

ACTION PLAN

1. Organisational Information

STAFF & STUDENTS

Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	FTE 190
Of whom are international (i.e. foreign nationality) *	FTE 60
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	FTE 100
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	FTE 124
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	FTE 36
Of whom are stage R1 = in most organisations corresponding with doctoral level *	FTE 30
Total number of students (if relevant) *	27
Total number of staff (including management, administrative, teaching and research staff) *	FTE 252

RESEARCH FUNDING (figures for most recent fiscal year)

Total annual organisational budget	16.000.000 EUR
Annual organisational direct government funding (designated for research)	5.735.000 EUR
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	10.225.000 EUR
Annual funding from private, non-government sources, designated for research	40.000 EUR

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.

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Strengths and Weaknesses (max. 800 words)

Ethical and professional aspects *

Strengths

- **High-quality research environment and international collaboration.** The Institute of Experimental Botany of the Czech Academy of Sciences (IEB CAS) comprises twelve research laboratories focusing on key areas of plant physiology, molecular biology, plant–environment interactions, and plant genomics. The institute's broad scientific profile, together with its other strengths, is reflected in the results of the Evaluation of Research and Professional

Activities of the Institutes of the Czech Academy of Sciences (CAS) for the period 2020–2024. Eight laboratories received the highest rating ("outstanding") and two were evaluated as "excellent", confirming the institute's strong scientific foundation (12 laboratories). IEB CAS has also established modern shared research infrastructures in the fields of omics technologies, bioanalytics and imaging methods, which significantly strengthen its research capacity. International employees represent 30% of all researchers, and the routine use of English in everyday communication contributes to an open, diverse and internationally oriented working environment.

- **Established institutional framework for ethics, employment relations and equal opportunities.** IEB CAS operates in accordance with the applicable Czech legislation (Act No. 341/2005 Coll. on Public Research Institutions, Civil Code No. 89/2012 Coll., Labour Code No. 262/2006 Coll., etc.), the regulations of the CAS (including the Code of Ethics for Scientific Research in the CAS, the Code of Conduct of the CAS (2024), the Career Rules of the CAS, etc.), the Gender Equality Plan (GEP), and its own institutional regulations.
- **Open organisational culture fostering collaboration, academic freedom and innovation.** IEB CAS is characterised by a low level of hierarchy, a high degree of researchers' autonomy, and an environment that encourages knowledge sharing, interdisciplinary collaboration and the development of innovative solutions. This open culture is reflected in a range of regular institutional events, including the Poster Party, where early-career and senior researchers present their work and discuss research topics; the annual Institute Retreat bringing together employees from all institute locations; a dedicated retreat for early-career researchers; Christmas gatherings; and other informal events. At the Prague site, employees have also established regular sports groups that meet on a weekly basis. The institute encourages creativity and the development of in-house methodological and technological solutions, including custom 3D-printed components for microscopy and microfluidic systems developed in collaboration with the University of Chemistry and Technology Prague.
- **Support for employees throughout their professional and personal lives.** Flexible working arrangements, work-life balance measures, and programmes such as BALANC and the GAVI Return Grants support employees' professional development and promote equal opportunities. At the Prague site, the institute also organises a science club during the school year primarily for employees' children, as well as one or two week summer camps each year.

Weaknesses

- **Institutional rules, processes and documentation are not yet sufficiently embedded in a systematic and accessible institutional framework.** Although the institute follows the regulations of the CAS and its core institutional regulations, certain areas still lack institute-specific policies (such as a Code of Ethics, standardised procedures or clearly defined institutional processes) that would support consistent practice across the institute. Institutional documentation is not always well organised, easily accessible, up to date or available in English. The current intranet does not yet serve as a central information hub for institutional rules, documents and organisational procedures. These shortcomings were also highlighted in the internal staff survey.
- **Some human resources and management processes are not applied consistently across the institute.** Recruitment, employee evaluation, career development, people management and

the handling of workplace situations largely depend on the practices of individual laboratory heads and departments. While this approach allows flexibility in addressing specific scientific needs, it also places an unnecessary administrative burden on laboratory heads when dealing with routine administrative matters.

- **Support for Open Science and research data management is currently available only to a limited extent.** It is provided through a shared Data Manager (0.4 FTE), who offers consultations and support for the preparation of Data Management Plans. However, this capacity is insufficient to systematically address the needs of all research teams. The institute currently lacks a comprehensive institutional strategy, internal policies, methodological guidance and systematic staff training in the areas of Open Science and responsible research data management.
- **Although the institute supports equal opportunities and work-life balance, women remain underrepresented in leadership and decision-making positions.** While the overall gender balance among employees is relatively even (57% women and 43% men), women continue to be underrepresented in leadership positions, with only two female laboratory heads out of twelve laboratories and one female head among the four shared research infrastructures.
- **Administrative burden and inconsistencies in certain internal processes reduce organisational efficiency.** Insufficiently defined procedures and a lack of standardisation make it more difficult for employees to navigate institutional processes and reduce the time available for research activities. According to the internal survey, administrative staff spend up to 30% of their working time repeatedly responding to enquiries concerning basic institutional procedures.

Recruitment and selection *

Strengths

- **The newly established HR Department provides a solid foundation for the further professionalisation and streamlining of recruitment processes.** HR is gradually expanding its role beyond administrative support for onboarding to actively supporting hiring managers, assisting candidates, and introducing more consistent and efficient recruitment practices.
- **Candidate assessment extends beyond scientific performance and research achievements.** According to the internal survey, members of selection committees consider independence (79%), creativity (63%), motivation for long-term professional development (56%), and the ability to collaborate within a research team (identified through open-ended responses) among the most important qualities when selecting new employees.
- **IEB CAS offers an excellent research environment, modern infrastructure, and a strong international reputation, making it an attractive employer for talented researchers.** Researchers at IEB CAS regularly publish in leading international journals, including Nature, Science and Cell, while approximately 60% of publications are ranked in the first quartile according to the AIS indicator. Together with the institute's modern research infrastructure and extensive international collaborations, this scientific excellence significantly strengthens its ability to attract outstanding researchers.
- **The Welcome Office provides comprehensive support to international candidates during relocation and onboarding.** It assists with administrative procedures, orientation in the

Czech environment, and practical matters related to relocation and the start of employment at the institute.

Weaknesses

- **Recruitment processes have historically been decentralised and are not yet implemented consistently across the institute.** Individual laboratories use different approaches to advertising vacancies, communicating with candidates, and organising selection procedures. This may result in varying candidate experiences, inconsistent levels of transparency, and an unnecessary administrative burden for laboratory heads. At the same time, the role of HR in supporting recruitment processes is gradually expanding.
- **Selection procedures are not yet sufficiently standardised with regard to candidate assessment and documentation of decision-making.** Common evaluation criteria, structured interview procedures, and methodological guidance for members of selection committees are currently lacking.
- **Members of selection committees and lab leaders have not yet received systematic training or methodological support in conducting recruitment interviews.**
- **The institute does not yet systematically monitor the quality and effectiveness of recruitment processes.** Candidate experience, the effectiveness of recruitment channels, and potential differences in recruitment practices across laboratories are not regularly evaluated.
- **Communication with prospective applicants requires further development.** Although the institute's website provides information about research activities and research teams, it does not yet offer a comprehensive careers section presenting employment opportunities, career development, opportunities for early-career researchers, and practical information for international applicants relocating to the Czech Republic.
- **International recruitment activities are not yet fully systematised.** Although the institute already makes use of international recruitment platforms, particularly EURAXESS, their use is not yet consistent across the institute, and there is further scope to strengthen the international visibility of employment opportunities.

Working conditions *

Strengths

- **Flexible working arrangements support work-life balance.** The institute offers flexible working hours, home office, part-time employment, job sharing, and the option of a four-day working week. Most of these arrangements are widely used and are based on a high level of trust between employees and their supervisors.
- **A broad range of employee benefits contributes to staff well-being and satisfaction.** In addition to statutory benefits, IEB CAS provides extra personal leave, sick days, meal allowances, pension contributions, a MultiSport card, access to recreational facilities, and opportunities to participate in sports activities.

- **A high-quality working environment provides excellent conditions for research.** Modern laboratories and continuously upgraded research equipment create favourable conditions for scientific work across most institute locations. Nearly 90% of respondents reported satisfaction with the working environment at IEB CAS, while more than 90% agreed that they have access to adequate equipment and materials for their work.
- **Regular scientific seminars promote knowledge sharing and interdisciplinary collaboration.** Institute-wide seminars, organised weekly outside the summer holiday period and typically featuring one or two speakers, provide opportunities for scientific discussion, mutual inspiration, and informal exchange of experience across research teams.
- **The institute is strengthening institutional support for science communication and the utilisation of research results.** Through the establishment of a dedicated Communication Department and Technology Transfer Office, IEB CAS is creating institutional capacity to support science communication, public engagement, protection of research results, and collaboration with the application sector.
- **IEB CAS produces research results with practical application potential.** Examples include the breeding of new apple varieties used in commercial cultivation in the Czech Republic and abroad, as well as the development of the STATUS® product for improving the drought resilience of agricultural crops.
- **The institute continuously improves its working environment through the modernisation of laboratories, research equipment, research infrastructure, and buildings.** These activities also include measures supporting sustainability and the energy efficiency of the workplace.

Weaknesses

- **Many working and administrative procedures have not yet been systematically documented.** Practical information is often transferred informally between colleagues, which may make it more difficult for new employees to navigate institutional processes.
- **Employees are not sufficiently familiar with the available mechanisms for reporting and handling complaints.** The employee survey showed that a substantial proportion of staff do not know how to proceed when submitting a complaint or addressing inappropriate behaviour in the workplace, despite expressing relatively high confidence that such situations would be handled fairly.
- **Researchers' awareness of intellectual property rights and the management of research results remains insufficient.** Although the institute has already initiated training activities in this area, employees still lack systematic methodological support and practical guidance on intellectual property protection and the utilisation of research results.
- **Internal communication relies predominantly on informal channels.** Employees obtain information mainly through emails, supervisors, or colleagues, as confirmed by the employee survey. Although this approach supports openness and collaboration, staff lack a single, central source providing up-to-date information.

- **There are insufficient opportunities for open dialogue between the institute's management and employees.** Although employees can contact the management whenever necessary, regular informal meetings could further encourage staff to share suggestions and feedback while strengthening communication across the institute.
- **The institute does not yet have a systematic approach to planning employment continuity for staff whose positions are primarily funded through research projects.** Common procedures for the early identification of risks, planning future career opportunities, and exploring possible solutions before project funding comes to an end are currently lacking.
- **Occupational health and safety management is not yet fully systematised across the institute.** Centralised access to documentation, clearly defined responsibilities for occupational health and safety, first aid, and fire protection and a system for training, reminders, and certification records are still lacking.
- Sustainability principles are not yet systematically embedded in research, laboratory and administrative practices, and environmentally responsible approaches are applied inconsistently across workplaces. The institute also lacks a coordinated approach to knowledge transfer, succession planning and the continuity of expertise in key roles.

Training and development *

Strengths

- **A strong culture of knowledge sharing and mutual learning.** Regular institute-wide seminars (held weekly), retreats (every 18 months, organised separately for R1–R2 and R3–R4 researchers), the annual Poster Party, and training courses organised by the shared research infrastructures (once or twice a year) provide opportunities for exchanging experience, presenting research results, and fostering interdisciplinary collaboration across research teams.
- **Researchers benefit from favourable conditions for professional development.** Employees are supported in participating in conferences, international secondments, and international collaborations, primarily through research projects and grants secured by individual research teams. The institute also actively participates in international research networks and COST Actions.
- **High-quality supervision of doctoral candidates and early-career researchers.** The employee survey confirms a high level of satisfaction among doctoral candidates with the professional support provided by their supervisors, open communication, regular feedback, and opportunities to discuss issues related to their future career development (for example, 97% agreed with the statement: "I am not afraid to ask questions when something is unclear.").
- **Employee development is further supported through modern research infrastructure and specialised support facilities.** The shared research infrastructures regularly organise training courses and workshops focused on advanced research methods and the use of specialised equipment.

- **The institute has established the conditions for the systematic development of leadership competencies.** Thanks to a funded institutional project INOVATE, managers and other employees will gradually gain access to training courses focusing on leadership, communication, team management, and other transferable skills.
- **Professional staff are provided with opportunities for continuous professional development.** The institute supports specialised training corresponding to individual job roles and organizes joint English language courses for the entire administrative division, which also strengthen cooperation between the institute's support departments.

Weaknesses

- **Professional development is not yet coordinated systematically at the institutional level.** Opportunities for training, conference participation, international mobility, and other development activities vary across research teams, as they largely depend on the availability of project funding and the priorities set by individual lab leaders when allocating their budgets.
- **Employee evaluation and career development planning are not yet implemented consistently across the institute.** Although regular evaluation and development interviews are well established in some laboratories, their scope and format depend largely on the approach of individual lab leaders. The institute lacks a common institutional framework for employee evaluation and career development planning, including tools for self-assessment and competence development based on the ResearchComp framework.
- **The institute recognises the need for the systematic development of leadership competencies and has already initiated activities to address this area.** However, lab leaders still lack sufficient methodological support and regular training focused on leadership.
- **The roles and expectations associated with doctoral supervision are not described consistently at the institutional level.** Although cooperation between supervisors and doctoral candidates generally functions very well, the institute lacks a common framework defining the roles, responsibilities, and recommended practices for supervising early-career researchers.

3. Actions

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

Please fill in the list of all individual actions to be undertaken in your organisation's HR Excellence in Research to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their ratings.

Action 1

- () 1. ETHICS AND RESEARCH INTEGRITY
- () 5. EMBRACING DIVERSITY
- () 13. WORKING CONDITIONS, FUNDING AND SALARIES
- () 15. CONTRACTUAL AND LEGAL OBLIGATIONS

Institutional Governance

- Update and translation of institutional regulations
- Create an Institutional Code of Ethics
- Develop complaint handling guidelines and procedure

This action will strengthen the institutional governance framework by reviewing, updating, and completing key strategic and regulatory documents. The Institutional Code of Ethics will build on the Code of Ethics for Scientific Research of the CAS and the Code of Conduct of the CAS, while reflecting the specific values and workplace culture of IEB CAS. The existing complaint handling mechanism will be further strengthened through clear procedures, defined responsibilities, designated contact persons, and improved accessibility of information for employees. The institute will ensure gender-balanced representation of persons involved in complaint handling and raise employees' awareness of the available procedures and support options. Information on the complaint handling procedure will also be included in onboarding materials for new employees.

Timing (at least by years quarter/semester)

4Q 2027

Responsible Unit

Director's Office

Indicators/ Targets

Institutional Code of Ethics adopted.

Updated institutional regulations available in Czech and English.

Complaint handling guidelines and complaint handling procedure adopted

90% of all staff knows how to make a complaint (based on the periodic survey, about 62 % today)

Action 2

- () 6. THE RESEARCHER

IEB Development Strategy

The updated IEB Development Strategy will define the institute's long-term vision, strategic priorities, and development objectives, providing a comprehensive framework for the institute's future development. It will communicate the institute's strategic direction to employees and external stakeholders and support the alignment of institutional policies and future development activities, including measures supporting organisational resilience, continuity of expertise, and sustainable development of human resources. It will be accessible both on the institute's website and on the intranet.

Timing (at least by years quarter/semester)

4Q 2027

Responsible Unit

Director's Office

Indicators/ Targets

Updated IEB Development Strategy approved and published

Information about the core strategic priorities communicated to the staff (Newsletter, TV screens)

Action 3

- () 5. EMBRACING DIVERSITY
- () 6. THE RESEARCHER
- () 12. CAREER PROGRESSION
- () 13. WORKING CONDITIONS, FUNDING AND SALARIES
- () 14. STABILITY OF EMPLOYMENT
- () 15. CONTRACTUAL AND LEGAL OBLIGATIONS
- () 17. VALUING DIVERSE RESEARCH CAREERS
- () 18. CAREER DEVELOPMENT AND ADVICE
- () 19. CONTINUOUS PROFESSIONAL DEVELOPMENT

Human Resources Management Framework and Employee Lifecycle

- Develop and implement the Long-term Human Resources Development Strategy.
- Develop and publish the Employee Lifecycle Guide.
- Establish and implement the HR Early Warning System.

The Long-term Human Resources Development Strategy will address the need for a more systematic and coordinated approach to people management across the institute. In the context of a research organisation where lab leaders combine scientific responsibilities with managerial duties, the strategy will provide a common direction, clarify key principles and responsibilities, and support the professionalisation of people management practices. Building on the principles of the European Charter for Researchers and OTM-R, it will define the core values and guiding principles underpinning

the institute's approach to human resources, embedding equal opportunities, diversity, inclusion, and a supportive working environment into its organisational culture. The strategy will provide the foundation for the development and implementation of complementary policies, guidelines, procedures, and practical tools under other actions of the Action Plan, including recruitment and selection, career and professional development, employee evaluation, and supervision and mentoring.

The Employee Lifecycle Guide will provide structured and accessible guidance covering the main stages of the employee journey at IEB, from recruitment to offboarding. Rather than a single document, it will consist of a set of complementary resources, including web-based information, intranet guidance, practical brochures, and checklists tailored to specific stages of employment. The guide will clarify institutional procedures, the rights and responsibilities of employees, available support, and key contacts, helping both international and Czech employees navigate important transitions throughout their employment.

The Early Warning System will provide a structured HR mechanism for timely communication with lab leaders and employees concerned regarding potential changes affecting employment continuity, particularly in relation to funding availability and future position planning.

Timing (at least by years quarter/semester)

2Q 2027

Responsible Unit

HR Department

Indicators/ Targets

Long-term Human Resources Development Strategy developed and implemented

Employee Lifecycle Guide developed and published in forms appropriate to each stage: web pages, intranet and PDF guide

Early Warning System established and operational

Action 4

() 4. GENDER EQUALITY

() 5. EMBRACING DIVERSITY

() 7. FREE CIRCULATION OF RESEARCHERS

() 10. RECRUITMENT

() 11. SELECTION

Recruitment and Selection Framework

- Develop a new Directive on Recruitment and Selection
- Prepare institutional Guidelines for Recruitment Procedures
- Develop standardised recruitment templates and evaluation forms based on the ResearchComp framework

- Organise recruitment and selection training based on OTM-R principles for a core group of lab leaders, researchers and HR staff who are regularly involved in selection procedures
- Develop a structured e-learning programme for members of selection committees
- Establish standardised communication with candidates throughout recruitment procedures
- Create applicant information and support pages on the institute's website
- Establish a formal complaint handling procedure for job applicants, including a dedicated contact channel
- Establish a single official EURAXESS profile and integrate EURAXESS into standardised recruitment procedures
- Implement a recruitment monitoring and evaluation system

The Recruitment and Selection Framework will address the need for a more consistent and coordinated approach to recruitment across the Institute. Given the decentralised organisation of recruitment processes, where laboratory leaders often combine scientific responsibilities with managerial duties, the framework will provide clear rules, practical guidance, standardised procedures, and supporting tools to facilitate transparent, merit-based, and efficient recruitment aligned with the OTM-R principles.

Implementation will include harmonised recruitment procedures, standardised templates and evaluation forms based on the ResearchComp framework, recruitment and selection training based on OTM-R principles for a core group of lab leaders, researchers and HR staff who are regularly involved in selection procedures, structured e-learning for members of selection committees, standardised communication with candidates throughout recruitment procedures, applicant information and support published on the institute's website, a formal complaint handling procedure for job applicants, systematic use of EURAXESS and other international recruitment channels, and regular monitoring and evaluation to ensure transparency, consistency, equal opportunities, and continuous improvement.

Timing (at least by years quarter/semester)

1Q 2028

Responsible Unit

HR Department

Indicators/ Targets

New Directive on Recruitment and Selection adopted

Guidelines for Recruitment Procedures approved and published internally

Standardised recruitment templates and evaluation forms based on the ResearchComp framework developed and implemented

Recruitment and selection training based on OTM-R principles delivered to a core group of lab leaders, researchers and HR staff regularly involved in selection procedures (minimum 35 participants in 2 years)

Structured e-learning programme covering OTM-R principles, equal opportunities, unconscious bias, and competency-based assessment developed and made available to all members of selection committees, including members participating on an ad hoc basis

Applicant information pages, including the complaint handling procedure, published on the institute's website

Recruitment monitoring and evaluation system implemented

Standardised communication with candidates implemented across recruitment procedures

Single official EURAXESS profile established and systematically used for relevant recruitment calls

Selection committee composition and operation rules adopted

Recruitment procedures using standardised templates and evaluation forms

Annual recruitment and selection monitoring report prepared

Action 5

() 5. EMBRACING DIVERSITY

() 9. RESEARCHERS' ASSESSMENT

() 12. CAREER PROGRESSION

() 17. VALUING DIVERSE RESEARCH CAREERS

() 18. CAREER DEVELOPMENT AND ADVICE

() 19. CONTINUOUS PROFESSIONAL DEVELOPMENT

Employee Evaluation and Professional Development Framework

- Develop and implement an Institutional Evaluation Strategy
- Develop methodological guidelines and procedures for employee evaluation and development interviews
- Develop evaluation and career development tools and templates for lab leaders and supervisors
- Support the preparation and use of Narrative CV formats in order to recognise diverse career paths, broader academic contributions, and mobility experience.
- Provide access to competency-based self-assessment tools to support employee career planning and reflection on professional development needs
- Develop a transparent institutional career framework and practical guidance for employees explaining career stages and progression, the Career Rules of the CAS, evaluation procedures, and institutional career development pathways and publish these resources on the intranet as part of the "Career Development Section" and the Employee Lifecycle Guide
- Provide lab leaders and supervisors with targeted training focused on soft skills, leadership and mentoring competencies, inclusive team leadership and non-discriminatory practices, employee evaluation and career development, objective and transparent assessment methods, unconscious bias, and constructive feedback practices
- Organise soft skills and transferable skills training activities focused on research management, project management, leadership, institutional communication, and personal development for researchers (R1-R4)

- Provide academic writing and publishing training for R1 researchers, focusing on the preparation of high-quality scientific publications, journal selection, the publication and peer-review process, research integrity, and Open Access publishing
- Establish a structured overview of actual professional development opportunities, including available internal and external training, courses, and development activities

This action aims to establish a transparent and consistent institutional approach to employee evaluation and career development, addressing the current variation in evaluation practices across laboratories and departments. It will introduce an institutional evaluation strategy, methodological support, and practical tools for lab leaders and supervisors, drawing on the European ResearchComp competence framework where appropriate, while shifting the focus of evaluation from solely assessing performance towards supporting regular feedback, professional growth, career development, and recognition of diverse forms of professional contribution. It will also support the preparation and use of Narrative CV formats in order to recognise diverse career paths, broader academic contributions, and mobility experience.

A transparent institutional career framework will provide employees with clear and accessible information on career stages and progression, the Career Rules of the CAS, evaluation procedures, and institutional career development pathways. The framework and accompanying practical guidance will be made available through the “Career Development Section” on the intranet and incorporated into the Employee Lifecycle Guide.

It will also support the development of soft and transferable skills through training activities focused on research management, project management, leadership, institutional communication, and personal development. R1 researchers will receive targeted support in academic writing and publishing, including the structure and preparation of scientific articles, journal selection, peer review, publication ethics, copyright, plagiarism, and the application of Open Science and Open Access principles. Competency-based self-assessment tools and a regularly updated overview of professional development opportunities will help employees identify their development needs and plan appropriate next steps. The evaluation approach will be designed to be applicable to both research and professional/administrative staff, while allowing the use of role-specific criteria reflecting different types of contributions and responsibilities. During the first two years of implementation, individual staff evaluations will be introduced as a recommended practice to support gradual adoption and adaptation of the process. At the end of this period, the experience gained will be evaluated and used to determine the appropriate next steps, including whether and how the practice should be continued or further developed.

Timing (at least by years quarter/semester)

2Q/2028

Responsible Unit

KA5 Institutionalisation Activity Lead (INOVATE project)

Indicators/ Targets

Institutional Evaluation Strategy developed and implemented

Methodological guidelines for employee evaluation and development interviews developed and made available internally

Standardised evaluation and development interview templates/tools developed for lab leaders and supervisors

Narrative CV formats introduced to support the recognition of diverse career paths, broader academic contributions, and mobility experience.

Transparent institutional career framework and practical guidance developed, published in the “Career Development Section” on the intranet, and incorporated into the Employee Lifecycle Guide

Targeted training for lab leaders and supervisors delivered, covering soft skills, leadership and mentoring competencies, inclusive team leadership and non-discriminatory practices, employee evaluation and career development, objective and transparent assessment methods, unconscious bias, and constructive feedback practices (minimum 12 participants in two years)

Soft skills and transferable skills training activities organised, focusing on research management, project management, leadership, institutional communication, and personal development (minimum 14 participants in two years)

Academic writing and publishing training delivered in English in a hybrid format for R1 researchers (minimum of 25 participants)

Competency-based self-assessment tools made available to researchers via intranet

Overview/calendar of professional development opportunities established and maintained

Action 6

() 20 SUPERVISION AND MENTORING

Supervision and Mentoring

- Develop institutional supervision and mentoring guidelines.
- Provide targeted training for supervisors and mentors.
- Introduce regular feedback mechanisms for PhD students and postdoctoral researchers, including annual surveys and twice-yearly roundtable meetings with the institute’s leadership, represented by the Director and the Board representative.

This action aims to strengthen supervision and mentoring practices across the institute by providing clearer institutional guidance, support, and expectations for supervisors and mentors. It will establish common principles for effective supervision, clarify roles and responsibilities, and create opportunities for feedback and dialogue with early-career researchers.

Annual surveys and twice-yearly roundtable meetings will enable PhD students and postdoctoral researchers to discuss their experience, needs, and concerns directly with the institute’s leadership. The findings will be used to identify areas requiring further support and to inform appropriate institutional responses.

Timing (at least by years quarter/semester)

3Q/2027

Responsible Unit

Deputy Director for Student Affairs and University Relations

Indicators/ Targets

Institutional supervision and mentoring guidelines developed and published

Training for supervisors and mentors delivered (minimum 12 participants in two years)

Annual feedback survey for PhD students and postdoctoral researchers established and conducted

Twice-yearly roundtable meetings between PhD students and postdoctoral researchers and the institute's leadership established

Feedback findings reviewed and used to identify needs and inform follow-up measures

Action 7

() 4. GENDER EQUALITY

() 5. EMBRACING DIVERSITY

() 10. RECRUITMENT

() 13. WORKING CONDITIONS, FUNDING AND SALARIES

Gender Equality and Equal Opportunities

- Update and implement the Gender Equality Plan (GEP)
- Develop Gender-Sensitive Communication Guide
- Ensure equal opportunities through transparent and inclusive recruitment practices
- Develop and provide guidance on career breaks and return to work for employees and supervisors.

This action builds on existing initiatives, including the current Gender Equality Plan (GEP), the BALANC project, and established work-life balance measures. It supports the practical implementation of equal opportunities principles across the institute by strengthening gender-sensitive communication, transparent and inclusive recruitment practices, and support for employees during career breaks. The action complements the strategic integration of equality principles within the Long-term Human Resources Development Strategy and contributes to fostering an inclusive and respectful institutional culture.

Timing (at least by years quarter/semester)

1Q/2028

Responsible Unit

Equal Opportunities Coordinator

Indicators/ Targets

Updated Gender Equality Plan (GEP) approved and published by 1/2027

Gender-Sensitive Communication Guide developed and published internally

Equal opportunities principles integrated into institutional recruitment procedures

Guidance on career breaks and return to work for employees and supervisors developed and published on the intranet

Action 8

() 2. FREEDOM OF SCIENTIFIC RESEARCH

() 5. EMBRACING DIVERSITY

() 6. THE RESEARCHER

() 13. WORKING CONDITIONS, FUNDING AND SALARIES

() 15. CONTRACTUAL AND LEGAL OBLIGATIONS

Internal Communication and Inclusive Workplace Culture

- Enhance the existing intranet as a central platform for institutional information.
- Standardise bilingual communication and documentation (CZ/EN)
- Strengthen internal communication of institutional vision, strategic priorities, and important updates through the intranet and other internal communication channels (TV screens, newsletter).
- Organise regular informal meetings with the Director to support open communication and exchange of feedback across the institute.
- Organise an annual event promoting cultural diversity and an inclusive workplace environment.

This action aims to strengthen internal communication across the institute by establishing the existing intranet as a central and reliable source of institutional information. It will improve access to institutional documents, procedures, and guidance, and establish bilingual communication as a standard practice by ensuring that institutional information and key documents are available in both Czech and English versions. The action will also promote a shift from predominantly informal information sharing through supervisors, colleagues, and email communication towards more systematic and accessible communication channels, while creating additional opportunities for dialogue between employees and institutional leadership.

As part of strengthening an open and inclusive institutional culture, the institute will also organise an annual cultural diversity event, initiated in response to interest expressed by international employees, providing a platform for sharing cultural backgrounds and experiences and fostering mutual understanding among colleagues.

Timing (at least by years quarter/semester)

2Q/2028

Responsible Unit

Communication Department

Indicators/ Targets

Key institutional documents, procedures, and guidance published on the intranet

Key institutional materials available in Czech and English

Informal meetings with the Director organised (twice a year)

Annual cultural diversity event organised

The percentage of time administrative staff spend responding to recurring enquiries from researchers is reduced, as verified through the follow-up employee survey conducted after two years.

Action 9

() 3. OPEN SCIENCE

() 6. THE RESEARCHER

() 15. CONTRACTUAL AND LEGAL OBLIGATIONS

() 16. DISSEMINATION AND EXPLOITATION OF RESULTS

Open Science

- Develop and implement Institutional Open Science Guidelines focused on Open Access publishing, FAIR principles, Research Data Management, data sharing, metadata standards, repository selection, and long-term archiving.
- Prepare standardised Data Management Plan (DMP) templates, practical checklists, and supporting materials for researchers.
- Strengthen institutional capacity for research data storage and long-term archiving.
- Organise regular training activities and workshops on Open Science, Research Data Management, FAIR principles, research data publishing, and responsible data management.
- Incorporate recommended data handling procedures and Open Science principles into onboarding materials for new employees.

Research data management and Open Science practices at IEB CAS are currently implemented differently at the level of individual research teams and are largely driven by external requirements, such as funders' and publishers' policies. While these practices provide a solid foundation, they are not yet sufficiently coordinated or systematically supported at the institutional level. The activity will strengthen institutional support through the development and implementation of Institutional Open Science Guidelines, practical tools, improved procedures for Research Data Management and long-term archiving, and capacity-building activities promoting FAIR principles and Open Science practices.

Timing (at least by years quarter/semester)

4Q/2027

Responsible Unit

KA8 Institutionalisation Activity Lead (INOVATE project)

Indicators/ Targets

Institutional Open Science Guidelines developed and implemented

Standardised Data Management Plan (DMP) templates and practical checklists developed and made available to researchers

Institutional procedures for Research Data Management, including storage, documentation, metadata management, and long-term archiving established

Open Science and Research Data Management training activities organised (minimum 50 participants, once a year)

Open Science and data management procedures incorporated into onboarding materials for new employees

Action 10

() 5. EMBRACING DIVERSITY

() 7. FREE CIRCULATION OF RESEARCHERS

() 10. RECRUITMENT

Internationalisation

- Prepare an Internationalisation Strategy aimed at strengthening, formalising, and sustaining cooperation with key international research institutions and partners.
- Expand English-language communication channels, including dedicated website sections and targeted social media communication, to promote IEB's research activities, career opportunities, institutional culture, support services, and practical information for international applicants and employees.
- Establish an institute-funded scheme to invite renowned international experts to deliver lectures, become familiar with the institute's research environment and infrastructure, and foster new scientific connections and potential collaborations.

IEB CAS has a strong foundation for internationalisation, based on extensive collaboration with European and international research organisations, active participation of researchers in international projects and networks, and internationally recognised scientific expertise. However, international cooperation has so far developed mainly through individual researchers, project-based activities, and existing personal networks, without a comprehensive institutional strategy defining long-term priorities, approaches to partnership development, visibility and coordination mechanisms. The proposed actions aim to establish a strategic framework for internationalisation, strengthen IEB's international visibility and attractiveness, and support sustainable development of international collaborations.

Timing (at least by years quarter/semester)

1Q/2027

Responsible Unit

KA6 Institutionalisation Activity Lead (INOVATE project)

Indicators/ Targets

Internationalisation Strategy developed and approved by the institute management.

Dedicated English-language information resources for international applicants and employees published and regularly updated (website sections, onboarding materials).

At least three international expert visits/lectures supported by the institute-funded scheme organised annually.

Action 11

() 6. THE RESEARCHER

() 15. CONTRACTUAL AND LEGAL OBLIGATIONS

() 16. DISSEMINATION AND EXPLOITATION OF RESULTS

Intellectual Property and Technology Transfer

- Develop and implement a Technology Transfer and Intersectoral Collaboration Strategy defining priorities, processes, responsibilities, and mechanisms for cooperation with application-oriented and non-academic partners.
- Prepare and implement a Methodological Guidelines for Intellectual Property Management, including procedures for identification, protection, administration, and utilisation of intellectual property and awareness-raising activities for researchers and relevant administrative staff.

The institute has strong potential for application-oriented research outcomes; however, technology transfer activities have historically relied mainly on individual initiatives of research teams and lacked a fully coordinated institutional framework. Following the establishment of dedicated technology transfer capacity in 2025 and targeted Intellectual Property training in June 2026, the activity aims to further strengthen and systematise institutional support through the implementation of a Technology Transfer and Intersectoral Collaboration Strategy, improvement of intellectual property management procedures and clarification of internal processes and responsibilities. The measures will increase awareness of intellectual property management, enhance the identification and protection of potentially transferable results, support their utilisation, and strengthen cooperation with application-oriented sectors.

Timing (at least by years quarter/semester)

3Q/2027

Responsible Unit

Technology Transfer Office

Indicators/ Targets

Technology Transfer and Intersectoral Collaboration Strategy developed and approved

Methodological Guidelines for Intellectual Property Management developed and implemented

Action 12

() 8. SUSTAINABILITY OF RESEARCH

Sustainability

- Develop and implement institutional sustainability guidelines for research, laboratory and administrative activities, drawing inspiration from the MSCA Green Charter.
- Launch an internal awareness campaign promoting waste sorting, recycling and environmentally responsible workplace practices.
- Strengthen institutional stability and the retention of expertise through measures supporting knowledge transfer and succession in key roles.

IEB CAS recognises the importance of sustainable research practices and responsible institutional management in line with European sustainability principles, including the MSCA Green Charter. While selected measures supporting environmental responsibility are already implemented, such as energy-efficient solutions, support for sustainable mobility, and cycling facilities, sustainability principles are not yet systematically integrated into research, laboratory, and administrative practices across the institute.

The activity aims to strengthen the institutional approach to sustainability by establishing common principles and recommendations for sustainable research and workplace practices, increasing awareness among employees, and supporting long-term resilience of research activities. This includes measures promoting environmentally responsible behaviour, efficient use of resources, knowledge continuity, and institutional capacity to maintain expertise in key areas.

Timing (at least by years quarter/semester)

3Q/2027

Responsible Unit

Director's Office

Indicators/ Targets

Institutional Sustainability Guidelines developed and implemented

Internal sustainability awareness campaign conducted

Measures supporting knowledge transfer and continuity of expertise incorporated into the updated IEB CAS Development Strategy.

Action 13

() 13. WORKING CONDITIONS, FUNDING AND SALARIES

() 15. CONTRACTUAL AND LEGAL OBLIGATIONS

Occupational health and safety

- Establish a systematic management framework for occupational health and safety, first aid, and fire protection, including centralised access to relevant documentation, clearly defined responsibilities, and a digital training and certification system.

Occupational health and safety, first aid, and fire protection at IEB CAS are supported through existing institutional procedures, mandatory training, and cooperation with relevant specialists. The activity will strengthen the existing framework by improving access to relevant documentation, clarifying roles and responsibilities for occupational health and safety, first aid, fire protection, and chemical safety management, and introducing a digital system to support systematic training, certification, and monitoring of mandatory requirements.

Timing (at least by years quarter/semester)

2Q/2027

Responsible Unit

Head of Technical and Administrative Services (THS)

Indicators/ Targets

A centralised intranet section for occupational health and safety (OHS), first aid, and fire protection documentation established.

Roles and responsibilities for occupational health and safety, first aid, fire protection, and chemical safety management clearly defined.

A digital training system for occupational health and safety, first aid, and fire protection implemented, including automated reminders and certification records (all employees in two years).

The establishment of an Open Recruitment Policy is a key element in the HR Excellence in Research 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. (max. 1000 words) **

The OTM-R Toolkit will serve as the principal reference framework for the revision and further development of recruitment practices at IEB CAS. Rather than being implemented as a stand-alone policy, its principles will be systematically integrated into the institute's broader HR management framework and recruitment culture.

The Toolkit will provide the methodological basis for the preparation of the new Directive on Recruitment and Selection, institutional Guidelines for Recruitment Procedures, standardised recruitment templates and forms, and a system for monitoring and evaluation of recruitment procedures. It will also inform the Long-term Human Resources Development Strategy by embedding

the principles of openness, transparency, merit-based recruitment and equal opportunities into institutional HR management and recruitment practices.

Particular attention will be paid to ensuring fair and unbiased recruitment. Recruitment and selection committees will be established with regard to gender balance and diversity wherever possible. As part of the INOVATE project, IEB CAS will provide comprehensive recruitment and selection training based on OTM-R principles for staff who regularly serve on selection committees. Building on this training and its supporting materials, a structured e-learning programme will be developed and maintained for ad hoc and newly appointed members of selection committees. Practical institutional Guidelines for Recruitment Procedures will provide further support for the consistent application of these principles.

The institute recognises the importance of preventing unconscious bias in recruitment and selection processes and considers the systematic implementation of OTM-R principles an important tool for promoting equal opportunities, transparency, and gender-balanced recruitment.

Implementation of the OTM-R principles will also include greater use of international recruitment channels. IEB CAS will establish and maintain a single official institutional EURAXESS profile and will publish all relevant research positions through EURAXESS as a standard part of recruitment procedures. EURAXESS will complement publication on the institute's website and other appropriate national, international, and discipline-specific channels, helping IEB CAS reach a wider and more international pool of candidates.

Recruitment procedures will be made more transparent through publicly available information for applicants, standardised job advertisements, evaluation criteria and forms, consistent communication with candidates, and a formal complaint handling procedure. Recruitment practices and outcomes will be regularly monitored to assess consistency, equal treatment, international reach, and the practical application of OTM-R principles.

The HR Department will review the OTM-R Checklist annually. The review will assess progress against individual checklist criteria, identify remaining gaps, and verify whether the planned procedures, training, tools, and monitoring mechanisms have been implemented in practice. The findings will be documented and used to update recruitment procedures, training content, and implementation priorities where necessary.

The OTM-R Checklist will therefore function as both a baseline assessment and a recurring monitoring tool directly linked to the Recruitment and Selection Framework in the HRS4R Action Plan. Progress identified through the annual review will be considered together with the indicators and evidence collected for the relevant Action Plan measures, ensuring that the implementation of OTM-R principles is regularly evaluated and continuously improved.

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

The implementation of the HRS4R Action Plan is embedded within a broader institutional transformation process that has been underway at IEB CAS for nearly two years. Rather than

representing a stand-alone initiative, the HR Excellence in Research process builds upon the institutional projects **INOVATE** and **BALANC**, which provide both the organisational framework and the expert capacity for many of the planned actions.

The INOVATE project forms the principal platform for institutional development and supports the preparation and implementation of strategic documents, institutional guidelines, internal procedures, communication tools, Open Science, technology transfer, human resources development, and other organisational improvements. The BALANC project complements these activities by strengthening support for employees during parental leave and promoting work-life balance and equal opportunities.

Implementation under the INOVATE project is already underway. Analytical reports have been prepared for the key strategic areas and serve as the evidence base for the development of institutional strategies and policies, including the Long-term Human Resources Development Strategy, Management Strategy, Evaluation Strategy, Internationalisation Strategy, Technology Transfer and Intersectoral Collaboration Strategy, Resilience Strategy, and Communication Strategy. Although not all of these documents are included directly in the HRS4R Action Plan, together they form a coherent institutional framework supporting its implementation.

The commitment to these activities originates from the institute's Director and senior management, who have identified the need to modernise institutional processes and align them with good practices observed at leading European research organisations.

Each action has a clearly designated leader, usually a member of the Director's Office or another institutional expert responsible for the respective area. The preparation of strategic documents and institutional policies follows a structured and participatory process. It starts with an analytical assessment of the current situation, followed by the preparation of draft documents by the responsible action leader in close cooperation with the Director and relevant experts. Through successive rounds of consultation, the drafts are gradually refined before being submitted to the HRS4R Working Group, which serves as an advisory body representing different career stages, research and administrative staff, Czech and international employees, and both women and men. The Working Group provides practical feedback to ensure that proposed measures reflect the needs of employees across the institute. Following the incorporation of comments, the revised draft is discussed by the Steering Committee before the final version is approved by the Director. Once adopted, strategic documents and institutional policies are presented at the Meeting of Lab Leaders and Heads of Departments. These leaders play a key role in communicating the approved measures and supporting their implementation within their respective teams.

Practical guidance materials, manuals, employee guides and other supporting resources follow a simplified preparation process but are likewise developed in consultation with relevant employees to ensure that they are practical, understandable and tailored to everyday institutional needs. All newly adopted strategies, policies, guidelines and supporting materials will be systematically communicated through the intranet, the internal newsletter and digital information screens.

Progress towards the Action Plan objectives will be continuously monitored by the HRS4R Coordinator in accordance with the implementation timetable. The HRS4R Coordinator will regularly review progress with the responsible action leaders, monitor fulfilment of actions, identify potential implementation risks and propose corrective measures where necessary.

As many actions are implemented within the INOVATE project, implementation is further reinforced through the project's management and reporting framework. A substantial proportion of the planned outputs constitute contractual project deliverables subject to regular reporting to the Granting Authority. Their implementation will therefore also be monitored by the Project Manager, who will coordinate progress, remind responsible persons of upcoming deadlines and support the timely delivery of planned outputs. This dual monitoring mechanism provides a strong foundation for the successful implementation of the HRS4R Action Plan and its long-term sustainability.

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

How will the implementation committee and/or steering group regularly oversee progress? *

The implementation of the HRS4R Action Plan will be overseen through a multi-level governance structure involving the HRS4R Coordinator, the Steering Committee, the HRS4R Working Group, action leaders, and the INOVATE project management team.

The HRS4R Coordinator will be responsible for the overall coordination of implementation, maintaining regular contact with action leaders, monitoring progress against the agreed timeline, identifying potential risks, and supporting the resolution of emerging issues. Regular progress reviews, typically on a quarterly basis, will help ensure timely implementation while avoiding unnecessary administrative burden.

The Steering Committee will provide strategic oversight of the implementation process. It will review progress, discuss the status of implementation of individual actions, any obstacles, and the need for adjustments, support decision-making on strategic issues, and ensure alignment between the HRS4R Action Plan and the institute's broader development priorities. The Steering Committee will meet regularly, typically two to three times per year, and additionally whenever major strategic decisions or adjustments are required.

The HRS4R Working Group will continue to support implementation by providing consultation and feedback representing different employee groups, career stages, research and administrative staff, Czech and international employees, and both women and men. During periods of intensive preparation of strategic documents and institutional policies, the Working Group will meet as needed, typically every two months, while members will also provide feedback through online consultation of draft documents between meetings.

The HRS4R Coordinator will work closely with the INOVATE Project Manager, who is responsible for monitoring project deliverables, reporting deadlines, and compliance with project obligations. Their close day-to-day cooperation enables the timely identification of delays, effective coordination of activities, and continuous alignment between HRS4R objectives and project outputs.

How do you intend to involve the research community, your main stakeholders, in the implementation process? *

The implementation of the HRS4R Action Plan will build on both formal consultation mechanisms and the institute's open organisational culture.

The HRS4R Working Group will continue to serve as the main consultation platform, bringing together representatives of different career stages, research and administrative staff, Czech and

international employees, and both women and men. During the preparation of strategic documents and institutional policies, the Working Group will provide feedback and comments to ensure that proposed measures reflect the needs of different employee groups.

At the same time, stakeholder involvement at IEB CAS extends beyond formal structures. The institute promotes an open and approachable working environment in which administrative staff and action leaders communicate regularly with researchers and other employees, discussing proposed measures, clarifying needs, and collecting feedback throughout the implementation process. This informal dialogue helps verify that newly developed measures respond to the everyday needs of employees and supports their acceptance across the institute.

The same approach will be applied during the preparation of practical guidelines, manuals, and supporting materials. Responsible experts will consult colleagues who will use these outputs in practice to ensure that they are clear, useful, and tailored to the needs of different user groups.

This combination of structured consultation and everyday informal communication will help ensure that HRS4R remains a participatory process developed together with the institute's research community rather than solely for it.

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. *

IEB CAS does not yet address all aspects of human resources management and development through a fully integrated system of interconnected institutional strategies and internal policies. The relevant documents are currently being developed as part of the INOVATE project, which also aims to help IEB CAS obtain the HR Excellence in Research Award.

The HRS4R principles, including the OTM-R principles, will provide a common foundation for the development of these documents and will be embedded in IEB's strategic management rather than implemented as a stand-alone initiative. The Action Plan is closely aligned with the Long-term Human Resources Development Strategy and other institutional strategies currently under development, including the Management Strategy, Evaluation Strategy, Internationalisation Strategy, Technology Transfer and Interdisciplinary Cooperation Strategy, Communication Strategy, and others.

Together, these documents will create a coherent institutional framework in which the principles of the European Charter for Researchers will be reflected not only in human resources policies but also in recruitment, career development, researcher assessment, internationalisation, Open Science, technology transfer, communication, and other institutional processes.

The alignment of institutional policies with the HRS4R principles is supported by the active involvement of the Director and IEB's management in their preparation and implementation. This ensures that newly adopted strategies and internal regulations are mutually consistent, reflect IEB's long-term priorities, and contribute to a shared vision for its future development.

How will you ensure that the proposed actions are implemented? *

The implementation of the Action Plan is supported by several complementary mechanisms that significantly increase its feasibility and long-term sustainability.

First, each action has a clearly designated leader who is responsible for its preparation, implementation, and timely delivery. Action leaders are supported by the HRS4R Coordinator, who monitors progress, facilitates communication across the institute, and provides methodological support whenever needed.

Second, many actions are directly linked to the INOVATE project and therefore constitute contractual project deliverables with defined outputs, responsibilities, deadlines, and reporting obligations towards the Granting Authority. This external implementation framework provides an additional level of accountability and helps ensure that key measures are delivered according to the agreed timetable.

Implementation is further supported by the strong commitment of the institute's Director and senior management, who actively participate in the preparation, discussion, and approval of strategic documents and institutional policies. Their involvement helps ensure that HRS4R principles become part of the institute's long-term development rather than remaining an isolated project.

Finally, the institute's open organisational culture supports the practical implementation of individual actions. Continuous communication between researchers, administrative staff, and action leaders enables the early identification of implementation challenges, encourages feedback, and allows proposed measures to be adapted to the needs of employees before their final adoption.

How will you monitor progress (timeline)? *

The implementation of the Action Plan will be monitored against the timetable defined for each action. The HRS4R Coordinator will regularly review progress with the responsible action leaders, monitor the completion of planned activities, identify potential delays, and coordinate any necessary adjustments to the implementation schedule.

As a substantial proportion of the planned actions are implemented within the INOVATE project, monitoring will also be supported by the project's reporting and management framework. Project deliverables are subject to predefined deadlines and regular reporting to the Granting Authority, providing an additional mechanism for tracking implementation progress and ensuring timely completion of planned outputs.

Progress will be reviewed continuously throughout the implementation period. The Steering Committee will receive regular updates on the overall implementation of the Action Plan and will discuss any significant delays, implementation challenges, or the need to revise priorities or timelines. The results of the recurring institute-wide employee survey will inform the periodic review of implementation progress and any necessary adjustments to priorities. Where necessary, corrective measures will be agreed with the responsible action leaders to maintain the overall implementation schedule.

How will you measure progress (indicators) in view of the next assessment? *

Progress will be measured using the indicators defined for each action in the HRS4R Action Plan. These indicators focus not only on the completion of planned outputs but also on their implementation in institutional practice.

Evidence collected for the next HRS4R assessment will include approved institutional documents, records of training activities, the implementation of new institutional procedures and services, internal communication activities, and other documentation demonstrating the practical implementation of the proposed measures. A key instrument for assessing the broader impact of the Action Plan will be a recurring institute-wide employee survey conducted every two years. A consistent set of core questions will enable comparison with the baseline survey conducted in 2025–2026 and allow IEB CAS to monitor changes in employees' awareness, experience, and perceptions of the measures introduced, as well as the extent to which these measures have become embedded in institutional practice. The survey findings will be evaluated together with the indicators and implementation evidence collected for individual actions, providing a basis for assessing both the level of implementation and the practical benefits of the Action Plan. Employee feedback collected through other consultation mechanisms may further complement the monitoring process by providing more detailed information on the practical usefulness and uptake of newly introduced measures.

The HRS4R Coordinator will collect and review this evidence throughout the implementation period, ensuring that progress is systematically documented and that the institute is well prepared for the next HRS4R assessment.