

## TEMPLATE 2 – GAP ANALYSIS - OVERVIEW

Case number:

Name Organisation under review:

Organisation's contact details:

Submission date:

Date endorsement Charter and Code:

### GAP analysis

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
<p>Status: to what extent does this organisation meet the following principles?</p>	<p>Implementation:</p> <p>++ = <b>fully</b> implemented</p> <p>+/- = <b>almost but not fully</b> implemented</p> <p>-/+ = <b>partially</b> implemented</p> <p>-- = <b>insufficiently</b> implemented</p>	<p>In case of --, -/+, or +/-, please <b>indicate the actual "gap"</b> between the principle and the current practice in your organisation.</p> <p>If relevant, list any national/regional legislation or organisational regulation currently impeding implementation</p>	<p>Initiatives undertaken and/or suggestions for improvement:</p>

Ethical and Professional Aspects			
1. Research freedom	Fully implemented	<p>Approximately 77.3% of the respondents believe that principle 1 is fully implemented (214 out of 277). However, there is a slight indication that early-stage researchers seem to have less research freedom compared to senior researchers or group leaders. This is not connected to FORTH internal practices related to free expression of ideas and thoughts, but rather to a number of typical operational and organisational practices such as certain research strategic priorities of a research unit, hierarchical supervision structures etc. In order to support research freedom. Besides, FORTH is fully harmonised with the Greek constitution (article 16) that states: the arts and science, research and teaching are free and their development and encouragement are the responsibility of the state. FORTH has also supported free research in early stage researchers by providing internal funding through the scheme of synergy grants (see for example <a href="https://www.iesl.forth.gr/en/forth-synergy-grant">https://www.iesl.forth.gr/en/forth-synergy-grant</a>), that focus particularly on early-stage researchers.</p>	
2. Ethical principles	Almost but not fully implemented	<p>FORTH has recently re-organised its Ethics Committee according to the National Law 4521/2018. The Ethics Committee consists of 7 regular members and 7 alternate members (FORTH Board of Directors decision 461 / 35-6 / 17.9.2021). Its role is to ensure</p>	<p>The creation of a problem-solving Committee/working group that will address every-day ethical issues (e.g. employees' arguments) for all research institutes and units of FORTH. This Committee/working group will be in close collaboration with other existing Committees (e.g.</p>

		<p>that research conducted at FORTH is ethical (e.g. ethical standards and procedures for research with human beings, protect the dignity, rights and welfare of research participants etc).</p> <p>The EU General Data Protection Regulation (GDPR) came into force on 25<sup>th</sup> May 2018 and brought significant changes to data protection law across the EU. FORTH is dedicated in having a data protection policy and regime which is in compliance with all applicable EU and national legal frameworks, fit for purpose and demonstrates an understanding of, and appreciation of natural persons in relation to their rights and the processing of personal data. FORTH has appointed internally a Data Protection Officer (DPO), a Deputy Data Protection Officer, and a GDPR Task Force team, FORTH staff members, to assist further the organization in its compliance with the EU GDPR (Art. 37.6) and the applicable national related framework.</p>	<p>Ethics Committee, GDPR experts) and the legal office of FORTH for mutual collaboration and internal policy action.</p> <p>The role and the responsibilities of all Committees will be explained and made available on line on the new website of FORTH (Greek and English versions).</p>
3. Professional responsibility	Almost but not fully implemented	<p>FORTH as other public-funded research institutes operate in accordance with the Law 4310/2014 article 19 par.3.</p> <p>It operates under the ministerial decision number 14770 / 22.7.2009 (B1584) and, currently, the organization prepares the new code of conduct that will be approved by the Board of Directors and then by the Minister of Development and Investment.</p>	<p>Create and make available through internal communication (e.g. emails, intranet, SAP) a clearly written policy related to professional responsibility in accordance to the internal code of conduct of the organization. Primary focus will be on intellectual property, exploitation of mature research outcomes, publishing issues etc.</p>

		<p>Until the preparation and final approval of the new code of conduct, FORTH lacks clearly written guidelines in order to clarify authorship in research results-work (e.g. publishing manuscripts). For example, it is believed that sometimes additional criteria, apart from the scientific ones, are also considered when filling up the authors names in a manuscript.</p> <p>As to IPRs, according to FORTH contracts of employment, property belongs to the Organization. In addition, FORTH follows national law related to IPR protection and management (Law 2121/1993 and Law 1733/1987).</p>	
<p>4. Professional attitude</p>	<p>Almost but not fully implemented</p>	<p>The implementation of research projects is subject to funding regulations imposed by the funder (e.g. EU, national/regional funds). FORTH strictly follows these regulations during project implementation by filling in specific forms (e.g. reporting, auditing, financial statements etc). In addition, a series of seminars and workshops are organized regularly in order to inform FORTH research community about professional practices in the context of research projects and programs. Key role in this process plays the existence of internal official structures such as the National Contact Points (NCPs) in which different internal units of FORTH participate actively (e.g. PRAXI Network).</p>	<p>FORTH will prepare institutional guidelines on project financing and implementation to provide further clarification. The new guide will be accessible for all staff members, with a particular focus on researchers, through the website of the organization. Once the guide is prepared, all employees will be informed. Special support and advice will be given to staff members that have a direct engagement with research by the contracts department of the Central Administration, FORTH.</p> <p>In addition, annual info days will be organized to address project implementation issues for early-stage researchers and supervisors.</p>

<p>5. Contractual and legal obligations</p>	<p>Almost but not fully implemented</p>	<p>All FORTH's researchers have access to their signed employment contracts, where the details of their obligations are fully listed. However, employment contracts are only in Greek, raising issues for foreign researchers.</p> <p>Researchers recognize that FORTH is in compliance with all applicable national legal frameworks and realize that strict bureaucracy or complicated rules are inevitable because of these legal frameworks. However, they would like to be more aware about their obligations and they would also like to have access to a detailed, explanatory regulation of the organization.</p> <p>FORTH has in place a legal department but due to its large workload, it cannot efficiently meet the organization needs with its current capacity.</p>	<p>IPR issues and other related topics will be clearly defined in the new internal code of conduct which is currently under development.</p> <p>Translated employment contracts in English (hardcopy) will be made available to foreign researchers.</p> <p>Actions to raise awareness on legal and organizational regulations should be implemented (e.g. info days and seminars in Greek and in English). See action plan for details.</p> <p>Cloud services will be developed and offered internally to the staff in order to collect, store and disseminate critical documents and information related to Contractual and legal obligations.</p>
<p>6. Accountability</p>	<p>Almost but not fully implemented</p>	<p>FORTH follows national and EU regulations concerning the financial management and auditing through its financial office (e.g. national rules and regulations, DIAVGEIA-transparent management of public funds, specific rules of programs and projects funded at regional, national and EU level)</p> <p>Following specific regulations and rules increases red-tape and time-consuming processes. For example, complexity of bureaucracy arises both from the current legislation and the various rules of financial management,</p>	<p>Accountability will be addressed in the new code of conduct. Clear and specific directions will be given to clarify transparency in financial management.</p> <p>Researchers should be informed and encouraged to use financial systems (e.g. CAS and SAP) to manage and monitor research projects.</p>

		<p>depending on the type of the research project.</p> <p>Some researchers point out that there are transparency issues concerning financial management of the projects and especially when it comes to overheads and matching funds.</p>	
7. Good practice in research	Almost but not fully implemented	<p>FORTH follows national regulation (e.g. Health and Safety legislation N1569/1985 and N3850/2010 and presidential decree 17/1996 Hellenic Data Protection Authority)</p> <p>FORTH has established a safety engineer, who is responsible to address safety and health issues (e.g. provide clear, common safety instructions for all research labs, ensure COVID19 rules etc)</p> <p>FORTH has in place a Health and Safety Committee. Its role is to request, enforce and monitor relative actions in the organization.</p> <p>FORTH employs also an Occupational Physician, easily accessible for all staff members.</p> <p>Internal safety rules exist in laboratories with sensitive technological infrastructures and the equipment is adequately protected and maintained in order to ensure scientific personnel safety.</p> <p>However, there is a minority of researchers who believe that safety should be an even higher priority for FORTH. They state that there is not enough training</p>	<p>A general safety and health booklet manual will be prepared and distributed (via email) in Greek and in English in order to address general safety issues for responsible research.</p> <p>Regular organization of stimulation exercises/training at FORTH campus (earthquake, fire, first aid, etc) See action plan for details.</p> <p>Improvement of Safety and Health information in the form of seminars, booklets and web resources in all Institutes, taking into consideration their specific issues will be arranged. That is, training seminars concerning health and safety practices during research should be organized on a regular basis (see action plan for details), especially - but not only- for newly recruited personnel, as soon as new good practices arise, or when misconduct events are identified.</p>

		on safety rules, nor adequate monitoring of compliance.	
8. Dissemination, exploitation of results	Almost but not fully implemented	<p>FORTH runs two internal units for the exploitation and dissemination of research results: The Science and Technology Park of Crete (STEP-C) and the Help-Forward Network (PRAXI Network). In collaboration with the legal office, the role of both units is to ensure that mature research can be evaluated, disseminated, protected and commercialized if needed.</p> <p>In addition, key services to ensure that research outcomes are accessible to the public include: knowledge/technology transfer, IPR protection and management, commercialization routes, tailor-made training seminars geared to support researchers and students, start-up creation and incubation etc.</p> <p>Additional actions are however needed to enhance further the dissemination and exploitation of results.</p>	<p>Enforce existing structures and units relevant to technology transfer and commercialization to support patent application (evaluation, fill in, legal advice etc).</p> <p>A number of initiatives, including tailor-made info days, IP workshops and seminars, will be designed and planned in order to inform the researchers how to take advantage of the existing commercialization routes of FORTH. More details are provided in the action plan.</p> <p>STEP-C and PRAXI Network will introduce a series of new, permanent and customized services for the commercial exploitation of research through seminars, workshops, one-to-one meetings with professional experts etc. Indicatively, such services can include IP valuations, write patent applications, manage patent portfolio etc.</p>
9. Public engagement	Fully implemented	<p>FORTH organizes a series of activities and open events in order to ensure that research activities are made known to society. Activities related to public engagement include:</p> <ul style="list-style-type: none"> <li>- the researchers' night events, which host approximately 2.500 visitors each year</li> <li>- Public Lectures, e.g. Stelios Orfanoudakis Distinguished Lectures, The Onassis</li> </ul>	

		<p>Foundation Science Lecture Series</p> <ul style="list-style-type: none"> <li>- Open doors to school students</li> <li>- Lab visits</li> <li>- Visits to schools</li> <li>- Digital events (e.g. chatlab)</li> <li>- Summer schools</li> </ul>	
10. Non discrimination	Almost but not fully implemented	<p>FORTH has recently established the Gender Equality Committee (GEC). Its role is the preparation and activation of the Gender Equality Plan (GEP) as well as the drafting and monitoring of the Road Map for GEP issues. FORTH's GEC is a high-level advisory body of the Board of Directors for the promotion of equality issues.</p> <p>In general, no serious cases of discrimination (direct/indirect, harassment, disability access is ensured for all campus buildings) are reported.</p> <p>However, researchers point out the fact that most of the announcements and the emails of public interest are written in Greek, which, apart from practical issues, this could be considered as a not intentional discriminatory action against foreign researchers.</p>	<p>A master plan prepared by the GEC to identify and address issues and gaps related to gender equality and to ensure that all employees are equally treated.</p> <p>All written documents (e.g. labor contracts, code of conducts, public emails, announcements, guidelines, ect) should be available at least in Greek (gender unbiased) and English.</p>
11. Evaluation/ appraisal systems	Partially implemented	<p>The organization and its institutions are appraised by external evaluators on a regular basis. Such appraisals are carried out by national and international evaluators and funders.</p> <p>Particularly for staff performance evaluation and reward, there is no centrally designed and introduced system suitable to assess</p>	<p>An institutional strategy will be designed and introduced to address employees' performance appraisal and reward system. Based exclusively on FORTH's particularities and needs, the strategy will be developed to address specific gaps and challenges in order to bring more accuracy and fairness in the assessment of employees.</p>



		<p>workforce in the public sector. Clear guidelines for common reward schemes and policies for employees are also missing not only for FORTH, but also for the majority at the public-sector authorities.</p> <p>In this context, a clearly defined strategy for the evaluation of FORTH personnel is absent. Commonly accepted reward strategies geared to fit FORTH needs are also missing.</p> <p>To address this institutional gap and deliver equality, FORTH has the right to offer bonus (additional remuneration and perquisite), which refers to additional work carried out in the context of the implementation of a specific research project.</p>	
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**Recruitment and Selection**

12. Recruitment	Almost but not fully implemented	<p>All staff members of the organization (e.g. Researchers, Special Operating Scientists, Administrative, Technical and other staff) are hired under specific procedures that are clearly defined by national regulations and laws.</p> <p>The recruitment of staff (permanent or temporary) is controlled and approved by the central government through the Ministries.</p> <p>There is a need to collect and bring together a set of different regulations and laws that refer to recruitment processes and make them available and accessible for</p>	An institutional document regarding the recruitment procedure should be prepared and published internally in order to inform all interested parties. The document will be distributed and made available through emails and intranet/cloud services.
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		existing and potential staff members.	
13. Recruitment (Code)	Almost but not fully implemented	<p>A total percentage of 67.5% point that the recruitment procedures of the organization are transparent and open.</p> <p>FORTH follows national legislation related to recruitment and conforms to specific rules applied to different funding schemes (e.g. EU-funded projects, ESPA, RIS3 etc). Additionally, recruitment is also subject to, and monitored by transparent procedures and practices such as DIAVGEIA-transparent management of public funds, APELLA-134664 (FEK B' 695/04.03.2020 etc).</p> <p>An additional initiative that FORTH can take to support open procedures and further transparency in recruitment is to publish all research-related job offers to EURAXESS. This would be potentially applied to all research institutes of FORTH.</p>	<p>Use of EURAXESS job portal to advertise all research positions. All research institutes should use EURAXESS for any new research vacancy.</p> <p>Checklist for advertisements to ensure conformity with the code.</p>
14. Selection (Code)	Partially implemented	<p>FORTH has established the Gender Equality Committee to address gender issues including those that rise in the selection process.</p> <p>The selection process of the staff is not gender biased (e.g. application and evaluation forms) and it is based only on the candidates' qualifications and skills.</p>	<p>Policy to promote and encourage female participation further.</p> <p>Female participation and selection should be encouraged in all institutes and units of FORTH through specific initiatives to keep gender balance.</p>
15. Transparency (Code)	Fully implemented	FORTH fully ensures transparency in recruitment and	

		<p>selection by following specific national legislations and laws (e.g. Law 3861/2010, A´ 112; Law 4210/2013)</p> <p>For example: DIAVGEIA-transparent management of public funds</p>	
16. Judging merit (Code)	Almost but not fully implemented	<p>Committees that are responsible for the recruitment and selection processes take into account qualitative and quantitative criteria based on national international standards. These standards vary across different vacancies (e.g. different type and level of position including researchers, technicians, administrative staff etc) and meet the conditions of the legislation.</p> <p>Examples of such standards include: Bibliometrics, number of publications and citations, patents and other forms of IPR protection, area of expertise, cross-national mobility experience, ability to conduct scientific research, supervision skills etc.</p> <p>In most cases, all qualifications are being taken into account. However, in some cases, criteria that have nothing to do with meritocracy are being used. Sometimes diplomas outweigh experiences. The qualifications are taken into account but often these are not the decisive factors in hiring. The results are heavily influenced by the personality or having worked in collaboration before.</p> <p>This process is in line with laws and regulations which state that committees can assess</p>	<p>Examine and suggest proposals on how to make meritocracy one of the most important selection criteria. A <b>document with proposals and recommendations</b> will be created and published to promote meritocracy.</p>

		<p>candidates' qualifications without necessarily focus on their whole work or follow a certain methodology to evaluate qualifications.</p> <p>And, most importantly, committees can express their scientific opinion at their sole discretion.</p>	
<p>17. Variations in the chronological order of CVs (Code)</p>	<p>Insufficiently implemented</p>	<p>As a general comment, 54.5% of the respondents believe that the career breaks or time fluctuations in the CV are evaluated positively.</p> <p>National legislation concerning leaves and other related actions that may bring variations in the chronological order of CVs (e.g. mother maternity) is ensured by FORTH, following Law 4472/2017 (A' 74), art.133, par. 4.</p> <p>Apparently, there is a lot of room for improvement. Career breaks or time fluctuations are usually evaluated through the number of publications and the attracted funding of the researcher, thus usually they are considered as problematic, suggestive of a lack of focus and time loss. Especially in the case of maternity leave where it is considered that the researcher stayed behind. Also, there is no procedure in place for how career breaks are/should be evaluated.</p>	<p>Improvement of the code of conduct with specific inserts and guidelines that will encourage CV breaks (e.g. due to maternity/paternity leave) not to necessarily be considered negatively for career and professional development.</p>
<p>18. Recognition of mobility experience (Code)</p>	<p>Almost but not fully implemented</p>	<p>FORTH acts as a EURAXESS service center that supports mobility of researchers (incoming and outgoing).</p>	<p>Provide FORTH researchers (especially early-stage researchers) specific initiatives and benefits to support and promote mobility, study visits abroad etc. Creation a report with recommendations and suggestions</p>

		<p>75% of the respondents replied that the mobility experience is recognized positively in FORTH.</p> <p>However, it has been stated that FORTH lacks initiatives geared to encourage researchers' mobility (e.g. conduct research abroad)</p>	<p>on how to <b>establish internal funding schemes for PhD students, e.g.</b> for short-term visits (1-3 months)</p>
<p>19. Recognition of qualifications (Code)</p>	<p>Fully implemented</p>	<p>FORTH follows Greek national legislation concerning the recognition of professional qualifications (e.g. PD 38/2010, PD 51/2017-FEK 82 A', Law 4635/2019-FEK 167 A', Law 4763/2020-FEK 254 A', National Qualifications Framework etc). For example, for those that have obtained a foreign (non-Greek university) degree, the recognition of diploma is required by the Hellenic National Academic Recognition Information Centre (DOATAP), which is a costly and time-consuming process, though it can be done online. DOATAP is the official body of the Hellenic Republic for the academic recognition of titles and qualifications awarded by foreign Higher Education Institutions, as well as for the provision of accurate information on the Higher Education Institutions and qualifications in Greece and abroad.</p> <p>Following the above, 77.3% of the respondents suggest that FORTH fully recognizes the professional and academic qualifications and skills of the candidate researcher.</p>	
<p>20. Seniority (Code)</p>	<p>Fully implemented</p>	<p>Over 73% of the respondents believe that seniority is fully recognised and acknowledged at</p>	

		FORTH, Notably, seniority is fully addressed and ensured in the new code of conduct of the Organization that is being currently developed.	
21. Postdoctoral appointments (Code)	Almost but not fully implemented	<p>Almost 65% of the respondents suggest that FORTH follows specialized rules to hire postdoctoral researchers and that the postdoctoral fellowship is considered a transitional and useful period in a researcher's career.</p> <p>However, it seems that specific issues exist, particularly concerning the duration of the postdoctoral period (e.g. it can exceed 10-15 years). Though it is broadly recognized that not all postdoc researchers can pursue a career as an independent researcher, specific and clear criteria should be drafted to provide guidelines.</p>	Arrange focus groups and/or meetings with postdocs to get their views and collect evidence-based data in order to identify specific issues and problems with the objective of providing solutions that will improve their professional development at FORTH. See action plan for details.
<b>Working Conditions and Social Security</b>			
22. Recognition of the profession	Partially Implemented	<p>Apart from researchers (permanent staff), FORTH may employ collaborating researchers, PhD/master students, science technicians, administrative and other staff, with a fixed-term contract, a sponsorship/scholarship or a freelance contract which are covered from non-regular budget (e.g. EU funded projects).</p> <p>In this context, PhD candidates are considered as students, provided with scholarships and</p>	<p>Examine if and to what extent PhD and postdoc Fellowships could be recognized as working experience.</p> <p>Health insurance and progress towards retirement funds should be included for PhD/master candidates that have a fixed-term contract with FORTH.</p>

		<p>not contracts. Hence PhD candidates get many of the obligations of researchers, but few of the benefits. Notably, the PhD candidates do not receive insurance benefits, and their work hours do not count towards a retirement package.</p> <p>However, the duration, the type of relationship, the obligations and the terms of the scholarship, its amount and all other relevant issues are determined in accordance with Law 4310/2014, art. 28 par. 9</p>	
<p>23. Research environment</p>	<p>Almost but not fully implemented</p>	<p>About 71% of the respondents believe that this principle is fully implemented since, from an infrastructure perspective, FORTH possesses high-quality facilities and resources which create a top-class working environment.</p> <p>Additionally, FORTH has established specific internal units to support research activities (e.g. STEP-C, PRAXI NETWORK, Grant Office etc)</p> <p>However, actions to increase access to additional scientific journals is required.</p> <p>The issues that were brought up relate to internal administrative back-up processes, which can be very slow at times, and to the lack of unified protocols across institutes in FORTH's central administration.</p> <p>Administrative back-up activities geared to support research should be reviewed and revised in order to facilitate and speed-up</p>	<p>A targeted questionnaire should be created to identify weaknesses in administrative processes that are required to support research activities. Fieldwork will be conducted to examine and understand existing issues in this specific administrative area and provide tailor-made solutions.</p>

		specific procedures of research (e.g. advice on patent application process)	
24. Working conditions	Partially Implemented	<p>Although more than 70% of the respondents believe that this principle is fully implemented (for instance flexibility in working hours is acknowledged, sabbatical leaves are encouraged etc), some comments which mainly relate to PhD students and postdocs, suggest that additional action may be undertaken to provide further improvements.</p> <p>Examples include: health insurance benefits, extra days for parental leave, childcare facilities on campus</p>	<p>Short- and long-term actions to address specific problems include the following:</p> <p>Investigate the possibility for providing extra insurance for foreign researchers working at FORTH</p> <p>Provide childcare facilities on campus. FORTH has ensured funding for the construction and operation of a childcare facility (funding provided by the EIB - Recovery Fund).</p>
25. Stability and permanence of employment	Insufficiently Implemented	<p>This principle is among the ones that receive the lowest scores. Many early stage researchers suffer from short employment contracts (fixed-term) and constant uncertainty about their career future. However, FORTH does not treat fixed-term employees differently. All researchers on fixed-term or similar contracts have access to the same services, career and learning development opportunities as other members of the personnel.</p> <p>While FORTH seeks to give researchers stable employment, contract renewals and stability for non-permanent researchers are dependent on projects' duration and insecurity of funding. FORTH receives specific annual state subsidies to cover employment costs of permanent staff only.</p>	<p>Examine the option to exceed the duration of a contract employment for non-permanent researchers for more than 12 months where applicable. See action plan for details.</p>



		<p>Contracts can be also subject to national legislation (e.g. specific types of employment contracts cannot exceed 12 months). Therefore, funded projects cannot fully guarantee a fixed-term contracts and employment stability.</p>	
<p>26. Funding and salaries</p>	<p>Insufficiently Implemented</p>	<p>There is a general perception that salaries are relatively low and that early-stage researchers with specific contracts of employment lack social benefits (e.g. scholarships for MSc and PhD students, grants, self-employed contractors and freelancers that cover social security themselves).</p> <p>Salaries for public-sector staff members are determined by the legislation at the national level. Salaries and social security benefits are regulated and monitored by the Single Payment Authority Application (EAP) for all public-sector research centers.</p> <p>As such, salaries and social security provisions depend on the kind of employment and the source of funding (e.g. national / European programmes). For example, according to the Law 4547/2018 art.98 scholarships and grants are not considered as income and are not subject to taxes and social security contributions.</p> <p>FORTH, however, provides occasionally extra salary bonus in order to increase researchers' income (see Principle 11). Bonus may be provided to low-income researchers when funding from</p>	<p>FORTH will prepare a set of internal guidelines concerning the range of early-stage researchers' salary based on previous professional experience and qualifications. The aim of this action is to ensure that researchers, and particularly early-stage researchers, will be treated equally in terms of salaries and social security benefits.</p> <p>Guidelines will be adopted and used by all research institutes and units of the Organization.</p>

		research projects and programmes is available.	
27. Gender balance	Insufficiently Implemented	Although the total score is low for this principle, respondents highlight the lack of public policy on the issue. Furthermore, it is mentioned that there is no easy way to enforce gender balance and meritocracy at the same time.	<p>A new committee on issues related to gender balance was established in February 2021 (Board of Directors decision: 446/32-6/22.2.2021) in order to address all gender balance issues and provide appropriate tailor-made solutions.</p> <p>The committee will work towards addressing any gender or other related systemic issue in career development.</p>
28. Career development	Insufficiently Implemented	<p>FORTH provides training and career development opportunities on an ad-hoc basis. It has established specific actions and units to support career and professional development (e.g. EURAXESS service center).</p> <p>However, respondents stress that no provision exists other than sabbatical leave for researchers and that there should be more effort per institute to train students in extra skills such as (project) management. Furthermore they report little support in applications for research funding.</p>	<p>Establish specific procedures for career development plans (e.g. Careers Service provision for career advice especially for early-stage researchers).</p> <p>Investigate if it is possible to establish internal funds in order to support new hires of early-stage researchers. See action plan for details.</p>
29. Value of mobility	Partially Implemented	According to the internal code of conduct, FORTH supports sabbatical and other similar leaves for researchers and other staff. All details regarding educational leaves will be clearly presented and discussed in the new code of conduct which will be fully harmonized with the national law for cross-national mobility (Law 4310/2014, Art.36, p4).	<p>Establish awards and grants for educational leave. This will help FORTH motivate researchers to gain mobility experience (e.g. visiting other labs within and outside FORTH, take sabbatical leaves etc).</p> <p>Take action (e.g. info days) to inform all staff members for their mobility rights and encourage them for more participation in sabbaticals,</p>

		<p>While FORTH supports researchers' mobility through the EURAXESS Network (especially within the EU), there are comments which suggest that the organization should take some additional actions to motivate researchers and technical personnel to visit other labs in a more systematic way.</p>	<p>paid/unpaid leaves for educational and other reasons.</p> <p>Mobility experience should be positively weighted when evaluating candidates for open researcher positions.</p>
30. Access to career advice	Insufficiently Implemented	<p>FORTH supports career advice through specific structures and mechanisms. Examples include: National Contact Points, Grants office, Training seminars and info days organized ad-hoc etc.</p> <p>However, there are no official advice/mentoring schemes and structures geared to support and facilitate career development.</p>	<p>Design and put in place tailor-made mentoring programme schemes to provide institutional support and career advice to staff members. The aim is to map specific needs and address existing gaps in career advice.</p> <p>This refers also to policy guides appropriate to address co-authorship issues.</p>
31. Intellectual Property Rights	Partially Implemented	<p>In collaboration with the Legal Office, FORTH runs the TTO (HELP-FORWARD) and has also established the STEP-C in order to support the protection and management of IPR (e.g. commercialization of mature research results, utilization of knowledge to demonstrate scientific impact, guide on patent applications).</p> <p>National Law and FORTH employment contracts regulate IPR issues. There are specific cases, however, in which IPR may be treated differently (e.g. rights are transferred to the inventor).</p> <p>There are views showing that additional actions should be undertaken to communicate</p>	<p>FORTH will develop and publish a clear IPR and commercialization policy for internal exploitation. The guide will be made available online (organization's webpage) to all staff members.</p>

		<p>further the mission and supporting services of each structure, as it seems that the level of IPR awareness is relatively low.</p>	
32. Co-authorship	Fully implemented	<p>There is a general overview that authorship is addressed effectively.</p> <p>FORTH supports and encourages researchers, at any stage of their career, to communicate their research work through publications, participation in scientific conferences, issuing patents if relevant etc.</p> <p>Authorship issues are addressed by specific structures at FORTH. As regards to patent authorship, support is provided by permanent structures of FORTH (e.g. the TTO and STEP-C), while for paper publication and authorship researchers are assisted through a range of training seminars organized at an ad-hoc basis.</p>	
33. Teaching	Partially implemented	<p>Though FORTH is not an institution that provides academic degrees, it participates and/or co-ordinates several graduate programmes, thus a significant number of FORTH researchers practice teaching.</p> <p>Early-stage researchers (e.g. PhD students and postdocs) are typically encouraged to teach in local university programmes (in under- and postgraduate courses) and gain teaching experience.</p> <p>Furthermore, FORTH founded and currently co-ordinates MATHESIS, which is the largest digital platform in Greece, that</p>	<p>Currently, FORTH expands its involvement in teaching activities by participating in new graduate programmes, e.g. the new Data Science Programme, which is a collaboration between certain FORTH institutes and University of Crete departments.</p> <p>Similar initiatives will be identified to further support teaching and learning within the organization.</p>

		provides academic teaching in several scientific fields.	
34. Complains/ appeals	Insufficiently Implemented	FORTH addresses complaints and staff conflicts ad-hoc. Routinely, institutional and internal unit directors serve as an authority to resolve conflicts, given that a clear policy regarding complaints is currently missing.	<p>A new complaints policy will be created to promote fair and equitable treatment within the institution. The policy will be part of the new code of conduct of FORTH.</p> <p>In addition, an appeals committee will be created and established to record and evaluate staff complaints from all research institutions and units of FORTH. The new committee will be responsible for the collection and analysis of the incoming complaints and it will operate in close collaboration with the Gender Equality Committee (GEC), researchers' &amp; employees' union/association to provide solutions.</p>
35. Participation in decision-making bodies	Almost but not fully implemented	<p>Each research institute of FORTH has elected and runs its own scientific council which acts as an advisory body to the Director. Council meetings take place at least once per month, to address issues that are related to the daily operation of the institution</p> <p>In addition, representatives from the Researchers Union and the Union of Employees at FORTH are members of the Board of Directors (BoD).</p> <p>However, not all levels of the researchers (e.g. not elected researchers) are represented in the BoD meetings.</p>	<p>All researchers (e.g. not elected researchers, postdoctoral etc) should be officially represented in the BoD through the Researchers Union.</p> <p>All researchers' views and positions should be communicated to decision-making bodies via established mechanisms.</p>
<b>Training and Development</b>			

<p>36. Relation with supervisors</p>	<p>Almost but not fully implemented</p>	<p>This is implemented on an individual level. There are answers suggesting that supervisors can effectively lead research groups to success while others mention that supervision should be further improved, incorporating formal procedures.</p>	<p>A training course for research group supervisors will be designed annually. Indicatively, this will include HR-related seminars, training in specific issues such as IPR, ethics etc). Given that supervision is subjective, the aim of the course will be to help establish a unified policy in order to improve supervision practices and routines.</p> <p>An additional action could be the implementation of an organizational mentoring programme for certain supervisors that may need further support.</p>
<p>37. Supervision and managerial duties</p>	<p>Almost but not fully implemented</p>	<p>Almost 66% of the respondents believe that senior researchers develop constructive and positive relationships with the younger ones. Nevertheless, there are no mechanisms to evaluate and monitor supervision. For example, no assessment is done of how well supervisors perform.</p>	<p>Investigate whether it is possible to formalize an assessment / evaluation of supervisors and develop specific procedures for feedback, suggestions and complaints.</p>
<p>38. Continuing Professional Development</p>	<p>Almost but not fully implemented</p>	<p>FORTH organizes and offers a series of seminars and workshops related to professional development. They are conducted either at a regular basis (e.g. informative workshops geared to improve researchers' skills for proposal preparation and writing, research funding etc) or at an ad-hoc basis (targeted seminars related to IPR protection and management).</p> <p>Seminars are organized internally, e.g. by STEP-C and Praxi Network units, research institutes or by external experts. Also FORTH's Grants Office, offers</p>	<p>A new working group will be created to investigate and suggest whether career plans for all staff members could be further improved.</p> <p>The main task of the working group will be to research and suggest areas for professional development and improvement, for example, by identifying and addressing any disincentives or obstacles to progression in research careers.</p>

		<p>customized support and advice to all researchers on a daily basis.</p> <p>In addition, FORTH improves further its internal practices in order to reduce red tape and barriers that affect career plans. For example, the design and introduction of a more sophisticated system of managing and monitoring staff traveling. Under the new system, traveling for professional reasons, e.g. participating in conferences, workshops or seminars is much easier with less bureaucratic processes.</p>	
39. Access to research training and continuous development	Almost but not fully implemented	<p>FORTH provides research training opportunities for professional development. For instance, each institute regularly organizes internal workshops and seminars in order to promote networking and to inform research staff about new research trends, methodologies, funding opportunities etc.</p>	<p>A working group will be created to investigate, suggest and monitor the effectiveness of internal policies related to career plans.</p> <p>This working group could be the same, with similar tasks and responsibilities, as proposed in Principle 38.</p>
40. Supervision	Almost but not fully implemented	<p>Almost 64% of the respondents say that FORTH ensures adequate supervision for all young researchers.</p> <p>There is quite adequate supervision in the labs given that most of them are small in size (5-15 members).</p> <p>However, there is a need to improve further supervision practices and routines and support further early-stage supervisors.</p>	<p>A specific course will be designed and provided annually to address existing and potential supervisors with the objective of improving their supervision skills and competences.</p> <p>Basic guides, particularly for research supervision will be created and communicated to supervisors to improve further supervision practices and techniques.</p> <p>Co-supervision will be also encouraged in certain circumstances (e.g. synergy grants) and applied when appropriate.</p>