

TEMPLATE 4: ACTION PLAN

Case number:

Name Organisation under review:

Organisation's contact details:

SUBMISSION DATE:

1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1437
Of whom are international (i.e. foreign nationality)	72
Of whom are externally funded (i.e. for whom the organisation is host organisation)	15
Of whom are women	679
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	244
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	253
Of whom are stage R1 = in most organisations corresponding with doctoral level	282
Total number of students (if relevant)	340
Total number of staff (including management, administrative, teaching and research staff)	1551
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	52.553.958
Annual organisational direct government funding (designated for research)	12.857.000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	30.903.958
Annual funding from private, non-government sources, designated for research	8.793.000

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The Foundation for Research and Technology-FORTH was founded in 1983. It is one of the largest research centers in Greece with well-organized facilities, highly qualified personnel and a reputation as a top-level research institution worldwide. FORTH reports to the General Secretariat for Research and Innovation of the Ministry of Development and Investments. It conducts specialized scientific research in strategic high-added value sectors, focusing on interdisciplinary R&D activities. FORTH comprises nine Research Institutes. Its headquarters and central administration are based in Heraklion, Crete. It has also founded Crete University Press, PRAXI Network and the Science and Technology Park of Crete.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES free text maximum 500 words	
Ethical and professional aspects	Strengths <ul style="list-style-type: none"> FORTH is fully harmonized with the Greek constitution, supervised and monitored financially by central state authorities 	Weaknesses <ul style="list-style-type: none"> FORTH lacks clearly written guidelines to clarify authorship in research results-work

	<ul style="list-style-type: none"> ● FORTH has established internal synergy grants to support early stage researchers. ● An Ethics Committee was set up to address ethical issues in research. ● FORTH has established a GDPR office, responsible to monitor compliance with all applicable EU GDPR and national legal frameworks. ● FORTH is fully harmonized to laws and regulations related to IPR. It runs also STEP-C and PRAXI Network for the exploitation and dissemination of the research results. ● Regular seminars are organized to inform researchers about professional practices, new calls for funding, etc. ● FORTH has appointed a safety engineer, a Health and Safety Committee and an occupational physician to address health and safety issues. ● FORTH organizes a series of activities and open events to ensure that research outcomes are communicated to society. ● FORTH has established a Gender Equality Committee to address gender-related issues 	<ul style="list-style-type: none"> ● FORTH lacks a mechanism to address every-day, non-research related ethical issues ● FORTH lacks an institutional document that outlines IPR policy. ● Employment contracts and other related documents are only available in Greek. Documents Translated in English are not available yet. ● Legal office cannot meet the needs of entire FORTH with its current capacity. ● Absence of a clear policy concerning, matching funds allocation and management. ● Safety issues are being increased-additional training and workforce is needed ● Technology transfer and research commercialization units are understaffed. ● FORTH lacks a committee to address discrimination (apart from gender issues) ● A clearly defined evaluation and reward strategy of the staff is currently missing.
Recruitment and selection	<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> ● FORTH follows an open and transparent recruitment and selection policy, fully aligned with the national legislation, the EU standards and the rules imposed by the funders. ● Recruitment tools and platforms are systematically used (e.g. DIAVGEIA, APELLA-134664, EURAXESS Job Portals) ● All processes are controlled and monitored by the central administration ministries and authorities. ● The organization welcomes foreign candidates and recruits researchers from EU and other countries. ● The existence of GEC to address gender issues in recruitment. ● Compliance of FORTH with applicable national laws related to employment leaves. ● FORTH acts as a EURAXESS service centre and supports researchers' mobility. ● FORTH is fully compliant with national legislation concerning the 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> ● FORTH lacks a formal document to outline its OTM-R policy available to all staff members. ● An internal written guide to provide an overview of the selection and recruitment process for all types of staff and employment is missing. ● No monitoring mechanisms to assure that all research positions and fellowships are published on EURAXESS Job Portal website. ● Need for additional initiatives to encourage and promote further female participation to keep gender balance. ● Career breaks and employment gaps on resumes may be assessed and treated negatively in hiring and evaluating processes ● FORTH lacks specific policy to promote mobility for all-stage researchers ● The postdoctoral period is sometimes extremely long, making it difficult for the researcher to pursue an independent career. Greek law does not allow recognition of work experience for new employees/researchers when

	<p>recognition of academic and professional qualifications.</p> <ul style="list-style-type: none"> Seniority is fully addressed in the working code of conduct. 	<p>this experience comes from the private sector or international organizations resulting in reduced salaries.</p> <ul style="list-style-type: none"> Postdocs' professional experience in fellowship schemes is not recognized and it does not contribute to pension rights.
Working conditions	<p>Strengths</p> <ul style="list-style-type: none"> Flexibility in working hours. FORTH provides (occasionally) extra salary bonus to researchers when funding from research projects is available. FORTH units, namely STEP-C, PRAXI NETWORK, Grant Office etc, provide training and career development opportunities. FORTH supports mobility, sabbatical educational and other similar leaves for researchers and other staff. FORTH supports the protection of IPR and addresses authorship issues in collaboration with the Legal office, TTO and STEP-C. FORTH participates and co-ordinates graduate programmes. Early-stage researchers are encouraged to teach in universities and gain teaching experience. FORTH founded MATHESIS, the largest digital platform in Greece which provides academic teaching opportunities in several scientific fields. Union of Researches and Union of Employees have been established at FORTH to respectively represent the Scientific and Permanent and Non-permanent Staff against the administration of the Foundation and research related central state authorities. 	<p>Weaknesses</p> <ul style="list-style-type: none"> Health insurance benefits for postdocs and graduate students could be improved. Lack of childcare facilities. Short employment contracts (1 year) for early-stage researchers. Slow administrative back-up processes at times. Lack of unified protocols across institutes concerning administrative issues. There is no official advice/mentoring scheme to facilitate career development. Mobility and educational leaves are not supported in a systematic way. Lack of a clearly written policy to address all IPR issues. A clear complaint policy is currently missing to promote fair and equitable treatment within the institution. Postdocs, researchers and staff with non-permanent positions are not officially represented in the BoD and in scientific councils.
Training and development	<p>Strengths</p> <ul style="list-style-type: none"> FORTH organizes on-site seminars and workshops related to training and professional development. Paid internships to both under- and post-graduate students are offered, frequently combined with the work under the framework of their thesis. 	<p>Weaknesses</p> <ul style="list-style-type: none"> Lack of a unified policy framework appropriate to assess, monitor and improve supervision practices. Lack of means to identify and prioritize training and development needs. There are no specific procedures for feedback, suggestions and complaints. Lack of training opportunities for the Postdoctoral and Scientific Technical Staff(maybe the administrative staff should also be included)

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: https://www.forth.gr/en/content/EURAXESS-HRS4R.124

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Abbreviations

BoD: Board of Directors

CA: Central Administration: President office, HR office, Accounting and Finance office, management of programs/projects office, travel office, IT office)

DPO: Data Protection Office

EmpU: Employees Union

EtC: BioEthics and Research Ethics Committee

GEC: Gender Equality Committee

GMSO: Grants Management and Support Office

HIS: Health and Safety Committee

ID: Institutes' Directors

LO: Legal Office

OUT: Outsourcing

PRAXI: PRAXI Network

PR: Public Relations Office

SC: HRS4R Steering Committee

STEPC/EURAXESS Centre: Science and Technology Park of Crete, EURAXESS Centre

ResU: Researchers' Union

SO&OP: Safety Officer & Occupational Physician

WG: HRS4R Working Group

<i>Proposed ACTIONS</i>	<i>GAP Principle(s)</i>	<i>Timing (at least by year's quarter/ semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
<i>Free text -100 words max</i>	<i>Retrieved from the GAP Analysis</i>			
Act1: To set ethical standards that govern and regulate organisation's internal policies and practices according to the C&C	2: Ethical principles (+/-) 3: Professional responsibility (+/-) 10: Non discrimination (+/-) 27: Gender balance (--) 34: Complains/appeals (--)	4Q/2022	BoD, ID, SC, EtC	<p>Act1.1 Creation of a problem-solving Committee, with strong female representation, that will address every-day ethical issues/appeals for all research institutes and units of FORTH, in close collaboration with other Committees, for mutual policy action.</p> <p>Note: It has been already discussed at the Board of Directors and follow-up actions have been put in place.</p> <p>Indicator: Establishment of the committee with clear representation of women, number of members and regular meetings.</p>
		4Q/2022-1Q/2024	BoD, STEPC/EUR AXESS Centre, ResU, LO, PRAXI, BoD	<p>Act1.2 A written policy for professional responsibility will be created to address issues related to IP and authorship-publishing. The document will be made available through institutional emails and cloud/intranet services.</p> <p>Note: This action has been already started.</p> <p>Indicator: Creation of the document, date of sharing the document, target group/beneficiaries and number of the recipients. A follow-up questionnaire (output process indicator for additional feedback and action) will be created and distributed to the beneficiaries to capture process and effectiveness of the action (e.g. whether issues related to IP and authorship-publishing have been adequately addressed or additional actions will be needed, take into account new regulations, laws and policies related to IP in order to update the document respectively etc)</p>
		4Q/2022-4Q/2025	GEC, BoD	<p>Act1.3 The working groups of GEC will meet monthly to address gender related issues and provide recommendations and suggestions for further improvement of the OTM-R policy. Policy reviews will be created, if needed and made available through emails and intranet/cloud services for internal information and consultation.</p> <p>Indicator: Annual reports and policy reviews of the Committee, participation lists</p>
		4Q/2022-3Q/2023	GEC, BoD	<p>Act1.4 A master plan will be prepared by the GEC to identify and address issues and gaps related to gender equality. The document will be distributed and made available through emails and intranet/cloud services.</p>

				<p>Indicator: Creation of the document, date of sharing the document, target group and number of the recipients</p> <p>A follow-up questionnaire (output process indicator for additional feedback and action) will be created and distributed to the beneficiaries to capture process and assess the effectiveness of the action (e.g. capture staff views whether and to what extent issues related to gender equality have been adequately addressed or additional actions will be needed by the GEC, take into account new regulations and laws in order to update the document respectively etc)</p>
Act2: To support the development of professional skills and competencies of team leaders and supervisors	30: Access to career advice (--) 36: Relations with supervisors (+/-) 37: Supervision and managerial duties (+/-) 39: Access to research training and continuous development (+/-) 40: Supervision (+/-)	1Q/2023-4Q/2025	OUT, GMSO	<p>Act2.1 An annual training course for research group supervisors will be offered, including HR-related seminars, professional training in coaching and mentoring to supervision skills and competences.</p> <p>Indicator: Dates and topics of the training (preparation of the Agenda), target group/beneficiaries, number of participants and participation lists.</p>
		2Q/2023-1Q/2024	OUT, BoD, GMSO	<p>Act2.2 Creation and dissemination of internal guides for supervisors to improve further supervision practices and techniques (through emails and intranet/cloud). Guidelines will be made available through institutional emails and cloud/intranet services to all interested parties.</p> <p>Indicator: Creation of the document, date of sharing the document, target group and number of recipients</p> <p>A follow-up questionnaire (output process indicator for additional feedback and action) will be created and distributed to the beneficiaries to capture process and effectiveness of the action (e.g. if internal guides for supervisors have been efficiently communicated to the target group, if any additional inserts would be required to update the guide according to emerging modifications in laws and policies, etc.</p>
		2Q/2023-1Q/2024	CA, ID, BoD, OUT	<p>Act2.3 Creation of a standardized evaluation form to assess supervisors' performance and collect feedback for all research groups. The form will be made available through institutional emails and cloud/intranet services.</p> <p>Indicator: Date when the form will become available, number of the recipients</p>
		4Q/2022-1Q/2023	ID, BoD	<p>Act2.4 Creation of a working group to investigate, suggest and monitor the effectiveness of internal policies related to career plans. Its aim will be to identify areas for additional professional development and improvement for supervisors and early stage researchers.</p> <p>Indicator: Establishment of the working group, number of members and planning for regular meetings.</p>
Act3: To support the professional development of early-stage researchers	28: Career development (--) 30: Access to career advice (--) 38: Continuing profess. development (+/-)	1Q/2023-4Q/2024	ID, BoD, PR, ResU, GMSO	<p>Act3.1 A detailed proposal will be created with possible training actions to support professional development and offer tailor-made career advice. Specific sections will be created to address female-related issues in research and assist women researchers with the objective of boosting women's professional development in</p>

				<p>research. The proposal will be made available through institutional emails and cloud/intranet services for internal information and consultation. Indicator: Creation of the document/proposal, date of sharing the proposal, specific topics and number of the recipients A follow-up questionnaire (output process indicator for additional feedback and action) will be created and distributed to the beneficiaries to assess the effectiveness of the proposed proposal/document.</p>
		4Q/2022-1Q/2023	ID, BoD	<p>Act3.2 Creation of a working group (same as proposed in Act2.4) Indicator: Establishment of the working group, number of members and planning for regular meetings. Indicator: Establishment of the working group, number of members and planning for regular meetings.</p>
		4Q/2022-4Q/2023	ID, BoD, PR, ResU, CA	<p>Act3.3 Creation of a career development pocket guide for early-stage researchers. The guide will be distributed and made available through emails and intranet/cloud services to early-stage researchers. A specific section will be created with clear references on women participation (e.g. recommendations to facilitate the participation of pregnant women/mothers in research, maternity/paternity leaves and other related issues) Indicator: Creation of the guide, date of sharing the pocket guide, Number of the recipients A follow-up questionnaire (output process indicator for additional feedback and action) will be created and distributed to the beneficiaries to capture process and effectiveness of the action (e.g. if the pocket guide meets the objectives of the users, if it follows ongoing trends and policy modifications etc).</p>
Act4: To support the protection, dissemination and exploitation of research outcomes	5: Contractual and legal obligations (+/-) 8: Dissemination, exploitation of results (+/-) 31: Intellectual Property Rights (-/+) 32. Co-authorship (+/+)	4Q/2022-3Q/2023	BoD, LO, PRAXI, STEPC/EUR AXESS Centre	<p>Act4.1 IPR issues will be clearly included in the new internal code of conduct to clarify 'gray issues' both in Greek and in English. Indicator: Date the new internal code of conduct is published and made available, including the revised IPR section, link.</p>
		1Q/2023-2Q/2024	BoD, LO, PRAXI, STEPC/EUR AXESS Centre	<p>Act4.2 Creation and publication of a clear IPR and commercialization policy for internal exploitation. A guide will be created and made available online on the organization's web page to all staff members. Indicator: Creation of the guide, date the guide will be published and made available, link. A follow-up questionnaire (output process indicator for additional feedback and action) will be created and distributed to the beneficiaries to capture process and effectiveness of the action, collect feedback by the users of the guide (e.g. investigate if the IPR and commercialization policy follows ongoing trends and policy modifications etc).</p>

		1Q/2023-4Q/2025	PRAXI, STEPC/EUR AXESS Centre	Act4.3 Annual IPR events including info days, IP workshops and seminars will be organized to support research commercialization. Events will be communicated to all possible target groups within FORTH community (e.g. researchers, students etc) Indicator: Dates and topics of the training (preparation of the Agenda), target group/beneficiaries, number of participants and participation lists.
Act5: To collect and manage organisation's complaints	34: Complains/ appeals (--)	2Q/2023-3Q/2023	BoD, ID	Act5.1 Creation of an appeals committee to address staff complaints, arguments. The committee will be responsible for the collection and analysis of incoming complaints; it will operate in close collaboration with other institutional committees. Indicator: Establishment of the committee, number of members and regular meetings.
		2Q/2023-4Q/2024	BoD, CA, LO	Act5.2 Creation and adoption of a new complaints policy to promote fair and equitable treatment within the organisation. A policy document will be created and made available through institutional emails and cloud/intranet services. Indicator: Creation of the document, date the policy document is published, link, number of the recipients A follow-up questionnaire (output process indicator for additional feedback and action) will be created and distributed to the beneficiaries to capture process and effectiveness of the action (e.g. examine if the new complaints policy promotes fair and equitable treatment within the organisation or additional modifications/improvements are needed, etc)
Act6: To improve the level of information on the recruitment and selection process	12: Recruitment (+/-) 13. Recruitment (Code) (+/-) 14. Selection (Code) (-/+) 16. Judging merit (Code) (+/-)	3Q/2023-4Q/2025	CA, BoD, ID, LO	Act6.1 Creation of an institutional document regarding the recruitment procedure. The document will promote meritocracy and be published and distributed internally through emails and intranet/cloud services to inform all interested parties. Indicator: Creation of the document, date the recruitment procedure document is published, link, Number of the recipients A follow-up questionnaire (output process indicator for additional feedback and action) will be created and distributed to the beneficiaries to capture process and effectiveness of the action (e.g. collect feedback in order to investigate if the new document for the recruitment procedure is in line with current and emerging national and EU policies related to HR etc).
Act7: To support and encourage female participation	10: Non discrimination (+/-) 14. Selection (Code) (-/+) 17: Variations in the chronological order of CVs (Code) (--)	1Q/2023-4Q/2023	GEC, BoD	Act7.1 A gender equality plan (GEP) will be reviewed by the GEC to identify and address issues and gaps related to gender equality (see Act1). The GEP will show specific initiatives to be launched in order to promote and encourage female participation. Indicator: Creation of the document, date the GEP is published, link and recipients A follow-up questionnaire (output process indicator for additional feedback and action) will be created and distributed to the beneficiaries to capture process and effectiveness of the action (e.g. collect feedback in order to make sure that issues and gaps related to gender equality are adequately addressed, see also Act1.

		3Q/2023-4Q/2024	CA, BoD, GEC, STEPC/EUR AXESS Centre	<p>Act7.2 Clear inserts in the code of conduct, aimed to positively consider CV breaks, especially due to maternity/paternity leaves. Group leaders and project managers will be officially informed about these initiatives in order to take them into account when/if needed.</p> <p>Indicator: Specific sections in the code of conduct, date and link of updated publication</p> <p>A follow-up action: disseminate the new document to all staff members, collect feedback and make modifications if required</p>
Act8: To facilitate communication and dissemination of internal official documents	5: Contractual and legal obligations (+/-) 10: Non discrimination (+/-)	2Q/2023-2Q/2024	CA, BoD, OUT	<p>Act8.1 Official institutional documents such as the code of conduct, employment contracts, internal policies and practices, safety regulations etc, will be translated and made available in Greek and in English. The document will be distributed and made available through emails and intranet/cloud services, if needed.</p> <p>Indicator: Date the documents are distributed, links and number of the recipients</p> <p>A follow-up action: disseminate the new document to all staff members, collect feedback and make modifications if required</p>
Act9: To support postdoctoral appointments	21: Postdoctoral appointments (Code) (+/-)	1Q/2023-4Q/2025	BoD, ID, ResU	<p>Act9.1 Arrange one focus group per year to get early-stage researchers' views in order to identify specific issues and problems with the objective of providing solutions that will improve their professional development.</p> <p>Indicator: Dates of the focus group meetings, subjects/topics of discussion, agendas and annual reports.</p>
Act10: To promote evaluation and reward procedures	11: Evaluation/ appraisal systems (-/+)	2Q/2023-2Q/2024	CA, BoD, LO	<p>Act10.1 Creation of an institutional policy related to personnel assessment and reward system. The policy will be distributed and made available through emails and intranet/cloud services to all staff members.</p> <p>Indicator: Creation of the document, date the policy is published, link and number of the recipients</p> <p>A follow-up questionnaire (output process indicator for additional feedback and action) will be created and distributed to the beneficiaries to capture process and effectiveness of the action (e.g. examine if the institutional policy related to personnel assessment and reward system is followed effectively to tackle staff-related gaps, if it follows ongoing trends and policy modifications etc).</p>
Act11: To promote safety and health issues in the organization	7: Good practice in research (+/-)	1Q/2023-4Q/2023	HIS, LO, BoD, SO&OP	<p>Act11.1 Creation of a safety & health booklet to address general safety issues for responsible research. The booklet will be distributed to research labs and staff members of the organization. Additionally, it will be made available online at each research institute of the organization.</p> <p>Indicator: Creation of the booklet, date the booklet will be available online, link and number of the recipients</p> <p>A follow-up questionnaire (output process indicator for additional feedback and action) will be created and distributed to the beneficiaries to capture process and effectiveness of the action (e.g. get feedback from users to examine if the booklet</p>

				addresses all safety & health issues and refers to all research areas/labs of the organisation).
		1Q/2023-4Q/2025	HIS, CA, SO&OP	Act11.2 Organization of annual training seminars concerning general health and safety practices, for all staff members. The topics of the seminars will include at least the following: earthquake, fire and first aid exercises. Indicator: Dates of the training, Agendas, Number of the participants, participation lists.
		1Q/2023-4Q/2025	ID, HIS, SO&OP	Act11.3 Organization of biannual lab-specific seminars to address safety issues in research. The seminars will be organized based on emerging needs and safety gaps identified by the group/lab leaders. Indicator: Dates of the seminars, themes and topics, Agenda, number of participants, participation list
Act12: To promote and optimize work-life balance	24: Working conditions (-/+)	1Q/2025-4Q/2025	HIS, BoD, CA	Act12.1 Creation and launch of a day care center for kids on campus. The center will be hosted in the new buildings that will be constructed in the following years (~2025). Indicator: Date of opening, number of applications and kids hosted
		1Q/2023-3Q/2023	CA, BoD, ID, ResU, EmpU, STEPC/EUR AXESS Centre	Act12.2 Inform foreign researchers about the optional private group insurance contract that is offered to all staff (upon payment). For example, the RESAVER initiative. Indicator: Number of the foreign researchers informed.
Act13: To enhance and promote further the recognition of profession	22: Recognition of the profession (-/+) 25: Stability and performance of employment (-/-) 26: Funding and salaries (-/-)	2Q/2023-4Q/2023	BoD, ID, LO, CA	Act13.1 Investigate the possibility to recognize the PhD, postdoc fellowships and fixed-term contract employers' working experience , including income, health insurance and progress towards retirement funds. Indicator: Report with findings, preparation of a document with recommendations and suggestions. A follow-up questionnaire (output process indicator for additional feedback and action) will be created and distributed to the beneficiaries to capture process and effectiveness of the action (e.g. get feedback from users, improve and update the document if needed etc).
		2Q/2023-1Q/2024	BoD, ID, ResU, LO, CA	Act13.2 Examine if it is possible to establish a new funding scheme to support PhD students and postdocs for short time intervals that bridge temporal gaps between successive contracts. Indicator: Report with findings, preparation of a document with recommendations and suggestions. A follow-up questionnaire (output process indicator for additional feedback and action) will be created and distributed to the beneficiaries to capture process and

				effectiveness of the action (e.g. get feedback from users, improve and update the document if needed etc).
Act14: To improve administrative procedures and backup research activities	23: Research environment (+/-)	1Q/2023-3Q/2023	BoD, ResU, CA	Act14.1 Creation of a questionnaire to identify weaknesses and to suggest actions in administrative processes that are required to support research activities. The questionnaires will be distributed both to administrative and research staff to identify and cover actual administration-research gaps. Results will be communicated to interested parties to inform existing practices and procedures. Indicator: Date of the questionnaire distribution and number of recipients. Follow-up action: preparation and dissemination of an institutional document with suggestions on administrative processes, collection of feedback through questionnaires
Act15: To improve the understanding of financial project management and funding regulations	4: Professional attitude (+/-) 6: Accountability (+/-)	1Q/2023-4Q/2023	BoD, ResU, CA	Act15.1 Creation of institutional guidelines to further clarify different funding regulations. The guidelines will be distributed and made available to all staff members through intranet/cloud. Indicator: Date the guidelines are published, link, and number of recipients. A follow-up questionnaire (output process indicator for additional feedback and action) will be created and distributed to the beneficiaries to capture process and effectiveness of the action (e.g. get feedback if the document clarifies neatly funding regulations, if additional clarification is needed to address existing and forthcoming changes etc).
		1Q/2023-4Q/2025	PRAXI, GMSO	Act15.2 Organisation of annual info days to further improve the understanding of the regulations/processes related to projects funding and implementation. Info days will target the research community (researchers, project managers etc) as well as employees directly engaged with financial management issues. Indicator: Dates of the info days, themes and topics, Agenda, number of the participants, participation lists
		3Q/2023-2Q/2024	CA	Act15.3 Researchers will be informed (through intranet) and encouraged to use information and data produced by the organization's financial systems (e.g. CAS and SAP) to manage and monitor research projects. Indicator: Number of the researchers informed, email lists.
Act16: To further promote and take advantage of EURAXESS services	18: Recognition of mobility experience (+/-) 29: Value of mobility (-/+)	1Q/2023-4Q/2025	STEPC/EUR AXESS Centre	Act16.1 Organize one EURAXESS info day per year to update FORTH community about new services and opportunities related to mobility, study exchanges, sabbaticals, paid/unpaid leaves etc. A particular stand-alone section for female researchers will be organized (one per year) to address female-related issues in research in order to promote further female academic career path. Indicator: Dates of the info days, themes and topics, Agenda, number of participants, participation lists.

		4Q/2022-4Q/2025	STEPC/EUR AXESS Centre	Act16.2 Regular update of EURAXESS webpage to improve information dissemination on issues related to mobility. Indicator: Dates and topics updates are published.
		2Q/2023-1Q/2024	ID, ResU, CA	Act16.3 Explore the possibility to establish internal funding schemes for PhD students for short-term visits (1-3 months) to research labs in Greece and abroad Indicator: Report with the findings, documents with recommendations and suggestions.
Act17: To support and promote teaching experience	33: Teaching (-/+)	2Q/2023-4Q/2023	ID, ResU	Act17.1 Investigate new opportunities for joint teaching (e.g. joint courses) in collaboration with the University of Crete, the Technical University of Crete and the Hellenic Mediterranean University in Crete, University of Patras, University of Peloponnese, Open University in Region of Western Greece & University of Ioannina in Region of Ipiros and other academic institutes and Research Centers within and outside Greece. Indicator: Report with the findings, documents with recommendations and suggestions.
Act18: To promote balanced participation in decision-making bodies	35: Participation in decision-making bodies (+/-)	1Q/2023-4Q/2023	ID, ResU, LO, CA, GMSO	Act18.1 Examine and launch new procedures to ensure that researchers' views and positions (including postdocs and non-permanent staff) are equally represented and communicated to decision-making bodies. Strong female participation and engagement in the process (R1-R4 levels) will be ensured to address gender bias issues. The outcome of this action will be made known to all interested groups of researchers for consultation and approval in the HRS4R strategy. Indicator: Report with recommendations and suggestions.

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

(free text, 1000 words maximum)

The OTM-R document proposes the creation and update of a number of internal policies and practices that are intended to be part of the organization's code of conduct and also incorporated in the overall research and HR strategy. Both the Action Plan and the Open Recruitment Policy will be monitored, assessed and reviewed regularly by the following groups, which will have a key and clear role to play in governing and regulating the overall process (for further details, see section 4: General overview of the expected implementation process):

Bord of Directors BoD
HRS4R Working Group
HRS4R Steering Committee
Ethics Committee
Gender Equality Committee
Legal Office
ResU: Researchers Union
EmpU: Employees Union

We consider the role of the above groups fundamental and critical for the success of the HRS4R strategy and, therefore, we will propose and support a close and frequent collaboration among them in order to ensure that OTM-R and C&C principles will be gradually incorporated in the organisation's strategy.

4. IMPLEMENTATION

General overview of the expected implementation process:

(free text, 1000 words maximum)

The implementation of the action plan will start immediately after the approval of the HRS4R strategy. The first actions are intended to commence in the last quarter of 2022.

We acknowledge the importance of engaging all interested parties in the process, performed through five different levels of action and responsibility, as presented below:

1. **Bord of Directors (BoD):** promote CC principles, ensure commitment and provide actual support to all
2. **HRS4R Working Group:** organize, monitor and assess OTM-R policy / action plan implementation and progress, provide suggestions if needed to secure progress
3. **HRS4R Steering Committee:** approve and monitor HRS4R working group actions to ensure progress, act as an official advisory body to the BoD for any HRS4R-related aspect
4. **Ethics and Gender Equality Committee:** Support the implementation of the Action Plan, contribute to the OTM-R in order to promote mobility and gender equality and boost research performance.
5. **Legal Office:** Provide legal advice and support

More details about the roles, responsibilities and operations are provided in the following sections. It is worth noting that in-house resources will be secured and used for an effective implementation of the HRS4R strategy. Outsourcing services can be also considered, if required (e.g. Greek to English translations).

Along with the action plan, a detailed Gantt Chart covering the whole HRS4R action plan will be created and made available to all interested parties in order to support and monitor the implementation process. Both documents will be translated in Greek and in English and made available on line on the organization's webpage.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	<p>The implementation committee (HRS4R Working Group) will work in close collaboration with the Steering Committee in order to ensure that the proposed action plan will be implemented and monitored as scheduled.</p> <p>Practically, this means that the HRS4R working group will be responsible to inform the Steering Committee about the stages and the progress of the action plan, as well as, to apprise for any unforeseen difficulties or challenges that may lead to implementation delays.</p> <p>The steering committee will be responsible to assess, approve and monitor HRS4R working group actions with the aim of ensuring progress and proposing adjustments if required. Also, it will be responsible to address issues/problems and recommend appropriate measures to resolve them efficiently. Essentially, its role will be to act as an official advisory body to the Board of Directors (BoD) for any HRS4R-related aspect. It will report to the BoD twice a year.</p> <p>In addition, both Committees will be also in a direct communication with Gender Equality Committee and the Ethics Committee for joint actions.</p> <p>Regular meetings will be fixed and planned as follows:</p> <ul style="list-style-type: none"> HRS4R Working Group meetings: The Working Group will organize at least 2 meetings per semester (4 scheduled meetings per year), in order to ensure HRS4R action plan implementation. It will report to the HRS4R Steering Committee twice a year. HRS4R Steering Committee meetings: The Committee will meet at least twice per year (one meeting every six months) either face-to-face or online. Additional meetings will be held if required. Meetings will be organized on a regularly scheduled date during working hours. If needed, ad-hoc experts and staff members from the organization will be involved to support the work of the Committee.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	<p>All interested parties will be regularly informed and updated about the progress of the implementation. Particular attention should be given to those that have or will have a direct engagement with the implementation of the Action Plan, including the researchers' and employees' unions, the Gender and the Ethics Committees and the members of the BoD.</p> <p>In order to ensure commitment, specific efforts will be made to engage all interested parties in different stages of the process (e.g. asking for actual contribution, recommendations and suggestions for future actions or unforeseen challenges, participate in follow-up actions etc).</p> <p>In particular, the following actions will be taken to involve research community in the process:</p> <ul style="list-style-type: none"> - Publishing actions, deliverables and achievements, made them available and accessible to all staff members - Organizing internal consultations if needed and stimulating the participation of relevant stakeholders - Distributing guides and manuals and other stuff created for the purpose of the HRS4R

	<ul style="list-style-type: none"> - Gathering feedback - Invitations to participate in info days, workshops and other similar events - Invitations to participate in training and development events
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.	<p>Many of the internal procedures and processes described in the Action Plan (e.g. practices related to recruitment and selection, research freedom, etc) will be incorporated in the organization's code of conduct. This will help the alignment of organizational policies with the HRS4R, as all staff members will be officially aware of and align with the organization's principles, ethical standards and any other HR-related policy practices and routines.</p> <p>In addition to the Action Plan, the OTMR document proposes the creation of a number of policy documents that are intended to be part of the organization's research and HR strategy.</p>
How will you ensure that the proposed actions are implemented?	<p>All proposed actions in the Action Plan are described in detail, including information about the work that should be done, the time schedule (implementation period), the responsible unit to undertake and fulfill the task and the output indicators that are set to monitor progress and measure outcomes and performance.</p> <p>A check list will be created and used to organize activities and tasks, that is to set and to monitor to-do lists (e.g. what tasks need to get done and when, what forthcoming tasks should be accomplished etc), with the aim of ensuring that no important tasks remain pending.</p> <p>The check list will help allocate resources (e.g. time and staff) effectively.</p>
How will you monitor progress (timeline)?	<p>The implementation progress of the Action Plan will be monitored through an integrated system that will be designed and adopted by the organization particularly for the purpose of the HRS4R. Available communication technologies and applications, such intranet, cloud etc will be exploited to facilitate the process of communication.</p> <p>The monitoring system will employee and use both qualitative and quantitative indicators and metrics. The HRS4R Working Group will be responsible to monitor the implementation progress and report to the Steering Committee at a regular basis, at least twice a year. To this end, frequent meetings will be organized to review status and progress.</p> <p>If progress is not conducted as scheduled, the HRS4R Working Group owes to suggest and introduce alternate routes in order to reach deliverables and milestones. All modifications and adjustments must be reasonable, well-justified and approved by the HRS4R Steering Committee.</p> <p>SMART- Specific, Measurable, Achievable, Relevant and Time-bound indicators will be set to perform regular monitoring for each of the Action Plan. A group of indicators should include as a minimum the following:</p> <ul style="list-style-type: none"> - Number of events/actions (e.g. training and development sessions, informative workshops etc according to the Action Plan), - Number of participants / beneficiaries in each of the suggested event - Number of new guides, manuals and other official documents included in the Action Plan

	<ul style="list-style-type: none"> - Creation of new committees and working groups (number of members, frequency of meetings, minutes etc)
How will you measure progress (indicators) in view of the next assessment?	<p>Progress will be measured and assessed by using the same indicator system as above (see question: How will you monitor progress?).</p> <p>Additionally, a detailed Gantt Chart (specialized for each of the suggested action) will be prepared and adopted in order to facilitate the assessment process, by illustrating a list of the tasks and activities to be performed in the short- and long-term level.</p> <p>Both the HRS4R Working Group and the HRS4R Steering Committee will have real time access to the Chart, which would be made available on FORTH cloud for effective and direct monitoring of the progress (e.g. checking milestones, that is what has been achieved so far, what is still pending, what is delayed, what is postponed etc).</p> <p>Based on the results, the HRS4R Working Group will be responsible for the preparation and dissemination of semi-annual interim reports, geared to provide a detailed overview on progress and performance, accompanied by recommendation and suggestion to improve and/or recovery performance.</p> <p>The reports will be communicated to the HRS4R Steering Committee for evaluation and approval.</p>

Additional remarks/comments about the proposed implementation process:

(free text, 1000 words maximum)

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