

### **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 Transformation and 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.
- 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 Transformation and Digital Competencies Directorate**

The Directorate for Digital Transformation and Digital Competencies is responsible for the implementation of actions on digital transformation of the processes of the public sector, the development of digital innovation and the development of digital competencies through the National Academy of Digital Competencies.

The Directorate coordinates the formulation of RNET' s strategy on digital transformation and digital competencies by integrating all relevant actions, strategic partnerships and relevant programme contracts into a framework of digital strategy. The formulation of a single strategic framework for GRNET will ensure the effective coordination of all actions within GRNET, as well as the formulation of a single communication strategy and representation of GRNET towards public and private sector stakeholders, academic and research institutes and the beneficiary societal groups in general.

The Directorate is structured in five (5) Departments and each Department is divided in sub-groups, depending on the specificity and the subject matter of each Department, which

are defined by decision of the Head of the Directorate. The group leaders shall be appointed by the Head of the Directorate.

A horizontal Coordination Group of the Directorate shall be set up with responsibility for the formulation of its strategy and operational planning. The Directorate Coordination Group shall be headed by the Head of the Directorate and its members shall be the Deputy Head and the Heads of the Departments.

The Directorate for Digital Transformation and Digital Competencies consists of five (5) Departments:

- Department of Operational Planning and Administrative Coordination
- Department for the Design of Actions for Digital Transformation and Digital Innovation
- Department of Digital Competencies Development
- Department of Analysis, Planning and Participation
- Department of Services, Applications and Technology Development

### **3.6.1 Department of Operational Planning and Administrative Coordination**

The Department is responsible for:

- Defining and monitoring the objectives and the work plan based on the framework of the Directorate's Business Plan and the Business Plan of the National Academy of Digital Competencies in collaboration with the respective departments of the Directorate.
- Optimizing the operational functioning and coordination of the Directorate's projects.
- Investigating, designing and preparing proposals for national projects for submission for inclusion in operational programmes (NPA, NSRF, Recovery Fund, etc.) in collaboration with the respective departments.
- Monitoring, supervising and coordinating the proper execution of projects in order to achieve objectives and manage resources efficiently, ensuring quality, meeting deadlines and successful completion of projects in accordance with their requirements and specifications.
- Establishing and coordinating the Register of Program Contracts and the Register of Communication Agencies in collaboration with GRNET Operational Committee and other involved structures.
- Allocating staff and assignment plan according to the operational needs of the Directorate and projects, resource estimation, timing and coordinated execution of tasks.
- Monitoring progress of projects, addressing potential problems and communicating with stakeholders.
- Coordinating administrative procedures and financial management of the Directorate's operations and activities.

### **3.6.2 Department for the Design of Actions for Digital Transformation and Digital Innovation**

The Department is responsible for:

- Designing and developing actions for the digital transformation of public sector administrative processes based on the strategy of the Ministry of Digital Governance and the experience, know-how and methodology of existing applications.
- Designing and developing digital innovation actions in order to create actions based on synergies between the private and public sector and transferring the know-how.
- Active monitoring of the European Commission's key orientations and guidelines and calls for proposals.
- Monitoring and disseminating good practices internationally and developments at EU level, as well as the tools that are available for use and their practical use.
- Submission of applications and implementation of approved programmes based on European Commission calls for proposals in projects related to the above-mentioned responsibilities of the Department (such as the Digital Europe Programme, Horizon, CEF and others).

### **3.6.3 Department of Digital Competencies Development**

The Department is responsible for:

- Designing and implementing the educational actions developed through the National Academy for Digital Skills (NADS).
- Upgrading, operating, expanding and updating of the information systems and applications of the Ecosystem of the NADS platform and the modern digital educational tools that detect and assess educational needs and support educational actions.
- Drawing up cooperation frameworks (memorandum of understanding) with the educational providers of the courses in the platform of NADS, ensuring their interoperability with NADS and creating a mechanism for monitoring the corresponding indicators.
- Designing and developing the methodology and digital competency profiles for the creation of asynchronous, modern and personalised approach.
- Compiling the quality framework for educational content and a guide for the development of digital competence certification systems.
- Developing the educational initiatives for digital empowerment of specific population groups.
- Developing the educational actions linking digital transformation actions to the educational needs of citizens, users and creators with the development of digital competencies and initiatives for raising awareness and communication of NADS.
- Participating in European Programmes for the development and enhancement of digital competencies.
- Developing the "Register of Educational Content Providers" with the use of the "National Alliance for Skills Development and Employment", for the extraction and use of statistics.

### **3.6.4 Department of Analysis, Planning and Participation**

The Department is responsible for:

- Analyzing the needs of the public sector and its services in the areas of digital transformation and digital competencies based on the prioritization of each department.
- Categorizing the short-term, medium-term and horizontal actions of the Directorate.
- Using the existing methodologies of the National Register of Administrative Procedures to extend the actions in collaboration with the competent body of each department.
- Identifying design specifications in collaboration with the stakeholders involved and the Services, Applications and Technology Development Department of the Directorate.
- Designing the services and applications in context of participatory design and agile development with their drafts and flows, with guidelines and models to ensure the consistency of the services provided.
- Designing the graphical environment and user interface ensuring simplicity, immediate understandability and usability of services for the design and implementation of solutions.
- Creating the methodology and user experience standards that promote the usability of services and user satisfaction and efficiency.
- Ensuring compliance with quality standards and best practices in the area of service design and project documentation.
- Promotion and implementation of best practices in IT institutions (mainly) of public administration, as well as market officials, active citizens, start-ups and members of the academic - research community.
- - Setting up networks in the context of disseminating know-how and creating communities of practice for digital transformation and digital competences.

### **3.6.5 Department of Services, Applications and Technology Development**

The Department is responsible for:

- Developing services/applications and supporting their interoperability for all actions undertaken by the Directorate.
- Operating, monitoring and extending the systems developed by the Directorate by ensuring the configuration and operation of the relevant infrastructure.
- Creating and supporting the programming interfaces for data sharing with third party systems.
- Implementing integrated services in the data streaming database using open standards and open software.
- Managing the lifecycle and reuse of the code and data of the applications developed and operated, in accordance with the process described in the documentation of each project.
- Creating a long-term perspective on the solutions developed by the Directorate.
- Guiding the integration of the various projects and technology solutions developed by the Directorate, and designing cross-cutting services and tools to support the development and operation of services.
- Contribution of the Department to the strengthening of the technological infrastructure and innovation of GRNET in the public sector.