Action Plan Gantt Chart

Proposed Actions and Indicators	Responsible Unit	2022 Q4	2023 Q1	Q2	Q3	Q4	2024 Q1	Q2	Q3	Q4	2025 Q1	Q2	Q3	Q4
Act1: To set ethical standards that govern and regulate organisation's internal policies and practices according to the C&C														
Act1.1 Creation of a problem-solving Committee to address every-day ethical issues/appeals (e.g. employees' arguments) for all research institutes and units of FORTH, in close collaboration with other Committees, for mutual policy action.	BoD, ID, SC, EtC	■												
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.	BoD, STEPC, ResU, LO, PRAXI, BoD	■	■	■	■	■	■							
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.	GEC, BoD	■	■	■	■	■	■	■	■	■	■	■	■	■
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.	GEC, BoD	■	■											
Act2: To support the development of professional skills and competencies of team leaders and supervisors														
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.	OUT		■	■	■	■	■	■	■	■	■	■	■	■
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.	OUT, BoD		■	■	■	■	■							
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.	CA, ID, BoD, OUT		■	■	■	■	■							
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.	ID, BoD	■	■											
Act3: To support the professional development of early-stage researchers														
Act3.1 A detailed proposal will be created with possible training actions to support professional development and offer tailor-made career advice. The proposal will be made available through institutional emails and cloud/intranet services for internal information and consultation	ID, BoD, PR, ResU		■	■	■	■	■	■	■	■				
Act3.2 Creation of a working group (same as proposed in Act2)	ID, BoD	■												
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.	ID, BoD, PR, ResU, CA	■	■											
Act4: To support the protection, dissemination and exploitation of research outcomes														
Act4.1 IPR issues will be clearly included in the new internal code of conduct to clarify 'grey issues' both in Greek and in English.	BoD, LO, PRAXI, STEPC	■	■	■	■									

Activity	Responsible	Timeline
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 organization's webpage to all staff members.	BoD, LO, PRAXI, STEPC	████████████
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)	PRAXI, STEPC	████████████
Act5: To collect and manage organisation's complaints		
Act5.1 Creation of an appeals committee to address staff complaints. The committee will be responsible for the collection and analysis of incoming complaints; it will operate in close collaboration with other institutional committees.	BoD, ID	██
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.	BoD, CA, LO	██████
Act6: To improve the level of information on the recruitment and selection process		
Act6.1 Creation of an institutional document regarding the recruitment procedure. The document will be published and distributed internally through emails and intranet/cloud services to inform all interested parties.	CA, BoD, ID, LO	██████████
Act7: To support and encourage female participation		
Act7.1 A gender equality plan (GEP) will be prepared 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.	GEC, BoD	████
Act7.2 Clear inserts in the code of conduct aimed to consider positively 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.	CA, BoD,	██████
Act8: To facilitate communication and dissemination of internal official documents		
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.	CA, BoD, OUT	████
Act9: To support postdoctoral appointments		
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.	BoD, ID, ResU	████████████
Act10: To promote evaluation and reward procedures		
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.	CA, BoD, LO	█████
Act11: To promote safety and health issues in the organization		
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 on each research institute of the organization.	HIS, LO, BoD	████
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.	HIS, CA	████████████
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.	ID, HIS	████████████
Act12: To promote and optimize work-life balance		

Action	Responsible
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).	HIS, BoD, CA
Act12.2 Investigate the possibility for **providing additional insurance to foreign researchers** working at FORTH through their participation in the optional private insurance contract offered to all permanent FORTH employees.	CA, BoD, ID
Act13: To enhance and promote further the recognition of profession	
Act13.1 Investigate the possibility to recognize the PhD, postdoc fellowships and fixed-term contract employers' working experience, including health insurance and progress towards retirement funds.	BoD, ID, 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.	BoD, ID, ResU, LO, CA
Act14: To improve administrative procedures and backup research activities	
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.	BoD, ResU, CA
Act15: To improve the understanding of financial project management and funding regulations	
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.	BoD, ResU, CA
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.	PRAXI
Act15.3 Researchers will be informed (through intranet) **and encouraged to use information and data produced by organisation's financial systems** (e.g. CAS and SAP) to manage and monitor research projects.	CA
Act16: To further promote and take advantage of *EURAXESS* services	
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.	STEPC
Act16.2 Regular update of EURAXESS webpage to improve information dissemination on issues related to mobility.	STEPC
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	ID, ResU, CA
Act17: To support and promote teaching experience	
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 and other academic institutes within and outside Greece.	ID, ResU
Act18: To promote balanced participation in decision-making bodies	
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**. The outcome of this action will be made known to all interested groups of researchers for consultation and approval in the HRS4R strategy.	ID, ResU, LO, CA

Abbreviations

BoD: Board of Directors
WG: HRS4R Working Group
SC: HRS4R Steering Committee
EtC: Ethics Committee
GEC: Gender Equality Committee
ResU: Researchers Union
EmpU: Employees Union
HIS: Health and Safety Committee
STEPC: Science and Technology Park of Crete
PRAXI: PRAXI Network
GMSO: Grants Management and Support Office
LO: Legal Office
DPO: Data Protection Office
CA: Central Administration
OUT: Outsourcing
ID: Institutes directors
PR: Public Relations Office