

3 GRNET DIRECTORATES

The Company is organized in Directorates as follows:

- Directorate of Administrative Operations and Financial Management
- Directorate of Research and Development
- Directorate of Advanced Computing and Network Infrastructures
- Directorate of Information Systems and National Projects Management
- Directorate of EU and International Projects Infrastructures
- Directorate of Digital Governance
- Directorate of Digital Competencies

The Directorates implement the decisions and the goals set by the Company. Each Directorate's Director is responsible for the management and supervision of the respective Directorate staff. All Directorates' Directors are equal peers and so are their Deputies. Each Directorate's Director reports to the Chief Executive Officer and their Deputy reports to the Director of each respective Directorate.

3.1 Directorate of Administrative Operations and Financial Management

The Directorate of Administrative Operations and Financial Management is responsible for:

- Administrative, Operational and Secretarial Support for the Company, Management Executives, Staff and Projects.
- Providing Technological Support to the Company, Management Executives and Staff in matters of internal ICT infrastructure.
- The Company's procurement processes.
- Dealing with Human Resources Management (HRM) issues.
- Management accounting and financial monitoring of the Company including the Projects' Financing Management.

The Directorate of Administrative Operations and Financial Management consists of eight (8) Departments:

- Financial Services Department
- IT Support and Facilities Infrastructure Department
- Procurement Department
- Contracts and Payments Department
- Administrative Support Department
- Archives Support Department
- Secretarial Support Department
- Quality Assurance Department

The Departments are described as follows:

3.1.1 Financial Services Department

The Financial Services Department is responsible for the management accounting and financial monitoring of the projects and all other financial

resources of the Company. It is responsible for ensuring the viable financial management of the Company and supervises all procedures related to budgeting and accounting records of all activities. The Head of the Financial Services Department is the Head of Financial Services (HFS).

3.1.2 IT Support and Facilities Infrastructure Department

The Department of IT Support and Facilities Infrastructure takes care of the smooth and seamless operation of services which support the facility management and IT infrastructure / services related to the business operation of the Company. Such services include the procurement of IT systems and consumables, as well as the provision of technical support to the Company's infrastructures, including IT infrastructure, and preventive maintenance.

3.1.3 Procurement Department

The Procurement Department is responsible to run the procurement procedures of the Company, in collaboration with the respective project managers, ensuring compliance with standards and applicable laws and regulations.

3.1.4 Contracts and Payments Department

The Contracts and Payments Department is responsible for maintaining the Registry of all Company contracts. It prepares registration of contracts in the TAXISNET platform. It monitors and executes all payments of the Company via e-banking. It is responsible for communicating with the Company's banking partners, as well as for opening and closing bank accounts. It is also responsible for clearing payments, and the reimbursement of all travelling expenses to Company associates.

3.1.5 Administrative Support Department

The Administrative Support Department takes care of all issues related to the provision of administrative support to the Company, Management Executives, Staff and support all Company activities. It implements all necessary procedures to meet the requirements of DIAVGEIA and KIMDIS systems, in effect at all times. It operates and supports the Registry of Permanent and Seasonal Partners of the Company, and supports the procedures of public tenders.

3.1.6 Archives Support Department

The Archives Support Department is responsible for all matters with regards to the Company's archives. It takes care of the archiving, keeping, monitoring, maintenance and mapping of all physical records of the Company, in order to support any internal needs and procedures, but also any audits the Company may be subjected to.

3.1.7 Quality Assurance Department

The Quality Assurance Department's mission is to ensure the proper implementation of quality procedures as they arise from the certification of the performance management of the Company and the ISO 9001 standard in effect at any time. It ensures implementation of all required internal audits and

inspections and the assessment on to what extent practices followed by the Company Executives and Staff are aligned with those set out in the Quality Management System.

In addition, it is responsible for coordinating the preparation of the annual report and the Company's Projects plan in collaboration with the Directorates' Managers. The department is headed by the Quality Assurance Officer. The latter is responsible for maintaining the certification of the Company according to ISO 9001 standards and according to any quality standards as applicable from time to time.

3.1.8 Secretarial Support Department

The Secretarial Support Department is responsible for organizing, coordinating and meeting secretarial needs for the entire Company, both with regards to horizontal matters as well as specific Projects requirements.

3.2 Research and Development Directorate

The Research and Development Directorate is responsible for the research, the establishing and utilizing technology know-how in the development of software systems.

The Research and Development Directorate consists of the following seven (7) Departments:

- User Interface Development Department
- Programming Interface Development Department
- Systems Development Department
- Technology Development Department
- Software Management Department
- Artificial Intelligence and Data Analytics Department
- Support and Management Department

The Departments foster the development of technical know-how which they further utilize through the implementation of projects where their members participate, developing methodologies, tools and automation in order to achieve dissemination of best practices, reuse of mature, quality and reliable solutions, compliance with internal and external regulations, and productivity in software systems development.

The Departments are described as follows:

3.2.1 User Interface Development Department

The User Interface Development Department creates and utilizes know-how for the design and implementation of applications and content for environments (web browsers, handhelds) that have direct interaction with users.

3.2.2 Programming Interface Development Department

The Programming Interface Development Department creates and utilizes know-how for the design and implementation of applications with a structured and documented programming interface.

3.2.3 Systems Development Department

The Systems Development Department develops and utilizes know-how for the design and implementation of information systems, by selecting and compiling technology, software, architecture, as well as extensions, settings and operating procedures, in order to achieve specified technical and operational capabilities.

3.2.4 Technology Development Department

The Technology Development Department focuses on the research, development and production of innovative or specialized technological capabilities, which are not widely available with the tools currently used in the market.

3.2.5 Software Management Department

The Software Management Department creates and disseminates know-how on the software lifecycle management, from the development, documentation, publishing, maintenance and support by a community of users and developers, all the way to its decommissioning.

3.2.6 Department of Artificial Intelligence and Data Analytics

The Department of Artificial Intelligence and Data Analytics is responsible for public and private sector services and partner data utilization for the benefit of public interest. Such utilization will be deployed via the use of innovative technologies such as Artificial Intelligence (Artificial Intelligence-AI), Machine Learning and Data Analytics, while securing full privacy and protection issues. The Department designs and implements solutions for the optimal collection and storage of heterogeneous data (Data Engineering) to be used in the analysis.

3.2.7 Support and Management Department

The Support and Management Department supports the Directorate in its operations and more specifically organisation of procedures and administrative management of staff, projects, collaborations with internal and external partners.

3.3 Directorate of Advanced Computing and Network Infrastructures

The Directorate of Advanced Computing and Network Infrastructures is responsible for designing the development of computer and network infrastructures, as well as for the operation, upgrade, installation, configuration and supervision of the performance of the above infrastructures and services, the maintenance – the operational cost analysis and management, the management of the help desk which supports all company's partner services and the infrastructures support teams, the communication with contractors, suppliers and subcontractors.

More specifically, it is responsible for:

- Architecture, design and development of advanced computer and network systems and infrastructures, as well as any related services.
- Supervising the operation of all Company infrastructures, including the fiber optic network, optical transmission equipment, switches, datacenter networking equipment, IP equipment (routers), server arrays, storage units and super- computing nodes.
- Providing maintenance for all network and computer equipment of the Company by drafting and monitoring appropriate maintenance contracts. Shapes procedures for recording and documenting installed equipment and other infrastructures.
- Managing the network and computer equipment installation nodes and coordinating those locally responsible for the Nodes. Supervising the operation of the nodes support equipment, e.g. air-conditioning units, setting up access and security procedures, and managing co-location contracts in third party premises.
- Designing cloud computing services and tools such as the provision of computing resources and software, the provision of storage space to users, etc.
- Supervising the operation and development of the Greek Internet Exchange (GRIX).
- Supervising the co-location services at the local node of the pan-European GÉANT network and other relevant organizations.
- Providing virtual computing and storage infrastructure as a service.
- Enhancing and upgrading the tools and the management systems of operational infrastructure and services.

The Directorate of Advanced Computing and Network Infrastructures is organized in eleven (11) departments as follows:

- Network Design and Operations Department
- Optical Network Design and Operations Department
- GR-IX Unit Design and Operations Department
- Infrastructures Department
- High Performance Computing Systems Department
- Site Reliability Operations Department
- IT Security Department
- Authentication Department

- Help Desk and Technical Support Department
- Network Infrastructure Projects
- Management Department.

3.3.1 Network Design and Operations Department

IP and Carrier Network Design, Development and Operations Unit is responsible for the development, design, operation and monitoring of the Core / IPs network. Its primary role is to be aligned with the corresponding Units of the pan-European GÉANT network and to adopt "open standards" for wide acceptance.

3.3.2 Optical Network Design and Operations Department

Optical Network Design, Development and Operation Unit is responsible for the development, design, operations and monitoring of the fiber optic network, the optical transmission equipment, the circuit switches equipment.

3.3.3 GR-IX Design and Operations Department

The GR-IX Unit's role is to secure the smooth operation of the national GR-IX infrastructure (Internet Exchange) that facilitates the exchange of internet traffic (IP) by interconnecting the largest providers in Greece, such as Internet service providers, content providers, cloud service providers etc.

3.3.4 Infrastructures Department

The Infrastructures Department is responsible for the design, installation, operations, maintenance and optimization of the electromechanical infrastructures and data centers of the Company, as well as for the design, installation and maintenance of IT and telecommunications infrastructures contained in the above data centers.

3.3.5 High Performance Computing Systems Department

The High-Performance Computing Systems Department is responsible for the smooth operation of the Company's High Performance Computing System - HPC (ARIS).

3.3.6 Systems and Services Reliability Operations Department

Systems and Services Reliability Operations Department is responsible for the design and development of advanced computing infrastructures and for the reliable operation of services available in the Greek and international community providing access to shared computing resources.

3.3.6 IT Security Department

The Security Department is responsible for the development and implementation of systems and procedures that ensure confidentiality, integrity and availability of infrastructures and hosted services, in cooperation with peer departments of other institutions. Part of the department is the so-called "Computer Security Incident Response Team" (CSIRTs) of the Company.

3.3.7 Authentication Department

The Authentication Department is responsible for the reliable operation of the authentication and authorisation infrastructure of the Company. Through this infrastructure, its users (members of the academic, research and education community in Greece as well as organizations interested in providing services via this infrastructure) may receive services while keeping their data protected and confidential, simply by using their institutional account. In addition, the department is actively involved in GÉANT's trust & identity activities.

3.3.9 Help Desk and Technical Support Department

The Help Desk and Technical Support Department is responsible for providing technical support and recording problems encountered by partner users of the Company's network.

3.3.10 Network Infrastructure Projects

The Network Infrastructure Projects Department is responsible for drafting the technical specifications for network infrastructure procurement projects undertaken by the company. In addition, the department is responsible for the technical supervision of the Contractors work until the final delivery of the infrastructure.

3.3.11 Management Department

The Support and Management Department supports the Directorate in its operations and more specifically organisation of procedures and administrative management of staff, projects, collaborations with internal and external partners.

3.4 Information Systems and National Projects Management Directorate

The Directorate of Information Systems and National Projects Management is responsible to manage the full life cycle of information and electronic systems provided by the Company to the academic community, to research institutions and to other public organizations, from the early stages of design up to the support and maintenance of those systems. It contributes to designing and implementing ICT Company's policy. It participates in the drafting and submitting new projects' and services' financial funding proposals and in the management of national and co-financed projects.

- The Directorate of Information Systems and National Projects Management focusses on:
- The design of electronic, information systems aimed at supporting the educational and research community and other public organizations.
- The supervision of the implementation, the support and the operation of such systems.
- The coordination of organizations and systems' user groups and the appointment of directorate management staff to the administration of such systems and projects.
- The optimization of the business operation of large network information systems, developed within the framework of such systems.
- The management of the interoperability of such services and of the respective registries deriving in the context of their operation.
- The introduction of best practices for the administration, management and implementation of the above mentioned systems.
- The supervision of project management (NSRF, PIP etc.), in which framework electronic systems are developed.

Project Management within the National Strategic Reference Framework (NSRF) and the National Public Investment Programme (PIP) frameworks, responsibility for the technical implementation these projects lays within other Directorates of the Company.

The Directorate of Information Systems and National Project Management is organized in three (3) Departments:

- Department of Information Systems Development and Business Operations
- Department of Information Systems Support and Feedback
- National Projects Management Department

3.4.1 Department of Information Systems Development and Business Operations

The Department of Information Systems Development and Business Operations is responsible for designing, coordinating and monitoring the daily business operations of electronic, information systems provided by the Company to the academic community, research Institutions and other public organizations. In addition, it is responsible for the supervision of, internal or external, development, operation and support teams of the aforementioned

information systems, it oversees the requirement analysis and the preparation of technical specifications. In addition, it sees to the optimization of business operations of the large network information systems, to be utilized in these systems' development.

3.4.2 Department of Information Systems Support and Feedback

The Department of Information Systems Support and Feedback supports requests filed by end users or organizations and operates as a first point of contact for any electronic, information systems questions deriving from users. It collaborates directly with the Business Operations Department as well as with the systems development teams, in order to provide feedback necessary for the redesign of information systems, developed to accommodate their optimal operation.

3.4.3 National Projects Management Department

The National Projects Management Department is responsible for the management and administrative monitoring of national projects (NSRF and National PIP) undertaken by the Company. The Department also supports the operation of a Project Support Office (PSO), which supports National Project Managers, to achieve compliance with standards and procedures and optimal administration and management of the projects, from the stage of preparation of proposals up to the stage of the final dissemination and delivery.

3.5 EU and International Projects Infrastructures Directorate

The European and International Projects Infrastructures Directorate deals with strategic planning, proposals preparation and implementation of European and International Projects. The Directorate analyzes all available options for EU and International financing and informs, on behalf of the Company, the European Commission in relation to the respective Framework Program. The Directorate formulates the strategic direction of the Company within the European landscape, constituting the primary interface of the Company with the European Commission and all relevant financing institutions, as well as the source wherefrom representatives for the pan-European infrastructure bodies come from. This Directorate also steers the technical design of pan-European infrastructure services and coordinates the development and operation in collaboration with development and operation teams.

The EU and International Projects Infrastructure Directorate consists of three (3) Departments:

- European Project Strategy and Proposals Drafting Department
- Projects Implementation Department
- European and International Projects Management Department (PMO)

3.5.1 European Projects Strategy and Proposals Drafting Department

The European Projects Strategy and Proposals Drafting Department is responsible for:

- Analyzing all available tools for EU and International funding sources as well as their strategic development priorities.
- Drawing up proposals for the strategic direction of the Company within the European environment, in accordance with national and international strategic development priorities.
- Drawing up project proposals for the implementation of the aforementioned priorities, taking into account the feasibility of the projects in terms of international and national priorities with emphasis on maximizing the benefits arising in favor of the Company's strategic priorities.
- Cultivating trust-based relationships with official European Commission's agencies and other funding/financing institutions in order to better communicate the Company's priorities.
- Proposing representatives for the pan-European infrastructure bodies.

3.5.2 Projects Implementation Department

The Projects Implementation Department is responsible for:

- Implementation of European and International Projects, including administrative and technical management.
- Participation in international consortia for the development of advanced technologies and systems.

- Steering the design, coordinating the development of pan-European services and infrastructures in collaboration with the Research and Development Directorate and managing the operation of such services in collaboration with the Advanced Computing and Network Infrastructures Directorate.
- Collaborating with other Directorates to achieve optimal implementation of the projects and creation of synergies with other projects and services provided by the Company.

3.5.3 European and International Project Management Department

It supports Project Managers in the process of preparing proposals, signing contracts (or any other agreements, e.g. joint undertaking agreements).

- Supervises and supports the due execution of all steps for the project kickoff (ISO, accounting update, staff team, etc.) in collaboration with the Project Manager and then oversees the entire portfolio of projects.
- Monitors resources' allocation and operates as the liaison between the accounting department and the Project Manager.
- Ensures the availability of human resources and infrastructures, in collaboration with the Directorates of Research and Development and Advanced Computer and Network Infrastructures, in order to better design and implement projects.
- Supports quality assurance activities (financial audits/physical object audits, compliance with project objectives/ regulations, etc.), based on the needs of each project.

3.6 Digital Governance Directorate

The Directorate adopts and endorses the objectives of the “Bible for Digital Transformation”, specifies them and supports their implementation. Moreover, it supports basic principles of the Bible for Digital Transformation, such as open standards, open source software, flexible methodologies corresponding with the ISA² principles of the European Commission's program for the interoperability of information systems of the public administration of Member States of the European Union.

The Digital Governance Directorate is organized in four (4) Departments:

- Strategic Planning and Coordination Department
- Interoperability Department
- Systems Application Analysis Department
- Stakeholder Engagement and Open Actions Department

3.6.1 Strategic Planning and Coordination Department

The Department supports the strategic planning for e-governance, both in the capacity of the technical advisor to the Ministry of Digital Governance, as well as for the operation of the Directorate itself. In this context, its key role is to monitor worldwide best practices and developments at European Union level, including the country's obligations, as well as the tools available and their practical utilization. The Department sets priorities and coordinates the actions within the Directorate, based on the above and the Bible for Digital Transformation, in collaboration with the Ministry of Digital Governance.

3.6.2 Interoperability Department

The Department focuses on supporting interoperability, via the development and utilization of structural elements and infrastructures which can be used multiple times by public sector organizations. Moreover, it supports application programming interfaces development (APIs), services data streams, implemented with open standards, open source software and the provision of open data. Finally, it supports public administration organizations providing network and computer infrastructures consulting, utilizing the technical know-how of relative Company departments.

3.6.3 Systems Application Analysis Department

The Department undertakes the analysis of the public sector organizations' existing procedural needs and the initially proposed solutions. It designs technological solutions and drafts technical specifications. It is responsible to discover and communicate with the Organizations in order to examine a proposed solution. The Department is in charge of monitoring and managing the proposed solutions.

3.6.4 Stakeholder Engagement and Open Actions Department

The Department is responsible to identify public policy area stakeholders, and local executives with active participation in digital governance and digital transformation actions. In collaboration with the Systems Application Analysis Department, it helps identify stakeholders in the design of system solutions. It

establishes connections with public and private sector IT administrators, active citizens, start-ups and academic-research community. Its responsibilities also include organizing crowdfunding and training actions, in the context of disseminating the know-how.

3.7 Digital Competencies Directorate

The Digital Competencies Directorate is responsible for shaping the strategy for the Ministry of Digital Governance (MDG) to invest in the country's human capital by utilizing and reinforcing the Ministry's institutional initiatives, services, networks, technological infrastructures and applications. The Directorate specializes in shaping strategies and implements the actions of the Bible for Digital Transformation in compliance with EU policies as well as with international trends and policies.

The development of digital capabilities aims to achieve the following: a) by continuous learning activities citizens can feel safe and active, b) the state may provide digital services which can be effectively be utilized by citizens contributing to digital transformation, c) educational system alignment with the needs of the digital age, d) both employed and unemployed professionals adjusting their professional profiles in alignment with the skills required to address the needs of the market and the developmental model of the country, e) social cohesion is enhanced through reducing economic, social and educational inequalities.

The achievement of these goals is sought by undertaking educational, advisory and supportive actions and activities through: a) the development of synergies and collaborations with state institutions (ministries, public organizations and bodies operating under the auspices of ministries, municipal authorities), with educational institutions, with professional and social organizations, b) the exploitation of Human and Financial Resources (both at national and European level) and c) the utilization of European and International Capabilities Development Frameworks and Best Practices.

The Digital Capabilities Directorate consists of four (4) departments:

- Strategy and Digital Capabilities Framework Development Department
- Educational Programmes' Design and Development Department
- Digital Capabilities Infrastructures Development Department
- Networking, Awareness and Excellence Hub Department

3.7.1 Strategy and Digital Capabilities Framework Development Department

The Department aims at connecting the national strategy of the Ministry of Digital Governance (MDG) to invest in human capital, with the development of digital capabilities through an integrated strategy.

Digital Capabilities are defined through the creation of a "National Digital Capabilities Framework" based on educational levels (basic/ intermediate/ advanced), which form the corresponding digital profile of citizens/employees educator/entrepreneur. Each National Capability Framework takes into account and incorporates policies from the respective European Capability Framework.

The Department is responsible for drafting the respective National Digital Capabilities Frameworks, digital capabilities/skills profiles, for designing training programs, identifying key monitoring indicators, and a guide for developing digital capabilities/skills certification framework.

3.7.2 Educational Programmes' Design and Development Department

The goal of the Department is to implement the policies of the MDG for the development of digital capabilities and the connection of the National Digital Capabilities Frameworks with the respective educational planning and the implementation of educational actions for the development of basic/intermediate and advanced digital skills /capabilities.

The department is responsible for designing and deploying educational activities of asynchronous and synchronous education through the development or supply of the content of educational courses, the implementation, evaluation and monitoring of results.

The "Digital Academy for Citizens" of the MDG is used as a "pilot project", being constantly enriched and developed. A "Registry of providers for educational content" is created and operated for the purpose of enriching educational courses through the exploitation of the "National Alliance for the development of skills and employment". The Department also ensures the quality of the educational material by introducing quality criteria and specifications.

3.7.3 Digital Capabilities Infrastructures Development Department

The mission of the Department is to provide technological and technical support for all the educational activities of the Directorate. The Department is responsible for the selection, evaluation and the operation of the appropriate infrastructure via which educational activities, synchronous and asynchronous educational programs and e-learning courses are provided. The department is also responsible for the operation, upgrade, expansion, updating of information systems and applications intended for the implementation of the objectives of the Directorate, for securing the interoperability of education providers and the creation of a mechanism for monitoring relevant key indicators.

3.7.4 Networking, Awareness and Excellence Hub Department

The Department aims at coordinating the actions of educational and technological institutions through the development of synergies and cooperation protocols for the development of digital culture and digital capabilities/skills for leaders, entrepreneurs, employees, citizens through a variety of awareness raising and informative actions.

The responsibilities of the department include the organization of conferences, the creation of cooperation and communication channels, the creation of digital events, editorials, the recording and promotion of innovative initiatives and the set-up of an excellence hub.