are decided. All vacancies are advertised on the PHAETHON CoE website, via LinkedIn and X. In addition, research positions are advertised on the EURAXESS Portal, in academic job vacancy databases, and in other networks or recruitment channels (e.g. Academic Transfer, ResearchGate, Cyprus Jobs, Euro Jobs, networks of women engineers), in Cyprus and abroad. The PHAETHON CoE partners and collaborators will be notified of the vacancies and requested to post them on their website, if they so wish.

Data will be gathered relating to the most popular or effective means of attracting suitable candidates, in order to place particular emphasis on those and perhaps ignore other.

Each listing also features a designated contact person whom candidates can reach out to via phone or email for further inquiries.

2.4.4 Forming the Advisory Committee

Finding and selecting the most suitable candidate for a position requires the input of several individuals and therefore, an Advisory Committee is set up for every vacancy of the CoE.

An effective Advisory Committee comprises of qualified members from the Senior Management Team, preferably from the Directorate / Unit in which the successful candidate will work, or external experts, if necessary. At least one member should have the appropriate professional, research and/or educational background. Efforts will be made to have diverse Committees comprising different members, for example with respect to gender, nationality and seniority.

The Committee decides on the most appropriate candidate assessment method(s), which may include ability tests, written examination, structured interviews or evaluation of qualitative characteristics of the candidates. For research positions, candidates may be asked to give a presentation of their research.

The assessment should always include an interview stage. The Advisory Committee should make sure that an Interview Form is prepared to discuss the same themes with all of the candidates; this helps in comparing them afterwards.

2.4.5 Submission of Applications and Candidate Screening

Application documents are submitted, as stated in the job advertisement. Candidates will receive an e-mail confirming receipt of their application.

Candidate screening involves a preliminary assessment of applicants against minimum requirements, as per the job advertisement. Candidates who do not meet the job requirements will be informed at this stage that their application has been rejected.

2.4.6 Initial Assessment / Formulation of Longlist

Top candidates may be invited to proceed to additional assessments (longlist). Based on the result of the additional assessment, within two (2) weeks after the closing date, candidates will be informed whether they will be invited for the final interview (shortlist).

If only a few candidates are on the longlist, the longlist can serve as a shortlist. If not, the Advisory Committee must shorten the list.

2.4.7 Final Assessment / Interview

Shortlisted candidates will be invited for interviews, which may include multiple rounds and various assessment methods. Interview panels will consist of diverse members to ensure unbiased evaluation.

Prior to the interview, candidates will have the opportunity to talk informally with PHAETHON CoE personnel (other than the members of the Advisory Committee) in order to get a good idea of the position and of working at the Centre and a short tour of the Centre may be offered.

2.4.8 Selection / Job Offer

The top candidate(s) are offered the job. References may be requested at the end of the selection procedure, if required, with the candidate's permission.

The offered package, apart from the salary, includes benefits such as paid annual leaves, pension fund, medical fund, flexible working arrangements and will be explained during a meeting with the HR Unit and the Director or Head of Unit.

2.4.9 Unsuccessful Candidates

The remaining candidates are ranked, and the top two-three candidates are kept in a reserve list for six (6) months.

All short-listed candidates are informed about the outcome of their application when the procedure is finalized. Unsuccessful candidates are provided with constructive feedback upon request, helping them understand the strengths and weaknesses of their application. The CoE will also seek feedback from candidates on the recruitment experience.

The files (copies, emails) of the rejected candidates are destroyed after six (6) months from the completion of the procedure.

2.4.10 Appeal Procedure

Candidates have the right to appeal decisions, if they believe their interests have been compromised or believe they were treated unfairly, by submitting a written appeal and presenting factual information, up to thirty calendar days following the notification of the outcome of the procedure.

The appeals are examined by an Appeals Committee consisting of members from the Centre's Senior Management Team who did not take part in the initial Advisory Committee. The CoE is required to respond in writing to the candidate(s) who filed an appeal within one (1) month from the date of the appeal.

2.4.11 Onboarding

The HR Unit will oversee and coordinate the "onboarding" process of new hires, helping them integrate into the organization smoothly. The onboarding includes orientation, training and ensuring that new employees have the necessary tools and resources to perform their jobs effectively. Moreover, new recruiters will be introduced to the practices, and procedures followed at the Centre, as these are presented in the Employees' Manual and relate to office etiquette, dress code, communication method, language standards, hierarchy etc.

The Centre will pay particular attention to supporting the integration and relocation of internationally recruited staff, which unfamiliar with Cypriot culture.

An indicative employee's induction and integration plan is presented in the Figure below:



Figure 2. PHAETHON CoE Employee's Onboarding Time Plan

2.5 Monitoring of Implementation of Recruitment Procedure

All employees involved in the recruitment process are responsible for adhering to this policy and ensuring compliance with its provisions. Training and resources will be provided as needed to support effective implementation.

The recruitment rules will be reviewed periodically to ensure their effectiveness and relevance. Amendments may be made as necessary to reflect changes in legislation, best practices, or organizational needs.

3 Retention Policy

PHAETHON CoEs Retention Policy is as important as its Recruitment Policy: it is used to reduce employee turnover and consequently associated costs, prevent attrition, increase and foster employee engagement and growth.

The Policy will be communicated to all employees in order to increase the feeling of fairness and transparency in its implementation.

3.1 Purpose of Retention Policy

PHAETHON CoE recognizes the importance of retaining talent of the highest standards and to cultivate a supportive and rewarding work environment. The Retention Policy ensures a fair, transparent, and systematic approach to engaging and rewarding employees, aimed at retaining top talent that aligns with the strategic goals of the CoE.

The Employee Retention Policy contains a set of guidelines and procedures to ensure that employees feel valued, respected and satisfied at work, and ultimately wish to stay at the Centre.

The Policy applies to all PHAETHON CoE personnel. Appreciation and recognition is specifically addressed to employees who are exceeding their annual goals or exhibit excellent performance, and follows their line managers' commendation (i.e. CEO, Director or Head of Unit).

PHAETHON CoE Retention Policy is based on a number of interlinked principles and measures categorised under the three (3) R's – Respect, Recognition and Reward.

It is believed that by implementing these principles, PHAETHON CoE can ensure that it will create a workplace culture and reputation that not only retains but attracts top talent.

3.2 Policy Compliance

This Retention Policy complies with all relevant laws, and regulations of the Republic of Cyprus, including GDPR [3], as well as internal policies and ethical standards governing retention practices.

Any deviations from this policy must be approved by the EMC of the CoE and documented accordingly.

3.3 Retention Principles – The Three R's

3.3.1 Respect – The Cornerstone of Trust

PHAETHON's CoE aspiration is to offer a workplace environment that fosters respect, encourages open communication, promotes teamwork and values individual contributions. The mutual respect not only reduces turnover but also enhances the overall workplace atmosphere, creating a more productive and engaging environment for all.

How: Respect is promoted by allowing consistent employee feedback using various tools such as “stay” and “exit” interviews, providing tailored training and personal and career development opportunities to help employees enhance their skills and advance their

careers, unlocking their full potential. All these activities promoting respect and trust will ultimately lead to increasing job satisfaction, productivity and retention (see Figure 3).

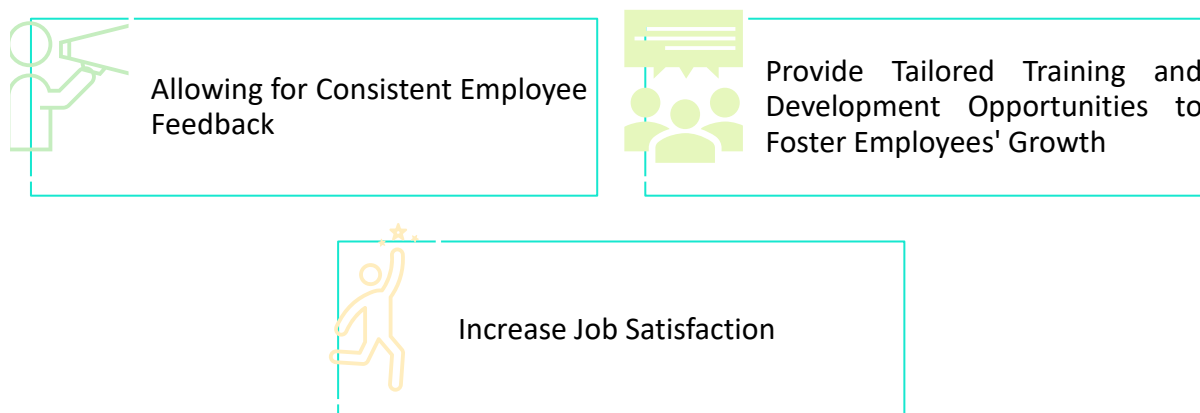


Figure 3. Measures Promoting “Respect”

3.3.2 Recognition – The Power of Appreciation

PHAETHON CoE appreciates that employee recognition can significantly boost the morale and motivation of its staff and acknowledges the importance of appreciating and celebrating each other’s successes.

How: Recognition is promoted by providing learning opportunities for the professional growth of the staff that could include soft skills or opening career development opportunities (e.g. secondments, online courses, conferences, seminars). Additionally, provision is made for advanced education through tuition reimbursement related to further studies pertinent to the research theme of the CoE. Lastly, to facilitate employees achieve their career aspirations, we develop clear career paths and conduct regular career progression reviews.

Moreover, management’s appreciation for staff achievements, both small and big, is provided formally and informally, through verbal and written praise, awards and bonuses (personalized messages, posting social media acknowledgements, references in team meetings, allowing for team celebrations in the form of outings or team building activities or providing time-off). Figure 4 depicts the measures taken to promote appreciation.



Figure 4. Measures Promoting “Appreciation”

3.3.3 Reward – The Motivational Catalyst

PHAETHON CoE recognizes from the onset that incorporating rewards into the employee Retention Plan can significantly boost job satisfaction and morale. Moreover, a rewards system can act as a recruitment tool, attracting and keeping top talent, looking for companies that value and compensate their employees’ contribution.

How: Motivation is promoted by making the employees feel valued and supported from day one and thus a comprehensive onboarding programme is important. Motivation has its foundations in a robust benefits, rewards and recognition package. It is also encompassing a positive workplace culture and healthy work environment, which promotes overall wellbeing, avoiding burnout, promoted work-life balance and embraces flexible work arrangements. Figure 5 presents the measures taken to promote reward.

Specifically, the CoE offers to employee’s comprehensive benefits packages, including health insurance, pension fund and wellness programmes. In addition, the employment package also provides performance-based bonuses and incentives to reward exceptional contributions. The reward mechanism is based on annual employee performance appraisals that are conducted by the respective supervisors and against set objectives, measured with agreed-upon qualitative and quantitative Key Performance Indicators (KPIs).

To support personal and family needs, the CoE implements flexible working hours and remote work options. The provision of paid time-off, including vacation days, sick leave, and parental leave, is put in-place to ensure employees have the necessary time for rest and personal responsibilities.

Similarly, a key priority of the CoE is to be established as an equal opportunities' employer, fostering a culture of respect, collaboration and open communication, where every individual feels welcome, valued and supported making sure that every voice is heard. The CoE will constantly promote diversity, equity, and inclusion within the workplace to ensure all employees have equal opportunities for professional growth and advancement.

Acknowledging that a healthy and balanced work environment leads to enhanced creativity, productivity, and overall satisfaction, the well-being of the CoE's team members is a top priority. PHAETHON CoE strategy is designed to support physical, emotional/mental, and social wellbeing. From flexible work arrangements to activities to events for social connectedness and internal mentoring, the CoE is committed to nurturing the well-being of all its staff members.

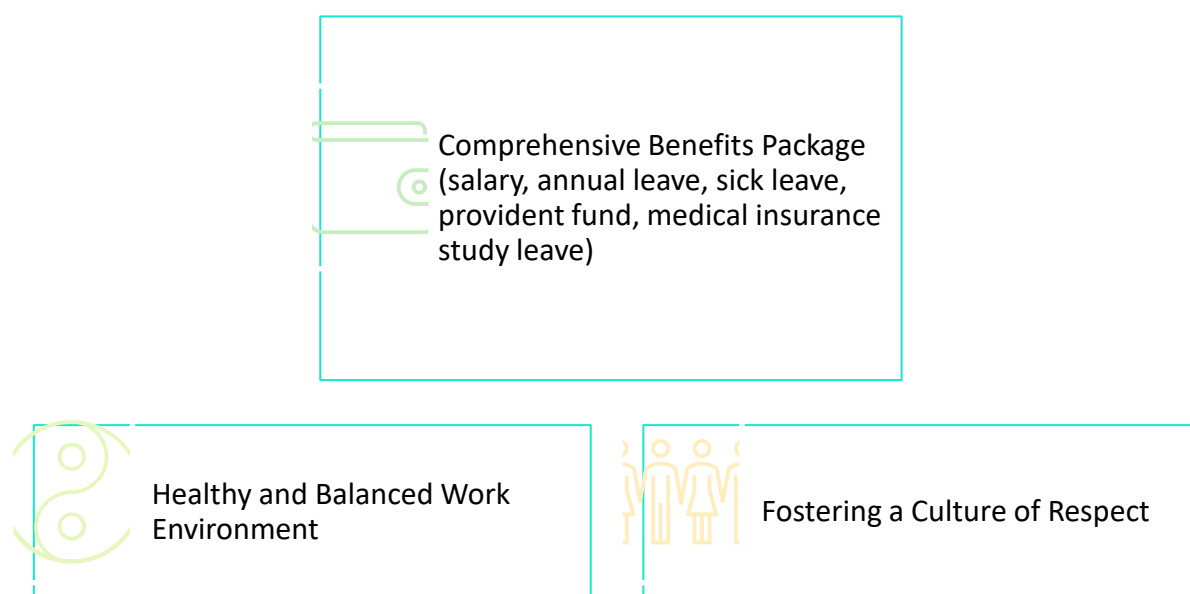


Figure 5. Measures Promoting “Reward”

A non-exhaustive list of measures promoting the 3R's principles are intended to contribute towards the CoE's retention policy, is presented in Figure 6.



Figure 6. Measures to Keep Best Talent

3.4 Employee Feedback

The CoE will take steps to constantly gather employee feedback to gauge satisfaction and identify areas for improvement by conducting “stay” and “exit” interviews or one-on-meetings or through anonymous ‘climate’ surveys.

“Stay” and “Exit” interviews are structured conversations conducted with employees to gain insights into their experiences and reasons for staying or leaving the organization, thus enabling the CoE to make informed decisions to improve the overall work environment. These interviews are organized and coordinated by the HR Head of Unit, and are conducted in person, over the phone, or via online surveys, and typically cover a range of topics including job satisfaction, work environment, management and overall organizational culture.

Lastly, team meetings and focus groups are organized to provide a platform for employees to voice their opinions and suggestions.

3.5 Monitoring of Implementation of Retention Procedure

All employees involved in the retention process are responsible for adhering to this policy and ensuring compliance with its provisions. Training and resources will be provided as needed to support effective implementation.

The retention rules will be reviewed periodically to ensure their effectiveness and relevance. Amendments may be made as necessary to reflect changes in legislation, best practices, or organizational needs.

4 Personnel Planning

The expansion to a fully-fledged CoE with 141 researchers and 33 members of staff performing non-research activities, will follow a scientific competence-building programme structured in six phases, as outlined in the PHAETHON project's lifetime i.e. between 2023 to 2029, as outlined in the Table below.

However, the projected number of PHAETHON CoE personnel may be amended, based on the CoE's strategic decisions, needs and activities.

Table 1. Recruitment Plan of PHAETHON CoE Employees (per year)

Year	Non-Researchers							Researchers					TOTAL (Non-Researchers & Researchers)
	EMC	Operations	Infrastructure & Engineering	Innovation Hub	Education & Training	Strategic Development & External Affairs	Total Non-Research	R1 - First Stage Researcher	R2 - Recognised Researcher	R3 - Established Researcher	R4 - Leading Researcher	Total Research	
Year 1	0	8	7	0	0	0	15	30	11	1	8	50	65
Year 2	4	-2	0	0	0	0	2	1	0	0	0	1	3
Year 3	3	4	0	2	2	2	13	15	8	5	2	30	43
Year 4	0	0	0	0	2	1	3	12	6	6	1	25	28
Year 5	0	0	0	0	0	0	0	10	5	5	1	21	21
Year 6	0	0	0	0	0	0	0	7	3	3	1	14	14
Total	7	10	7	2	4	3	33	75	33	20	13	141	174

Note:

- R1 – First Stage Researcher: Researchers doing research under supervision up to the point of a PhD or equivalent level of competence and experience. Examples of R1 – First Stage Researchers based on the European Framework for Research Careers include doctoral candidate, junior academic, junior research analyst, junior research engineer, junior researcher/scientist, junior scientific officer, and research apprentice/intern.
- R2 – Recognised Researcher: Researchers with a PhD or equivalent level of competence and experience who have not yet established a significant level of independence in developing their own research, attracting funding, or leading a research group. Examples of R2 – Recognised Researchers based on the European Framework for Research Careers include junior academic, junior lecturer, junior research analyst, junior research engineer, junior researcher/scientist, junior scientific officer, and postdoctoral researcher.
- R3 – Established Researcher: Researchers with a PhD or equivalent level of competence and experience who are able to independently develop their own research, attract funding, and lead a research group. Examples of R3 – Established Researchers based on the European Framework for Research Careers include assistant professor, associate professor, associate researcher, principal investigator, principal researcher/scientist, reader, and research fellow.
- R4 – Leading Researcher: Researchers with a PhD or equivalent level of competence and experience who are recognised as leading their research field by their peers. Examples of R4 – Leading Researchers based on the European Framework for Research Careers include chief scientific officer, full professor, principal researcher/scientist, research fellow, research professor, research specialist, senior academic, senior lecturer, senior research and development, associate senior research engineer, senior researcher/scientist, and senior scientific officer.

5 Summary

This document elucidates PHAETHON CoE's "HR Recruitment and Retention Plan".

Investment in the area of HR recruitment, retention and planning yields a competitive advantage to the organization by ensuring a skilled, adaptable workforce, attracting and retaining top talent, reducing associated turnover costs and fostering a robust organizational culture.

Such investments position businesses to achieve sustained growth, highlighting human resource planning and retention as critical components of their strategic toolkit. In the ever-evolving business landscape, a company's success is ultimately grounded in the strength and dedication of its human capital.

The Plan serves as a foundational framework leveraging the CoE to cultivate a skilled, motivated, and stable workforce crucial for the long-term success of the PHAETHON CoE. The organization adheres to OTM recruitment practices for researchers and associated personnel, ensuring fairness, transparency and excellence in selection. To attract, engage, and retain talent, investing in high-quality HR practices and services is imperative, reinforcing company values to both current and potential employees.

Finally, addressing employee needs and fostering a supportive workplace environment are critical steps toward achieving sustainable retention and organizational success.

6 References

- [1] European Commission, "The European Charter for Researchers - The Code of Conduct for the Recruitment of Researchers," 2005.
- [2] EURAXESS, "Human Resources Strategy for Researchers (HRS4R)," 2020.
- [3] Directive 95/46/EC, "Regulation (EU) 2016/679 of the European Parliament on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing (General Data Protection Regulation)," Apr. 2016.

7 Appendices

7.1 Annex A – Organizational chart

PHAETHON CoE - STRUCTURE

