

GAP Analysis

PILLAR 1 – ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE

1. ETHICS AND RESEARCH INTEGRITY		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	IEB follows the Code of Ethics for Scientific Research of the Czech Academy of Sciences and the Code of Conduct of the Czech Academy of Sciences. Equal treatment and non-discrimination are institutionally embedded in internal regulations, in particular the Labour Code, the Collective Agreement, and Director's Directive No. 2/2020 on ensuring equal opportunities for women and men in employment relations. The complaint handling system is briefly defined in the Collective Agreement. Employees may also contact the Ombudsperson of the Czech Academy of Sciences. GAP / Implementation impediments IEB lacks its own institutional Code of Ethics specifying the principles of the Czech Academy of Sciences and defining the institute's core values and ethical framework. The management of institutional documents is insufficiently structured and their accessibility is limited. Key institutional documents are not available in English, which disadvantages international employees. Awareness of complaint procedures is low – 38% of employees do not know how to file a complaint, while 46% are unsure how to proceed in cases of unfair treatment by supervisors. Although an internal complaint handling mechanism is in place, the current procedure does not provide sufficiently clear guidance on available options, responsibilities, escalation steps, and support possibilities.	Enhance the existing intranet to enable clear and centralised management of institutional documents. Update and streamline institutional regulations and directives, including the preparation of English versions. Strengthen the existing complaint handling mechanism through clear guidelines, defined responsibilities, designated contact persons, and improved access to information for employees. Prepare and implement an institutional Code of Ethics for IEB.

2. FREEDOM OF SCIENTIFIC RESEARCH		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	According to the institute-wide survey, 96% of respondents perceive IEB as an environment that supports research autonomy, creativity, and academic freedom (In all cases mentioning “survey” in these documents, it refers to the survey conducted in December 2025 - January 2026). Employees report being able to express their professional opinions openly and participate freely in scientific discussions. Freedom of scientific research is therefore not considered a significant institutional challenge. Nevertheless, the institute recognises the need to further improve the clarity and efficiency of internal processes in order to minimise unnecessary administrative burden and maximise the time available for research activities. GAP / Implementation impediments Almost 30% of employees report a high administrative workload, which may limit the time and capacity available for scientific work. Some internal procedures and responsibilities are not communicated clearly enough, resulting in reduced efficiency and more difficult orientation within institutional processes.	Enhance the existing intranet to provide transparent, centralised, and user-friendly access to institutional regulations, procedures, and institutional information. Develop a comprehensive Employee Lifecycle Guide covering the full employee journey at the institute—from recruitment to offboarding—including responsibilities, workflows, internal procedures, key contact points, and guidance for all stages of employment.

3. OPEN SCIENCE		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	IEB currently shares a data manager position; however, the role has not yet been fully institutionalised or systematically integrated into research support services.	Develop and implement Institutional Open Science Guidelines focused on Open Access publishing, FAIR principles, research data management, data sharing,

+/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	Open Science and research data management practices are currently based largely on individual practices of researchers and are primarily driven by external requirements, such as those of research funders and publishers. GAP Standardised methodological guidelines, templates, and recommended procedures for the implementation of Open Science and Research Data Management (RDM), including data documentation, metadata management, and data sharing practices, are not yet available at the institutional level. Existing approaches to research data storage, management, and long-term archiving are fragmented across teams and are not yet systematically coordinated at the institutional level. Awareness and practical knowledge of FAIR principles vary among employees, and systematic training in Open Science and research data management is currently limited.	metadata standards, repository selection, and long-term archiving. Prepare standardised Data Management Plan (DMP) templates and practical checklists for project investigators. Strengthen institutional capacity and procedures for research data storage, management, and long-term archiving. Organise regular training activities and workshops focused on Research Data Management and Open Science principles. Incorporate recommended data handling procedures and Open Science principles into onboarding materials for new employees (Employee Lifecycle Guide).
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4. GENDER EQUALITY		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	The institute supports work-life balance through flexible working arrangements, including flexible working hours and part-time employment opportunities. IEB implements the BALANC project aimed at supporting employees during career breaks and facilitating their return to research careers. The internal grant programme GAVI provides return grants for parents returning from parental leave and contributes to maintaining career continuity.	Ensure that standardised recruitment procedures in line with OTM-R principles support transparent, fair, and inclusive recruitment practices. Develop Gender-Sensitive Communication Guide. Prepare and implement the Updated Gender Equality Plan (GEP) with a focus on equal opportunities, inclusive institutional culture, transparent and inclusive recruitment,

	According to internal survey results, employees generally perceive the institutional environment as respectful and equitable across gender groups, with a high level of acceptance of gender equality principles. GAP / Implementation impediments Women remain underrepresented in leadership and decision-making positions. Recruitment procedures differ across laboratories and departments, and a unified institutional recruitment framework is currently lacking. Survey results revealed perceived inequalities in workplace communication and limited career progression opportunities, particularly among women.	career development, and systematic monitoring of gender equality. Provide clear information and support for employees before career breaks and while returning to work. (Employee Lifecycle Guide)
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5. EMBRACING DIVERSITY		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	The institute employs a high proportion of international staff. The Human Resources and Payroll Department, in cooperation with the Welcome Office, provides practical support to both Czech and international employees. Regular professional and informal meetings support integration, collaboration, and an open institutional culture. GAP / Implementation impediments The availability of internal documents in English is limited. The institute has historically applied a non-unified language policy, resulting in the absence of systematic bilingual communication. International employees may face difficulties navigating internal processes and regulations. A small number of respondents in the employee survey reported experiences with discriminatory behaviour of various kinds (e.g. based on gender, age, race, etc.).	Standardise bilingual communication and documentation (CZ/EN) and gradually complete missing English-language materials. Use the intranet as a central platform for clear and up-to-date English versions of institutional documents. Develop and implement a Long-term Human Resources Development Strategy with an emphasis on supporting workplace diversity. 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. Annual event celebrating regional and cultural diversity.
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6. THE RESEARCHER		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	The institute has consistently achieved strong results in national research evaluations conducted by the Czech Academy of Sciences, reflecting the high quality of research activities, scientific expertise, and professional capacity of its researchers. Researchers generally perceive the strategic direction of their laboratories and research teams as clear and well communicated, providing a strong foundation for scientific autonomy and effective research work. The institute produces high-quality research outputs and generates complex research datasets across multiple scientific areas. GAP / Implementation impediments Career development pathways and support mechanisms, particularly for researchers at the R1 and R2 career stages, remain insufficiently defined and communicated. While communication of strategic priorities functions well at the laboratory level, the broader institutional vision, long-term objectives, and societal relevance of IEB's research are not yet communicated consistently across the institute. Strengthening this communication	Provide access to competency-based self-assessment tools and develop career orientation resources on the intranet ("Career Development Section") to support employee career planning and awareness of development opportunities. Support lab leaders in developing skills related to employee evaluation, career guidance, and development interviews. Update the IEB Development Strategy in order to define and communicate the institute's long-term strategic priorities and research vision more clearly, while reflecting European and global research priorities related to climate change, sustainable food production, food security, and other emerging societal challenges. Develop and implement Institutional Open Science Guidelines aligned with European standards, including principles for Open Access publishing, Research Data Management (RDM), including FAIR data management, and responsible sharing of research outputs.

	would support a shared understanding of the institute's strategic direction and better alignment of individual research activities. Institutional support for responsible research practices, including Open Science and Research Data Management (RDM), is still being developed and is not yet fully embedded in everyday research processes.	
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7. FREE CIRCULATION OF RESEARCHERS		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	IEB employs a substantial proportion of international researchers. The institute maintains active collaboration with numerous European and international research organisations, providing researchers with opportunities for scientific exchange, networking, and participation in international research activities. The Welcome Office provides comprehensive support related to relocation, onboarding, and administrative procedures for international employees. The institute already makes partial use of the EURAXESS network to support international outreach and recruitment; however, its use has not yet been systematically integrated into institutional recruitment practices. GAP / Implementation impediments The decentralised recruitment model leads to inconsistent use of international recruitment channels and varying recruitment practices across laboratories and departments. The institute's visibility within the European Research Area could be further strengthened through by building on existing internationalisation and communication activities.	Develop and implement Guidelines for Recruitment Procedures in line with OTM-R principles, including standardised job advertisement templates, centralised recruitment procedures, systematic use of international recruitment platforms (especially EURAXESS), and unified monitoring and evaluation of recruitment procedures in order to support transparency and minimise potential bias. Expand the institute's website and onboarding information for international applicants and employees, including practical information about the institute, living and working in the Czech Republic, recruitment procedures, and key institutional contacts (first two stages of the Employee Lifecycle Guide). Prepare an Internationalisation Strategy aimed at strengthening, formalising, and sustaining cooperation with key international research institutions and partners, while increasing the institute's international visibility and supporting researchers' access to international networks, scientific exchange, and collaborative opportunities.

	International collaboration and mobility opportunities are largely dependent on individual researchers and existing networks. A more systematic institutional framework could strengthen visibility, coordination, and long-term sustainability of international partnerships and mobility opportunities.	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, knowledge exchange, and potential collaborations.
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8. SUSTAINABILITY OF RESEARCH		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	Energy-efficient solutions are incorporated into building renovations, including the installation of photovoltaic systems where feasible. Employees are encouraged to use environmentally friendly modes of transport. The institute actively participates in the annual Bike to Work initiative and provides facilities supporting cycling, including secure bicycle storage and shower facilities. GAP / Implementation impediments Sustainability principles are not yet systematically integrated into research, laboratory and administrative practices across the institute. Waste sorting and recycling practices are not applied consistently across all workplaces. To strengthen the long-term sustainability and resilience of research activities, further measures are needed to improve staff substitutability, particularly in administrative positions, and to develop institutional procedures for research data management, storage and long-term archiving.	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. Update the IEB Development Strategy to define the institute's long-term strategic priorities and research vision, including measures supporting knowledge transfer, continuity of expertise, and workforce sustainability.

PILLAR 2 – RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION

9. RESEARCHERS' ASSESSMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	IEB applies a multi-level assessment framework, including periodic career evaluations in accordance with the Career Rules of the Czech Academy of Sciences, annual laboratory-level evaluations, and external evaluation mechanisms (including evaluations by the Czech Academy of Sciences and the International Advisory Board). Research outputs and project results are systematically monitored through central databases (ASEP, CEP). Feedback on research performance and development is provided primarily at the laboratory level, with some laboratories applying more structured evaluation approaches. GAP / Implementation impediments IEB lacks a comprehensive and transparent institutional framework for employee assessment with clearly defined evaluation criteria recognising the diversity of research outputs, professional contributions, and responsible research practices. Current assessment practices focus predominantly on research outputs and formal evaluation requirements, while broader contributions, such as supervision, teaching, technology transfer, science communication, Open Science, leadership, and other institutional activities, are not yet systematically recognised. Managers and supervisors currently do not have a unified set of methodological guidance, practical tools, or training to support consistent evaluation practices, development interviews, and objective assessment.	Develop and implement an institutional Evaluation Strategy establishing a transparent and unified framework for employee assessment, feedback, and professional development across the institute, including clearly defined evaluation criteria for both researchers and professional and administrative staff. 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. Develop practical guidelines for lab leaders, supervisors and committee members aimed at supporting transparent evaluation practices and minimising unconscious bias. Develop standardised evaluation templates based on the ResearchComp competence framework to support consistent implementation of the evaluation framework across laboratories and departments. 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.

10. RECRUITMENT		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals

++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	IEB actively promotes open recruitment and widely advertises vacancies through institutional websites, social media, university platforms, and professional research networks. Recruitment processes have historically been decentralised, with individual laboratories and departments managing recruitment independently. Following the expansion of the Human Resources Department, the institute is gradually introducing more coordinated and standardised recruitment practices. According to the employee survey, the vast majority of respondents perceive recruitment processes at IEB as transparent, understandable, and fair. However, systematic mechanisms for assessing the candidate experience, including feedback from unsuccessful applicants, are not yet established. GAP / Implementation impediments Central coordination and standardisation of recruitment processes are not yet fully implemented, resulting in differing recruitment practices, advertisement formats, and communication channels across laboratories and departments. Institutional recruitment rules in line with OTM-R principles are not yet sufficiently formalised. Clear procedures for recruitment, job advertisement, and candidate evaluation are still missing. Information provided to applicants on the institute's website remains limited, particularly regarding recruitment procedures, working conditions, employee support, and the institutional environment. International recruitment platforms and tools are not yet used systematically, and the potential of EURAXESS and other international recruitment channels remains underutilised. The institute currently lacks a comprehensive institutional framework for human resources management that would ensure unified and transparent recruitment practices across IEB.	Develop and implement a Long-term Human Resources Development Strategy establishing a unified framework for recruitment and transparent selection procedures in line with OTM-R principles. Implement the OTM-R principles through a new Directive on Recruitment and Selection. Develop Guidelines for Recruitment Procedures, together with standardised recruitment templates and forms and a system for monitoring and evaluating recruitment procedures. Expand the institute's website with a dedicated section for applicants providing clear information about recruitment procedures, working conditions, employee benefits, institutional culture and support services (first two stages of the Employee Lifecycle Guide) and a complaint mechanism. Systematically integrate international recruitment platforms and tools, particularly EURAXESS, into institutional recruitment practices. Use ResearchComp as the reference competency framework when developing job descriptions and evaluation criteria for the recruitment of new employees.
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11. SELECTION		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	Selection procedures at IEB primarily focus on candidates' professional qualifications, expertise, and long-term development potential. According to respondents with experience serving on selection committees, the most highly valued candidate attributes include independence (79%), creativity, and motivation for long-term professional growth. Selection committees are composed with consideration for the professional expertise and relevance of their members to the given position and research field. Although gender balance is not formally regulated within institutional procedures, balanced representation is generally respected in practice. GAP / Implementation impediments Selection procedures remain decentralised and are not yet fully standardised across laboratories and departments. OTM-R principles are not yet systematically embedded in institutional recruitment and selection procedures. Institutional rules governing the composition, responsibilities, and operation of selection committees are not sufficiently formalised, particularly regarding transparency, gender balance, independence, and evaluation practices. Members of selection committees are not yet systematically trained in OTM-R principles and their practical application, including objective and competency-based assessment, structured interviews, equal opportunities, diversity, and the prevention of unconscious bias. The communication of recruitment outcomes is not yet fully standardised, and systematic feedback to unsuccessful candidates is provided inconsistently. No unified system currently exists for monitoring and evaluating recruitment and selection procedures, limiting the institute's ability to	Develop and implement a new Directive on Recruitment and Selection establishing transparent institutional rules for recruitment and selection procedures, including clear principles for the composition and operation of selection committees with regard to expertise, independence, and gender balance. Develop standardised recruitment templates, evaluation forms, and monitoring tools for recruitment and selection procedures. 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 training programme for all members of selection committees, including those invited to participate on an ad hoc basis. Standardise communication with candidates throughout recruitment procedures, ensuring timely notification of recruitment outcomes for interviewed candidates.

	assess transparency, equal treatment, and potential bias within recruitment processes.	
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12. CAREER PROGRESSION		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	IEB conducts regular career evaluation and progression processes for researchers, typically at five-year intervals, within the framework of the Career Rules of the Czech Academy of Sciences. Early-career researchers are supported through internal grant schemes and institutional support mechanisms. The institute supports flexible working arrangements, which are particularly important for employees returning from parental leave and for employees with caregiving responsibilities. GAP / Implementation impediments Although formal career evaluation mechanisms are in place, the system is not always perceived as sufficiently clear and transparent, with 32% of employees reporting limited understanding of the Career Rules or insufficient transparency. Development and evaluation practices are not yet consistently applied across the institute, and managerial staff lack adequate support and training in career guidance and employee development. A comprehensive framework supporting career development and employee support throughout the employee lifecycle is currently missing for both researchers and professional and administrative staff.	Develop a transparent institutional career framework and practical guidance for employees, including onboarding materials explaining the Career Rules, evaluation procedures, and career development opportunities (Employee Lifecycle Guide). Establish a common framework for development and evaluation practices across laboratories and departments, supported by methodological guidance, practical tools, and recommended development and evaluation interviews to foster feedback, professional growth, and career development. 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. Develop and implement a competency-based tool, based on the ResearchComp framework, to support researchers' self-assessment, managers' appraisal, and individual career development planning.

PILLAR 3 - WORKING CONDITIONS AND PRACTICES

13. WORKING CONDITIONS, FUNDING AND SALARIES		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	IEB provides a high degree of work flexibility, supporting work-life balance and helping employees combine professional and personal life. This aspect was positively evaluated in the employee survey. The Welcome Office and the expanded Human Resources Department provide practical and administrative support services for employees. The institute offers employee facilities including relaxation areas, kitchenettes, changing rooms, showers, and accessible sanitary facilities throughout the buildings. Occupational health and safety, first aid, and fire protection are supported through institutional procedures, mandatory training, and cooperation with occupational health and safety and fire protection specialists. Institutional management structures are primarily composed of senior researchers with extensive scientific and leadership experience. Employee remuneration is based on transparent salary scales and is supplemented through project-based funding. GAP / Implementation impediments Internal communication and orientation within institutional processes remain areas requiring further improvement. Survey results also indicate that researchers perceive the administrative burden as high, highlighting the need for clearer, more streamlined procedures and easily accessible guidance.	Prepare an Onboarding Guide for New Employees supporting adaptation and orientation within institutional processes, employee rights and responsibilities, and available support services (Employee Lifecycle Guide). Develop a clear Employee Process Manual for existing employees to improve orientation in institutional procedures and internal processes (Employee Lifecycle Guide). Enhance the existing intranet to enable transparent and centralised access to institutional documents, including occupational health and safety procedures, first aid, and fire protection guidance, roles and responsibilities, and information on work involving hazardous chemical substances. Establish a systematic framework for occupational health and safety, first aid, and fire protection training with automated reminders and certification records. Improve staff awareness of available internal resources through centralised internal communication channels.

	Occupational health and safety procedures for work involving hazardous chemical substances are not yet sufficiently systematic. This includes the need for clearly defined responsibilities, safety checklists, and regular documented training. Access to occupational health and safety, first aid, and fire protection information and procedures could be further improved through more centralised communication and documentation. Survey results identified a demand for quiet working areas suitable for concentrated scientific work and individual tasks requiring a high level of focus. Employees have expressed interest in having opportunities for informal discussions with the Director.	Organise informal staff meetings with the Director to encourage open communication and discussion of issues and suggestions across the institute.
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14. STABILITY OF EMPLOYMENT		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	Employment conditions for researchers at IEB are governed by the Career Rules of the Czech Academy of Sciences and by regular periodic career evaluation processes, which influence career progression and remuneration. According to the internal employee survey, 87% of respondents perceive their working conditions as sufficiently stable to perform their work effectively. At the same time, research positions are frequently linked to fixed-term employment contracts associated with the duration of grant funding and evaluation periods. Permanent employment contracts are more common in long-term institutional positions and among administrative staff. GAP / Implementation impediments Although working conditions are generally perceived positively, only 65% of respondents reported a strong sense of employment security.	Introduce an “Early Warning System” managed by the HR Department to facilitate timely communication on employment continuity, taking into account available information on funding and future position availability. Promote the use of structured development and evaluation interviews as a structured communication channel between lab leaders and employees, supporting discussions on factors influencing future employment continuity. Develop and implement a Long-term Human Resources Development Strategy aimed at supporting employment stability and continuity of key positions between funding periods.

	Approximately 59% of respondents are employed on fixed-term contracts, reflecting the broader structural characteristics of project-based research funding. Survey responses repeatedly highlighted concerns regarding long-term career planning, financial predictability, and administrative burdens associated with employment continuity, particularly among international employees dealing with visa and residence-related procedures. These challenges largely reflect the broader Czech research system, including project-based funding mechanisms and career evaluation requirements. While the institute can mitigate their impact through supportive measures, they cannot be fully resolved at the institutional level. Administrative and HR support for international employees has recently been strengthened to reduce stress related to contract renewals and residence permit administration.	
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15. CONTRACTUAL AND LEGAL OBLIGATIONS		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	IEB operates in accordance with applicable Czech legislation governing public research institutions, employment relations, and research activities, including Act No. 341/2005 Coll. on Public Research Institutions, the Civil Code (Act No. 89/2012 Coll.), and the Labour Code (Act No. 262/2006 Coll.). The institute also follows the regulations and policies of the Czech Academy of Sciences, including the Code of Ethics for Scientific Research of the Czech Academy of Sciences, the Code of Conduct of the Czech Academy of Sciences, and the Career Rules of the Czech Academy of Sciences. Institutional processes are additionally guided by different regulations such as Labour Code or Collective Agreement. Gender Equality Plan (GEP) requires renewal or update in 2027.	Update, translate, and streamline institutional regulations and implement new institutional guidance documents and procedures, including the updated Gender Equality Plan (GEP), Institutional Open Science Guidelines, Guidelines for Intellectual Property Management, and relevant policies for regulated research activities. Establish a centralised information hub within the existing intranet. Prepare and implement an institutional Code of Ethics reflecting the values and principles of IEB.

	The revision and updating of internal regulations and institutional directives is currently underway. Measures aimed at strengthening resilience and cybersecurity are gradually being implemented. GAP / Implementation impediments Most internal regulations and institutional documents are currently available only in Czech, limiting accessibility for international employees. The existing intranet system is outdated and does not sufficiently support transparent and user-friendly access to institutional information and procedures. IEB does not yet have an institutional Code of Ethics reflecting the institute's specific values and organisational culture. Institutional guidance and procedures related to Open Science and intellectual property management are still under development. In particular, employees require clearer guidance on relevant institutional procedures and responsibilities related to intellectual property protection and related legal obligations.	
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16. DISSEMINATION AND EXPLOITATION OF RESULTS		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	In September 2025, IEB established a dedicated Communication Department responsible for science communication, public engagement, and institutional public relations activities. The institute actively participates in European and national outreach initiatives and science communication events, including Researchers' Night, the Science Fair, and the Czech Academy of Sciences Open Days. IEB also organises educational seminars and workshops for schools and operates a botanical club for primary school children. Researchers receive support for Open Access publishing, and the institute shares data stewardship capacity supporting research data management	Develop and implement Institutional Open Science Guidelines focused on Open Access publishing, FAIR principles, research data management, data sharing, and long-term archiving. Prepare standardised Data Management Plan (DMP) templates and practical checklists for researchers.

	and data sharing practices. Nevertheless, Open Science principles and research data management practices are not yet systematically coordinated or supported at the institutional level. The institute's leadership is actively engaged in strengthening technology transfer activities and supporting the application potential and societal impact of research results. In September 2025, IEB established a dedicated Technology Transfer Office to support the identification, protection, management and utilisation of research results with application potential and to strengthen cooperation with non-academic partners. In June 2026 a targeted training on Intellectual Property Rights took place at the institute. GAP / Implementation impediments IEB has identified a strong need to establish institutional Open Science Guidelines and clearer procedures for Open Science and research data management practices. Existing approaches and infrastructure for research data management, storage, and long-term archiving require further development and improved coordination. Clearer institutional guidance, internal procedures, and awareness-raising activities are needed to support the identification, protection, and utilisation of research outcomes and strengthen links between research activities and application-oriented sectors.	Organise regular training activities and workshops focused on Research Data Management and Open Science principles. Develop institutional infrastructure and procedures for research data management, storage, and long-term archiving. Prepare and implement Guidelines for Intellectual Property Management, including awareness-raising activities for employees to improve researchers' understanding of intellectual property rights, protection of research results, and transfer opportunities. Develop a Technology Transfer and Intersectoral Collaboration Strategy to strengthen institutional processes, support cooperation with application-oriented and non-academic sectors, and improve utilisation of research results.
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PILLAR 4 -RESEARCH CAREERS AND TALENT DEVELOPMENT

17. VALUING DIVERSE RESEARCH CAREERS		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	IEB supports diverse research career paths, recognising that professional contribution can take different forms, including career development through mobility and new experiences as well as long-term development	Integrate the ResearchComp competency framework into institutional evaluation and career development practices

+/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	of expertise, continuity of knowledge, and sustained contribution within established roles. Long-term research stays abroad, especially at the postdoctoral level, are actively encouraged and are perceived as important for the development of professional competencies, international networks, and the transfer of innovative methods and approaches into research practice. Although intersectoral mobility is not yet systematically supported at the institutional level, cooperation with application-oriented partners within research projects contributes to effective knowledge exchange and supports the societal relevance and application potential of research activities. GAP / Implementation impediments Research assessment remains strongly publication-oriented, while explicit recognition of diverse academic contributions — such as science communication, technology transfer, mentoring, and research data management — is not yet systematically incorporated into evaluation practices. Awareness of institutional and external support services, including EURAXESS service centres, remains limited.	to support a broader recognition of researchers' competencies and contributions. Establish a dedicated intranet information hub providing access to information on mobility opportunities, grants, EURAXESS services, and career development resources. Support the preparation and use of Narrative CV formats in order to recognise diverse career paths, broader academic contributions, and mobility experience.
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18. CAREER DEVELOPMENT AND ADVICE		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented	IEB follows the Career Rules of the Czech Academy of Sciences for researchers and the Internal Salary Regulation for professional and administrative staff. Flexible working arrangements are actively used to support career continuity and work-life balance. Career development support is currently provided primarily at the level of research teams through supervisors, mentors, and lab leaders. The institute supports international mobility, participation in international projects, and research stays, which are considered key instruments for	Develop and implement a Long-term Human Resources Development Strategy addressing career development and employee support across the institute. Create a dedicated “Career Development” section within the intranet containing information on EURAXESS services, postdoctoral funding opportunities, mobility programmes, external career development resources (e.g. Nature

-- insufficiently implemented	professional networking, skills development, and long-term career progression. Regular internal seminars and professional events further contribute to expanding researchers' professional perspectives and opportunities. GAP / Implementation impediments Awareness of external support services and career development resources, including EURAXESS services and relevant external opportunities, remains limited. A centralised source of information on career development opportunities, mobility options, external support services, and available resources is currently lacking. Employees, particularly early-career researchers and postdoctoral researchers, do not yet have access to a centralised overview of available career pathways, mobility opportunities, and development resources.	Careers), and training opportunities, including EMBO courses and EMBO Lab Leadership programmes. 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.
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19. CONTINUOUS PROFESSIONAL DEVELOPMENT		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	IEB actively supports continuous professional development through internal seminars, and participation in international conferences. The institute also organises professional courses and summer schools, particularly in specialised fields such as microscopy. Employees are encouraged to participate in language courses offered by the Department of Language Studies CAS. Transferable skills development is supported primarily through researchers' and doctoral candidates' involvement in science communication, outreach, and public engagement activities. According to the employee survey, researchers involved in teaching activities generally perceive sufficient institutional support and do not identify a strong need for additional support measures in this area.	Develop and implement a Long-term Human Resources Development Strategy defining professional development priorities for both researchers at career stages R1–R4 and for professional and administrative staff. Establish a centralised calendar of seminars, workshops, and training opportunities and actively promote relevant external courses, including those offered by the Institute of Language Studies of the Czech Academy of Sciences, supporting scientific writing, grant writing, presentation skills, and language competences.

	GAP / Implementation impediments Professional development activities for researchers are currently decentralised and are often organised on an ad hoc basis within individual laboratories and teams. A comprehensive institutional framework and central coordination of professional development activities are still missing. An important area for further development is the limited availability of training opportunities focused on leadership, management, soft and transferable skills, and personal development. Dedicated institutional training in academic writing and publishing for R1 researchers is not currently provided. Professional development opportunities for professional and administrative staff are currently limited and not systematically coordinated.	Organise soft skills and transferable skills training activities focused on research management, project management, leadership, institutional communication, and personal development for researchers at career stages R1–R4. Introduce a systematic process for identifying training and development needs through regular development and evaluation interviews and employee assessment processes. 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.
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20. SUPERVISION AND MENTORING		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	Supervision and mentoring at IEB are primarily carried out at the level of individual research teams through supervisors, and lab leaders, who support researchers' professional development and integration into research activities and projects. According to the internal survey, doctoral candidates generally report satisfaction with the availability, expertise, and communication approach of their supervisors. Informal professional networks and international collaborations additionally contribute to mentoring, knowledge exchange, and professional development opportunities. GAP / Implementation impediments	Develop institutional supervision and mentoring guidelines clarifying roles, responsibilities, and mutual expectations of supervisors, mentors, and early-career researchers. Provide targeted training for supervisors and mentors on effective supervision practices. Introduce regular feedback mechanisms, including annual surveys and biannual roundtable meetings with PhD students and postdoctoral researchers and the institute's leadership (Director and Board), to identify and address the needs of early-career researchers.

	The quality, style, and consistency of supervision and mentoring practices vary across teams and currently depend largely on the individual experience and approach of specific supervisors and lab leaders. Methodological support and structured development of mentoring competencies among senior researchers are currently limited. Some employees perceive a need for greater clarity, consistency, and transparency regarding expectations within supervisor–doctoral candidate and supervisor–postdoctoral researcher relationships.	
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