



**Operační program
Jan Amos Komenský**

FEASIBILITY STUDY



**Innovation and Education for the Transformation of the Research
Environment at IEB (INOVATE)**

Institute of Experimental Botany of the CAS

Operational Programme Johannes Amos Comenius,
Priority 1, Specific Objective 1.1,
Call: Research Environment



**Co-funded by
the European Union**



Ministry of Education,
Youth and Sports
of the Czech Republic

**OPJAK.cz
MSMT.cz**

The original, more detailed version of the project documentation is available in Czech.

1. ABSTRACT

The project aims to transform the Institute of Experimental Botany of the Czech Academy of Sciences, public research institution (IEB), into an institution whose research environment meets the standards of a leading modern international scientific institution. This objective will be achieved through a range of innovations and employee training. Under the project, the management of IEB will be redesigned in accordance with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in the areas of human resources development, evaluation of the research organisation, international cooperation and internationalisation, intersectoral cooperation including technology transfer, open science, institutional resilience to illegitimate interference, and the strategic popularisation of research and development (R&D). In addition to preparing new strategic documents or updating existing ones, including their implementation and, where appropriate, pilot testing, another objective of the project is to obtain the HR Award. During project implementation, employees' competences, knowledge and skills in the relevant areas will also be enhanced through the planned training activities, and employees will be introduced to new or updated strategies, procedures, internal regulations and documents.

Innovation and Education for the Transformation of the Research Environment at IEB (INOVATE) is a key strategic project of IEB that will affect all employees of the applicant. IEB expects the project to bring about a significant qualitative change in the strategic management of the organisation. Obtaining the HR Award is also a strategic step for the applicant, as it will enhance the Institute's prestige both nationally and internationally. It will also increase its attractiveness to researchers by enabling their professional development and ensuring a high standard of human resources management, including transparent procedures for recruiting new employees. The project will also significantly strengthen IEB's capacity to secure R&D funding, not only from European Commission programmes but also from other supranational and international grant schemes, through the new Project Office, the Technology Transfer Office, newly established international collaborations and the arrival of excellent researchers.

2. APPLICANT PROFILE

The Institute of Experimental Botany of the Czech Academy of Sciences (hereinafter IEB) was established in 1962. Following a period of stagnation in the 1970s and 1980s, the Institute's staffing capacity was further reduced in the second half of the 1980s by the compulsory relocation of part of the Institute to České Budějovice. The relocated unit subsequently became independent. A period of development began around the mid-1990s, when Institute staff became successful in the competitive grant-funding environment and were also able to make use of European funds under various development programmes. In 2007, in accordance with Act No. 341/2005 Coll., on Public Research Institutions, IEB was transformed from a state-funded organisation into a public research institution.

IEB is currently a well-established scientific institution with solid research equipment and a large number of experienced and highly qualified employees, most of whom have gained professional experience at leading institutions abroad. IEB is an open institution employing researchers from more than twenty countries worldwide.

IEB is a public research institution established by the Czech Academy of Sciences. It specialises in plant biology research and, in terms of the quality of its outputs, holds an important position among institutions in the Czech Republic in this field (see the IDEA think-tank study *Field-Specific [Publication Performance and Authors of Research Organisations in the Czech Republic](#)* in 2007–2022). IEB employs a total of 314 people (approximately 234 FTE), including 222 researchers, 43 employees in administrative, economic, technical and operational positions, and 49 employees in other non-research positions. The researchers comprise 34 specialists, 44 PhD students, 33 postdoctoral

researchers, 4 research assistants, 77 researchers and 30 senior researchers. Most of the Institute's laboratories are located in Prague (the Isotope Laboratory, Laboratory of Biologically Active Compounds, Laboratory of Pollen Biology, Laboratory of Cell Biology, Laboratory of Plant Morphogenesis Dynamics, Laboratory of Hormonal Regulations in Plants, Laboratory of Integrative Structural Biology, Laboratory of Plant Pathophysiology, Laboratory of Plant Reproduction, Laboratory of Plant Biotechnologies, and Laboratory of Virology). Two major laboratories are located in Olomouc (the Centre of Plant Structural and Functional Genomics and the Laboratory of Growth Regulators). IEB also operates the Station for Apple Breeding for Disease Resistance in Střížovice near Turnov. All IEB sites will be involved in the project.

The Institute's specific research focus is not rigid and evolves gradually in response to developments in the field. IEB conducts basic, targeted and applied research in genetics, physiology and plant biotechnology. In plant genetics, **the Institute** focuses on developing methods for chromosome sorting and mapping large plant genomes, determining the location and function of genes on chromosomes, and understanding the mechanisms of DNA damage and repair. In plant physiology, **the Institute** investigates the fundamental mechanisms regulating plant growth and development, both at the level of individual cells (the cell cycle and cell division, cell differentiation and morphogenesis, characterisation and regulation of vesicle transport within cells, the mechanisms of action of plant hormones and other regulatory substances, signalling systems, and the developmental biology of pollen) and at the level of the whole plant and its organs (regulatory mechanisms in plant responses to stress conditions, including interactions with pathogens, and characterisation of the molecular properties of plant viruses). Findings from basic research are applied in the development and testing of synthetic cell-cycle inhibitors (analogues of the plant hormones cytokinins) **for the treatment of proliferative diseases, the development of agents that slow cellular ageing, the development of edible vaccines** (expression of recombinant proteins and their production in plants), **the characterisation of the effects of environmental stress** on plant growth and development, and **targeted breeding** programmes (breeding apple varieties resistant to selected fungal diseases).

Although IEB's primary mission is to contribute to the advancement of basic research knowledge, the Institute has always also paid attention to the commercialisation of basic research results and their use in practical applications. In some cases, the full **pathway from theoretical discovery to a patent and a subsequent licence agreement** has been completed. Examples include research into apple disease-resistance genes, which led to the breeding and registration of numerous resistant apple varieties, and studies of plant hormone analogues that were later used in commercially marketed sprays protecting plants against stress.

The scope of IEB's principal activities is broader, however, and extends beyond research alone. In addition to basic and applied research and development, IEB staff make a **significant contribution to student education**: they lecture at a number of universities, supervise bachelor's and master's theses, supervise and train PhD students, and mentor secondary-school students. IEB even operates a joint laboratory, the Laboratory of Growth Regulators, with a university institution, Palacký University Olomouc. The **transfer of R&D results into practice, including consultancy, is another** important component of IEB's activities. A [model example is the advisory work of the Application Laboratory](#) for Agricultural Research within the Olomouc unit of the Centre of Plant Structural and Functional Genomics, whose task is to make knowledge and methodologies accessible to breeders and farmers and to help introduce scientific methods and procedures into their **practice**. **IEB is also traditionally a major organiser of** international scientific meetings and congresses. A flagship example is the prestigious series of congresses on plant hormone biology, the most recent of which, Auxins and Cytokinins in Plant Development, was held in 2023. Last but not least, publishing is also one **of the Institute's** principal activities: IEB publishes two impact-factor scientific journals, [Photosynthetica](#) and [Biologia Plantarum](#).

IEB has successfully participated and continues to participate in the [Strategy AV21 programme](#) (Professor Doležel coordinates the Foods for the Future research programme), while other groups contribute to Strategy AV21 programmes coordinated by other institutes.

Since the introduction of the grant system in the mid-1990s, IEB has successfully implemented **numerous publicly funded projects from both national** and international sources. In addition to its founder, IEB's most frequent funding providers include the Czech Science Foundation, the Ministry of Education, Youth and Sports, the Technology Agency of the Czech Republic, the National Agency for Agricultural Research, and other Czech ministries. International cooperation is **carried** out with research institutions, universities, international companies and professional organisations in many countries worldwide, and international funding has always been and remains an important component of IEB's financing.

2.1. BRIEF DESCRIPTION OF THE RESEARCH ORGANISATION

The **Institute's principal strategic development** document is the IEB Development Concept, adopted by the IEB Board in 2020. The Concept defines the institution's development primarily in terms of research direction, the application of results and cooperation with *international partners*. The IEB Development Concept is very general and does not adequately address several other important topics, including economic and staffing matters, human resources development strategy, promotional activities, cooperation with the private sector beyond consultancy, contract research, and the protection of IEB's intellectual property. The Institute **currently lacks development plans, a vision and investment objectives** formulated specifically for short-, medium- or long-term horizons. Recommendations of the IEB International Advisory Board and the *Conclusions of the Evaluation Committee, prepared for the periodic international evaluation of IEB units* organised by the Czech Academy of Sciences as the founder, also play an important role in the Institute's strategic development. Given the Institute's long history and systematic work in all areas of research institution management and development, it has developed and introduced procedures in most of the areas covered by the proposed project. These procedures are not perfect, **however, and are often** insufficient or fragmented across individual components. Research ethics is governed by [the Code of Ethics for Scientific Research of the Czech Academy of Sciences](#), a general standard recently adopted at founder level and binding on all CAS institutes. Nevertheless, no detailed regulation specific to IEB has yet been prepared in this area. Similarly, the career progression of Institute staff is governed by the Career Development Rules for Employees of the Czech Academy of Sciences, a higher-level standard adopted by the founder that cannot, by its nature, address IEB-specific circumstances. A number of regulations have been adopted in the past for the Institute's internal operation, some of which are now slightly outdated and require an in-depth review. At the same time, **new requirements** have emerged that need to be codified in binding regulations, such as open science, data security and the employee training system, or addressed through updates to existing regulations, such as the Gender Equality Plan and the strategy for recruiting researchers and supporting their career development. To date, the Institute has not addressed open science systematically beyond meeting the most essential obligations arising from grant-funding rules, for which individual principal investigators have so far been responsible. Employees lack sufficient awareness and experience in this area and, apart from occasional exceptions based on the initiative of individual principal investigators, receive no relevant training. The only step taken in this area has been the employment of a data manager shared by the Institute with two other CAS institutes. The Institute has a pressing need to create a strategy setting out specific steps for implementing open science and defining the relevant conditions, responsibilities and technical solutions. The current technical solution is inadequate because the Institute does not have sufficient data-storage capacity.

Evaluation is multi-component and includes the appraisal procedures of individual researchers, the annual internal evaluation of individual IEB teams, and the periodic international evaluation of CAS

institutes and their teams, carried out once every five years. Supporting materials and outputs for the annual evaluation of researchers and teams are prepared using the central ASEP (Automated Publication Records System) and CEP (Central Register of Projects) databases. IEB does not have its own sophisticated databases from which information on other activities, such as teaching, could be retrieved. The evaluation of staff and teams generally functions, although the criteria and scientometric methodology used have changed slightly over time, with an emphasis on quality over quantity, a shift from impact factors to profiles based on the Article Influence Score, and greater *emphasis on corresponding-author* publications. Nevertheless, the Institute lacks a **comprehensive, clearly documented and transparent evaluation strategy** for both research and technical and administrative staff. Under the current system, it is also impossible to determine objectively, or to compare on a qualified basis, how IEB performs relative to international research organisations. **Nor does the Institute have** a technical solution that would make it easier and faster for researchers to enter relevant evaluation data and for management to collect data for the annual report.

Partial measures have also been introduced **to support employees returning from maternity or parental leave**, with the Institute offering highly flexible part-time arrangements and unevenly distributed working hours. To support parents of young children, IEB is currently seeking to establish an on-site nursery; a project seeking planning permission has been submitted.

IEB has introduced a system of small internal grants **to support early-career researchers**. Using internal resources, it supports highly rated but unfunded grant proposals submitted by young researchers to the Czech Science Foundation. This system both significantly motivates junior researchers and enables projects to be further developed to a higher standard for the next grant round. On the other hand, the Institute has no system designed primarily to help PhD students navigate the world of science, and the HR Department does not encourage or create satisfactory conditions for their further education and training. The solution is to establish procedures for the **career development of the institution's researchers**, as this area of HR management has not yet been developed at the Institute.

The Institute actively **develops international cooperation** through participation in international research projects, both as a partner and as a coordinator, by actively establishing collaborations through cooperation agreements and memoranda, and by seeking opportunities for international exchanges in the form of placements, for example through international mobility projects of the Ministry of Education, Youth and Sports. International cooperation also takes place outside formal projects on the basis of researchers' personal contacts. In this respect, the presentation of IEB as a centre of expertise at international congresses organised by the Institute, as well as the personal experience of numerous international visiting researchers who have worked or are working in our laboratories, is highly important. Looking to the future, we consider it very beneficial for PR staff and researchers to approach international colleagues systematically and invite them to visit and give a lecture at IEB, followed by discussions with staff with the potential to develop future cooperation. We intend PR staff to provide **adequate visibility for visits** by international researchers through the website and media, which we expect will encourage other colleagues to become involved in future cooperation, creating a snowball effect. This is also linked **to the establishment of a Welcome Office** to ensure the smooth integration of new employees.

The development of researchers in the areas of management, evaluation, intellectual property, open science, institutional resilience and science communication is largely organised at the level of individual laboratories. Training is provided irregularly and on an ad hoc basis, depending on the current availability of courses, while the associated activities are financed from IEB's limited resources. A more systematic and thorough approach would involve centrally organised staff training using electronic manuals and tests, particularly in occupational safety, accident prevention and fire safety. The protection of intellectual property arising from research **results is not satisfactorily addressed at** central level. Researchers arrange protection themselves, either with the support of a specialist whom the Institute shares with Palacký University Olomouc or by engaging a specialist intellectual property firm. The Institute has **no dedicated technology transfer office**.

In recent years, **staffing support for researchers in project preparation has been strengthened at IEB**, which has significantly improved the Institute's participation in newly announced programmes. Nevertheless, the situation in this area is still not ideal **and the Institute does not have a dedicated Project Office. Insufficient staffing** is also evident **in IT, management** of the Institute's website and specialist databases, which are often technically obsolete and no longer meet current content requirements. IEB has now reached a point at which some systems can no longer accommodate further partial modifications and require complete modernisation. This is being addressed outside the INOVATE project using IEB's own resources.

IEB management considers **communication and the popularisation of science** to be highly important. At present, however, only three employees are involved in the popularisation of research and development: two PR specialists in Prague and Olomouc and one part-time employee who promotes the biological sciences among the youngest generation. The PR specialists provide information to the media, prepare press releases and organise press briefings. They also help organise science communication activities, professional conferences, and seminars for legislators and the general public. **Communication through social media is insufficient, and the Institute lacks a department** that brings together and coordinates employees engaged in **PR** across IEB. PR staff are currently dispersed across the Institute's organisational structure and are difficult for external parties to identify. Communication, marketing and science popularisation are not managed strategically. **There is also a lack of material resources**, including Institute promotional materials such as brochures and leaflets, equipment for student events such as microscopes, modern teaching technologies such as an interactive LCD display, entrance halls with wayfinding elements, and consistent professional photographs of employees.

A number of shortcomings and weaknesses have been identified within the IEB system, particularly the need to create strategic documents. In several areas covered by the INOVATE project, there is no comprehensive **strategy to provide** direction and bring order to existing documents, such as internal regulations and director's orders, or to the associated staffing arrangements.

Strategic management relies on the work of the 14 senior researchers who lead the individual teams and perform this role alongside their scientific duties. There is **no clear strategic intention or plan for human resources, including the allocation and effective distribution of responsibilities and competences**. Human resources potential needs to be developed, and gender equality must be clearly defined and communicated. Another area that has not been addressed strategically is institutional resilience, which is particularly relevant today. It is therefore essential to introduce and implement a system of measures to strengthen research security against illegitimate interference, protect IEB's good reputation, and designate one or more persons responsible for this agenda across the Institute.

Updating and supplementing the necessary regulations and creating new strategies is only the first step; **this must be followed by implementation, communication and staff training**.

None of the above-mentioned training areas is currently covered by a strategic framework, and no centrally organised training is provided. Only scientifically oriented training takes place, at team level and according to each team's specialisation. Each year, the Institute's Director attends the Science Management course organised by the Centre of Administration and Operations of the Czech Academy of Sciences. This is not a conventional management course but a seminar tailored specifically to the Academy's needs. It covers topics such as public procurement, mentoring, the resolution of specific problems and copyright law. A disadvantage is that the programme is not regularly renewed: some management fundamentals were covered in the past, but newly appointed directors no longer attend those parts of the course. The Data Manager attends an annual conference on open science and is also a member of expert groups focusing on this subject. Radek Černý, Head of the Station for Apple Breeding for Disease Resistance, regularly attends national and international trade fairs and conferences on technology transfer. However, training for the Technical and Administrative Services unit is entirely lacking, as is systematic training for team leaders and researchers in management, personal development, institutional resilience and science communication.

3. PROJECT OBJECTIVES

The main objective of the project is to transform IEB into a modern, efficiently managed and internationally competitive research organisation that meets European standards and is attractive to leading researchers, application-sector partners and talented students. The aim is to create appropriate conditions for research development, enhance research quality and ensure sustainability by supporting existing employees, their professional development and motivation, while also attracting new talent.

The specific objectives of the project are as follows:

1. Development of strategies for all key project areas

Target state: A comprehensive set of strategies will be created for all key areas: human resources management, management, international cooperation, technology transfer, open science, institutional resilience and science popularisation. These strategies will include specific objectives and measures to ensure that IEB operates effectively in each area. The structure and transparency of management across all key areas of IEB will be improved, the sustainability of the measures introduced will be strengthened through clearly defined strategies, and the quality and efficiency of processes in the individual areas will increase. This **objective will be achieved through KA2–KA10.**

2. Obtaining the HR Award and improving strategic management

Target state: An effective strategic management system will be introduced in accordance with the European Charter for Researchers. The Institute will obtain the internationally recognised HR Award, increasing its attractiveness to researchers and partners. Modern strategic management methods will be introduced; the HR Award will serve as confirmation of the quality of human resources management and will enhance IEB's attractiveness to new researchers and partners. This **objective will be achieved through KA2 and KA3.**

3. Introduction of systematic staff training and career development

Target state: A centralised training system will be created for all IEB employees, including managers, researchers, and technical and administrative staff, focusing on management, personal development and strategic management. Regular training will be provided for all key employee groups; transparent IEB Career Development Rules will be created to support professional growth; and employees' expertise and competences will be strengthened. This **objective will be achieved through KA2–KA10.**

4. Improving workplace safety and prevention

Target state: Existing training in occupational health and safety, fire safety and first aid will be modernised by replacing paper-based training with an e-learning system tailored to IEB's needs. This transition to digital training will support a safer working environment, save employees' time and contribute to environmentally responsible operation of IEB. This objective **will be achieved through KA4.**

5. Strengthening the quality and effectiveness of evaluation to support IEB's development at national and international level

Target state: A modern and effective system will be introduced for evaluating the performance and quality of IEB's research activities. The system will link internal and external evaluation; reduce the administrative burden through an online staff appraisal form; improve evaluation quality through benchmarking against other research organisations; optimise the evaluation of Technical and

Administrative Services based on staffing and process analysis; and enhance employee expertise in evaluation through specialised training. This objective **will be achieved through KA5**.

6. Development of international cooperation and stronger internationalisation

Target state: International cooperation will be strengthened through internationalisation strategies, the attraction of leading researchers and improved onboarding conditions. The project will increase international collaborations and projects, participation in international platforms and conferences, and improve working conditions for international researchers and other IEB employees. This objective **will be achieved through KA6 and KA10**.

7. Introduction of an effective technology transfer system

Target state: A Technology Transfer Office will be established, strategies for the commercialisation of results will be developed, and an intellectual property protection system will be introduced. The Institute will become an attractive partner for the application sector. Commercialisation of research results will improve, an intellectual property protection system will be introduced, and the number of collaborations with the application sector will increase. **This objective will be achieved through KA7**.

8. Ensuring access to open science and the sharing of research results

Target state: A strategy for open access to publications and data will be created in accordance with European standards, including the introduction of a system for their management. The project will increase the accessibility of research results through open access, introduce systems for managing data and publications, and enhance transparency and cooperation in the academic environment. This **objective will be achieved through KA8**.

9. Strengthening institutional resilience to illegitimate influence

Target state: Mechanisms will be introduced to ensure institutional security, prevent illegitimate influence and protect the research environment. The project will improve research security, strengthen IEB's integrity and reputation, and establish processes for preventing and reporting risk situations. This objective **will be achieved through KA9**.

10. Increasing attractiveness to PhD students, supporting the next generation of researchers and promoting research results

Target state: Motivation and support for PhD students will be strengthened as a key component of the next generation of researchers, while IEB's visibility will be increased through effective promotion of research results. IEB will become an attractive place for young researchers through the introduction of training programmes, career-development support and greater visibility of scientific results. This will also support cooperation with the application sector and enhance the organisation's prestige. Awareness of IEB's research activities will improve in academic, industrial and public circles, and cooperation with the application sector will be strengthened through effective communication and presentation of research results. This **objective will be achieved through KA3, KA6, KA7 and KA10**.

4. PROJECT RATIONALE, IMPACT AND MAIN BENEFITS

The INOVATE project – Innovation and Education for the Transformation of the Research Environment at IEB – was developed in response to the Institute's key needs in strategic development, stronger management and international cooperation, simplified and more transparent evaluation, the development of open science, technology transfer, institutional resilience and science popularisation.

The rationale for the project is based on the current challenges faced by the Institute. These include, above all, the absence of strategic documents that would integrate the areas listed above, define their direction and ensure their sustainability. An overview of all major shortcomings, beyond the summary below, is provided in Chapter 3.1 and, specifically in relation to each key activity, in Chapter 8.

The Institute **lacks a centralised training system that would** provide systematic training for technical and administrative staff, managers and research personnel in areas such as management, personal development, institutional resilience and science popularisation. This limits effective management and employees' career growth. The INOVATE project will develop strategies enabling regular competence development and establishing systematic, centrally organised training in key areas. Another challenge is insufficiently managed human resources development, **particularly the absence of clear career-progression** rules, which results in unequal access to training and development. The project will therefore ensure a systematic approach to human resources management, including mechanisms for career progression, professional development and gender equality. **The collection of data for employee evaluation and appraisal is time-consuming and administratively demanding.** The project will introduce more effective employee-evaluation procedures and optimise data-collection systems, thereby simplifying and accelerating processes that are essential to ensuring the quality of IEB's scientific activities. Although IEB is partly focused on commercialising results, it has no **specialist unit dedicated to commercialisation**. Commercialisation is therefore undertaken by researchers, who often lack sufficient experience, are diverted from further research work, and ultimately receive inadequate recognition for it at different levels of evaluation, including international evaluation, laboratory evaluation and individual appraisal. Legal protection and any subsequent commercialisation of results currently take place only at project-team level, while an Institute-wide strategy is lacking. The Institute also **currently lacks a project-support department**, making it more difficult to obtain external funding. The project will therefore establish new offices focused on technology transfer and project support, strengthening IEB's ability to secure funding from national and international grant schemes. **Low institutional resilience to external influence and illegitimate** interference is another challenge that threatens the integrity of research activities and IEB's reputation. INOVATE will establish mechanisms to improve IEB's resilience and thereby ensure a safe and stable research environment. **Insufficient support for science popularisation** reduces IEB's visibility and limits opportunities for cooperation with partners in academia and industry. The project will create strategies for effective communication of scientific results, increasing awareness of IEB and strengthening its relationships with the application sector.

The INOVATE project will thus comprehensively transform IEB into a modern, dynamic and open research organisation that is prepared to meet current and future challenges in science and achieve its R&D objectives.

5. TARGET GROUPS

The applicant will implement a total of 10 key activities. These activities will affect all target groups defined in the call:

1. **Staff of research organisations and higher education institutions (1).** This target group includes researchers, who are a key project group. The project aims to provide more effective support for scientific work by creating conditions that meet European standards and tools that facilitate researchers' day-to-day work, reduce administrative burden, improve access to resources, and support professional and specialist development. The target group also includes technical and administrative staff, who provide essential support for scientific activities through administrative, organisational and technical services. The project focuses on their professional development and work efficiency. Managers and executive staff also belong to this target group, as they are essential

to the organisation's strategic management, the leadership of research teams and the implementation of change. INOVATE focuses on supporting their management skills, effective decision-making and ability to motivate their teams.

2. **Prospective higher education students (2).** This target group comprises members of the younger generation, specifically secondary-school students with the future potential to join IEB research teams through doctoral programmes. The project aims to increase the attractiveness of these programmes by promoting and communicating the Institute's scientific activities to secondary-school students.
3. **Higher education students (3).** This target group primarily includes PhD students, who are already an integral part of IEB research teams and therefore also fall within the target group of research-organisation staff. It also includes higher education students with no direct link to IEB who may be influenced by project activities involving science popularisation and the sharing of research results. The project aims to increase awareness of IEB's research activities among higher education students who may become interested in a scientific career or future collaboration. For PhD students, the project focuses on training, professional development and motivation to pursue further scientific work.

The primary target group consists of all IEB employees (1), because all major strategic and methodological project outputs, as well as most sub-outputs across the key activities KA2–KA10, will have an Institute-wide impact and benefit all employees. They will make processes more efficient, save time, reduce the administrative burden, improve the working environment and strengthen support for Institute staff.

The direct target groups of the training activities, which are also distributed across all key activities KA2–KA10, are IEB employees (1) and higher education students (3).

The newly established offices—the Project Office, Technology Transfer Office and Communication and PR Office—are intended to benefit all Institute employees (1) by improving administrative and expert support. The new offices will also increase success in obtaining grants and commercialising results, thereby generating additional financial resources that will benefit researchers, for example through research funding, as well as technical and administrative staff through improved administrative and technical support. Researchers will have direct access to expert assistance with project planning, management and administration, technology transfer, and communication of research results. Technical and administrative staff will benefit from improved working processes based on clearly defined methodologies and systems. The related key activities are KA3, KA7 and KA10.

All IEB employees (1) are the target group for the introduction of online occupational health and safety, fire safety and first aid tests and for the creation of the online staff appraisal form, as they will benefit from simpler, time-saving and environmentally responsible processes. The related key activities are KA4 and KA5.

The Welcome Office and onboarding handbook created under KA6 are targeted at new IEB employees (1), including international staff, and will help them adapt to the new working environment and complete basic administrative procedures.

The popularisation of IEB research carried out under KA10 is aimed primarily at prospective higher education students (2), because materials such as comics and brochures encourage students to take an interest in science and fields related to botany and research. These tools raise awareness of higher education opportunities and foster a positive relationship with education in the natural sciences. Higher education students (3) are also a target group, as PR materials increase awareness of IEB's scientific activities among bachelor's and master's students and motivate them to participate in research projects or continue to doctoral study. The materials promote IEB's research environment, highlighting support for PhD students and opportunities to participate in leading research projects. The aim is to attract talented students to undertake doctoral study at IEB.

In addition to staff of the Communication and PR Office, the target group for the development of IEB's media plan under KA10 includes Institute management (1), for whom it will provide better oversight of communication activities, and researchers (1), who will benefit from improved opportunities to present their work through organised PR campaigns, participation in media outputs and support for science popularisation. Annual reports and employee photographs will also strengthen IEB's public profile among all target groups, the general public and the professional community.

The target groups for each training activity are specified in the summary table below. The rationale for the size of each training activity's target group is provided separately under the relevant key activity.

	Target Group	Min. participants across all courses	Training frequency and duration (hours)	Training Activity
Staff of Research Organisations and Higher Education Institutions	All IEB Employees	2 547	6x 2	Occupational Health and Safety, First Aid and Fire Safety*
	Researchers	120	2x8	AI as a Tool for Researchers
		35	4	Recruitment and Selection Training
		120	2x 8	Self-Assessment
		150	28	Expert Seminars
		150	2	Intellectual Property at IEB
		150	3x 6	Research Data Management
		70	2x 6	Researchers, PhD Students - Institutional Resilience
		14	7	Communication of Research
		23	4	Legislation and Intellectual Property
		28	4	Sharing Good Practice at IEB
		100	2x 4	Institutional Resilience for Researchers and Admin.
	Senior researchers (PI) Managers	12	21	How to Work Effectively with People
		12	8	Energy Management
		12	8	Managing Emotions
		12	14	Work-Life Balance
		20	2x21	Leadership
		28	2x4	Intellectual Property Workshop
	Technology Transfer Office	23	4	Legislation and Intellectual Property
		2	2x 12	Professional Trade Fairs and Conferences
	Communication and PR Office	3	3x 12	Social Media Training
		1	120	Leisure-Time Education Instructor Course
	Technical and Administrative Services Staff	6	10x16	English Language Training
		36	2x 6	Institutional Resilience for Administrative Staff
		3	3x 6	Institutional Resilience for IT
		30	2x 8	AI as a Tool for Technical and Administrative Staff
Students	PhD and Higher Education Students	45	3x28	Summer School
	PhD Students	75	3x 6	Academic Writing and Publishing
		30	2x 6	Researchers, PhD Students - Institutional Resilience

*3 courses, each repeated 3 times for 283 participants. The value has been reduced to 90% because future numbers cannot be predicted.

6. IMPLEMENTATION TEAM

Table: Duties of Implementation-Team Members

KA	Position	FTE	Duties
1 - 10	Project Lead	0,10	Manages the entire project. Links the work of the Administrative and Expert Teams and obtains information on the management of the administrative component and the progress of expert activities. Manages the Expert Leads of KA3 and KA6–KA10 and is responsible for overall project implementation, achievement of the objectives and indicators, and ensuring that project activities comply with IEB's internal regulations and the founder's requirements. Oversees and actively supports the implementation and pilot operation arising from the strategies created.
1	Project Manager	0,20	The duties of these positions correspond to the description in the Rules for Applicants and Beneficiaries – Research Environment, Version 1, Section 5.7.1 Mandatory Activities, and are therefore not specified further here.
	Financial Manager	0,20	
	Administrative Officer	0,20	
	KA2 Lead	0,10	In cooperation with the HR Award Expert, establishes strategic management in accordance with the conditions for obtaining the HR Award and ensures its implementation and sustainability at IEB.
2	HR Award Expert	0,30	Carries out all steps required to obtain the HR Award under the KA2 sub-activities, including the Gap Analysis, Action Plan and OTM-R checklist. Implements modern forms of strategic Institute management in accordance with HRS4R and updates related documents and internal regulations. Prepares the Institute's interim assessment, including revision of the Action Plan.
	Gender Equality Officer		Addresses gender equality issues, proposes measures in documents relating to the HR Award, and oversees their implementation.
	KA3 Lead	0,20	Responsible for the activities carried out under KA3, reporting the activity outputs and putting the new Strategy into practice at IEB. Introduces changes through the establishment of the Project Office and manages its pilot operation.
3	Internal Documents and Processes Analyst	218 hours	In cooperation with the HR Award Expert, evaluates the Institute's current HR and gender-equality arrangements.
	HR Award Expert		Analyses the IEB environment and prepares the IEB Long-Term Human Resources Management Development Strategy, including the Career Development Rules. Organises and records the planned training courses and educational events. Evaluates employee turnover.
	Gender Equality Officer	0,25	Promotes gender-equality policy, ensures equal access for women and men, and oversees compliance with gender-sensitive procedures at the Institute. Updates the GEP, prepares the Gender-Sensitive Communication Handbook and delivers training. Acts as the contact person for reporting and investigating cases of gender discrimination or harassment, takes measures to address them, and proposes preventive action.
4	KA4 Lead	0,20	Based on the analytical report and recommendations of the Internal Documents and Processes Analyst, prepares and subsequently implements the IEB Management Strategy.

	Internal Documents and Processes Analyst	437 hours	Evaluates the current management arrangements at IEB. Conducts a comprehensive review of all internal documents and institutional processes relating to management and proposes updates.
	KA5 Lead	0,10	Responsible for and provides expert oversight of activities carried out under KA5. Analyses internal documents and processes relating to evaluation and prepares an analytical report. Participates in finalising the strategy prepared by the Evaluation Expert and is responsible for its implementation.
5	Evaluation Expert	0,2	Prepares the IEB Evaluation Strategy, including the design of a supervision system for technical and administrative staff.
	Internal Documents and Processes Analyst	437 hours	Evaluates the work of the Administrative Team and prepares an analytical report.
	KA6 Lead	0,10	Responsible for and provides expert oversight of activities carried out under KA6. Evaluates the current arrangements for international cooperation at IEB. Comments on and contributes to finalising the strategy prepared by the International Cooperation Expert, ensures its implementation, and oversees and internally supports pilot testing of the established rules. Supervises the establishment of the Welcome Office.
6	Welcome Office Coordinator	0,30	Responsible for establishing the Welcome Office. Ensures the translation into English of all internal and publicly available information documents. Prepares the content of the onboarding handbook in cooperation with the Communications Manager. Ensures the onboarding process during the Welcome Office pilot operation.
	International Cooperation Expert	0,20	Prepares the IEB Internationalisation Strategy and conducts and evaluates its pilot testing.
	Communications Manager		Organises short-term stays for 14 excellent researchers as part of the strategy's pilot testing. Prepares the content of the onboarding handbook in cooperation with the Welcome Office Coordinator.
	KA7 Lead	0,10	Responsible for and provides expert oversight of activities carried out under KA7. Evaluates the current arrangements for intersectoral cooperation at IEB. Participates in finalising the strategy prepared by the Intersectoral Cooperation Expert.
	Internal Documents and Processes Analyst	218 hours	Evaluates the current arrangements for intersectoral cooperation and technology transfer at IEB as a basis for preparing the strategy. Proposes updates to selected documents where appropriate.
7	IP Specialist	0,15	Prepares the Technology Transfer and Intersectoral Cooperation Strategy and the Methodological Guideline on the Management of Intellectual Property. Every two years, provides internal training for other IEB employees involved in intellectual property protection. Manages the Technology Transfer Office during the pilot operation of the newly adopted measures.
	TT Expert		Training Activity 5: Sharing Good Practice (KA7.3).
	EU Patent Attorney		Training Activity 6: Legislation and Intellectual Property (KA7.3)
8	KA8 Lead	0,10	Responsible for and provides expert oversight of activities carried out under KA8. Jointly evaluates the current open-science arrangements at IEB. Participates in preparing the IEB Open Science Strategy and the Open Science Methodological Guideline in cooperation with the Data Manager.

	Data Manager	0,20	Evaluates the current state of open science at IEB. Prepares DMP Template and Open Science Methodological Guideline in cooperation with the KA8 Lead. Organises an annual workshop for IEB employees.
	KA9 Lead	0,10	Responsible for and provides expert oversight of activities carried out under KA9. Manages the KA9 Expert Team and ensures that the activity outputs are compatible with the IEB environment. Supports the practical implementation of the Strategy and manual created under the activity.
	IT Specialist	0,10	Ensures technological measures at the hardware, software and cyberspace levels.
9	Due Diligence Specialist	0,10	Establishes a due-diligence process for institutional security at the Institute. Introduces risk management for cooperation with third parties as part of strengthening the resilience of IEB's research environment to illegitimate interference. During the pilot operation, receives reports from employees concerning attempted influence by a foreign power or breaches of regulations relating to international control and sanctions regimes and informs Institute management. Every two years, delivers internal training to at least 50 employees together with the Institutional Resilience Methodology Specialist.
	Institutional Resilience Methodology Specialist	1310 hours	Cooperates under a DPP agreement. Evaluates IEB's current resilience arrangements and prepares the Resilience Strategy and Counter-Influence Manual for IEB employees. Provides consultations and advice to the Due Diligence Specialist in this area. Every two years, delivers internal training to at least 50 employees together with the Due Diligence Specialist.
	KA10 Lead	0,20	Responsible for and provides expert oversight of activities carried out under KA10. Manages the Communication and PR Office. Together with all team members, defines and continuously implements IEB's internal and external communication strategy. Participates in creating the media plan and preparing the crisis communication plan.
	Communications Manager	0,40	Evaluates IEB's current communication arrangements. Prepares the IEB Internal and External Communication Strategy together with the key-activity Expert Lead. Organises the Summer School. Manages social media accounts—Facebook, Instagram, Twitter, YouTube and LinkedIn—and creates regular content and reels during the pilot operation while introducing strategic measures. Prepares the Institute's Promotional Materials and Events Plan and keeps statistics on attendance at pilot events. In addition, participates in every activity and communicates its outputs internally or externally according to their nature. Manages meetings of the Institute's International Advisory Board and ensures the preparation of all planned brochures, handbooks and other promotional materials.
10	Graphic Designer	940 hours	Graphic design of a PR brochure for networking and meetings with important new partners; a brochure presenting the Station for Apple Breeding for Disease Resistance; bookmarks for each team; a public leaflet providing a concise introduction to IEB; and ten comic stories from the world of plants.
	Photographer		Creates consistent professional photographs of Institute employees, teams and laboratories for the image database.
	Technical Assistant		Provides technical assistance with preparation of the Summer School.
	Lecturer 1		Researcher responsible for lectures and scientific content at the Summer School.
	Lecturer 2		Researcher responsible for lectures and scientific content at the Summer School.
	PR Specialist		Preparation and technical support for experiments to be carried out at home.

7. KEY ACTIVITIES AND PROJECT OUTPUTS

7.1. DESCRIPTION OF KEY ACTIVITIES

In addition to the mandatory KA1 activity, the INOVATE project will implement the following key activities, which are described later in this chapter:

- KA 2: Establishing the Strategic Management of the Research Organisation in Accordance with the Conditions for Obtaining the HR Award
- KA 3: Human Resources Development in Accordance with the Principles of the HR Award
- KA 4: Development of Research Organisation Management
- KA 5: Development of Research Organisation Evaluation
- KA 6: Development of International Cooperation in Research and Development and Internationalisation of the Research organisation
- KA 7: Development of Intersectoral Cooperation and Technology Transfer
- KA 8: Strategic Framework and Development of Open Science at the Research Organisation
- KA 9: Establishing a System to Strengthen Institutional Resilience to Illegitimate Interference
- KA 10: Support for the Popularisation of Research and Development, Including Communication and Marketing.

7.1.1. KA 2: Establishing the Strategic Management of the Research Organisation in Accordance with the Conditions for Obtaining the HR Award

7.1.1.1. Current Situation

The applicant did not implement this activity under previous calls, and the process of obtaining the HR Award has not yet begun at IEB. The applicant will ensure that the Declaration of Endorsement of the Charter and Code is submitted to the European Commission before the legal act is issued.

IEB's strategic management is currently based primarily on its founding charter, in accordance with the Statutes of the Czech Academy of Sciences and the Act on Public Research Institutions. The IEB Board is responsible for strategic management and is elected by the Institute's researchers from among experienced scientists. The Board sets the direction of the Institute's activities in accordance with the CAS strategy and the founding charter, decides on the Institute's development concept, and discusses R&D project proposals prepared by the heads of the relevant research teams. These projects are subsequently approved by the Institute's Director. Ethical and professional matters are broadly governed by the relevant CAS documents, including the Code of Ethics. Recruitment of new staff takes place primarily in connection with funding for individual projects or under special programmes. Education and training are currently provided only to the extent necessary to comply with legislation.

A major shortcoming is that much of the strategic management in these areas relies on the heads of individual research teams, who perform this work alongside their scientific duties. There is no clear strategic intention or human resources plan, including a definition and effective allocation of responsibilities and competences.

The solution is to create a comprehensive strategic management system preceded by an in-depth analysis and review taking account of the requirements of the European Charter for Researchers. The project team's ambition in this area is to bring internal documents into line with the Charter. Obtaining the HR Award represents a major opportunity to enhance the Institute's profile on the labour market in the Czech Republic and abroad.

7.1.1.2. Scope and Content KA2

KA2 schedule: 09/2025–02/2029 (M1–M42). The activity will launch the process of obtaining the HR Award and include all steps required to achieve it, including analyses that will provide the basis for KA3 and KA4. KA2 will also provide an overarching framework for these related key activities and continuously coordinate inputs from the other relevant key activities and their outputs with the HR Award process, thereby ensuring coherence and effective implementation.

Objective of KA2: The main objective of KA2 is to obtain the initial HR Award and successfully complete the European Commission's interim assessment of Action Plan implementation, resulting in a revised Action Plan.

Specific objectives:

- Steps will be initiated to implement the Human Resources Strategy for Researchers (HRS4R), which will be prepared under KA3.
- Analysis of the Institute's current HR and gender-equality arrangements through a Gap Analysis and OTM-R checklist.
- Preparation of an Action Plan, its publication on the IEB website, and its submission to the European Commission together with the internal analysis, no later than 12 months after submission of the endorsement of the principles of the Charter and Code to the European Commission. The expected output is the HR award.
- Updating or creating internal documents as part of Action Plan implementation.
- Continuous collection and subsequent submission of evidence for the Institute's interim assessment, including revision of the Action Plan for the following 36 months, no later than 24 months after the initial HR Award is granted.
- Introducing IEB employees to new or revised procedures, the Strategy, documents and internal regulations.
- Training employees responsible for preparing and implementing the Action Plan in the process of obtaining the HR Award and implementing the Human Resources Strategy for Researchers (HRS4R).

Responsibility: KA2 Lead

Topics and activities: All documents submitted to the European Commission and all documents received from it will be included by the Institute in the next Implementation Report after submission or receipt. A two-month reserve is included in the timetable for the sub-activities and their outputs to allow for European Commission feedback and the incorporation of any comments.

Sub-activity KA2.1 Obtaining the HR Award (M1–M12)

- The Internal Documents and Processes Analyst, in cooperation with the HR Award Expert, will evaluate the Institute's current HR, gender-equality and management arrangements. They will prepare a Gap Analysis involving an in-depth analysis of the institution's processes and internal regulations in relation to all principles and requirements of the European Charter for Researchers.
- The extent to which the principles and requirements are covered by existing regulations will be determined, and the weakest areas will be identified.
- The organisation's OTM-R policy checklist will be defined on the basis of the above points and the internal analysis. The result will be an Action Plan for the following 24 months, setting out the steps required to implement the human resources strategy successfully, together with their timetable and responsibilities.
- Implementation of the Action Plan and its publication on the IEB website.
- Assessment of the submitted materials by European Commission evaluators.

- Award of the HR Excellence in Research recognition.

Sub-activity KA2.2 Interim Assessment of the Research Organisation with the European Commission and Initial Implementation of the Revised Action Plan (M12–M42)

- Continuous provision of inputs and coordination with the other key activities during implementation of the Action Plan, for which KA2 is responsible. Ongoing monitoring of Action Plan implementation, tracking progress, managing deviations, maintaining records and preparing supporting documents for the interim assessment.
- Preparation of the Institute's interim assessment of Action Plan implementation, including a proposal to revise the Action Plan for the following 36 months, no later than 24 months after the HR Award is initially granted. A revised Action Plan will be prepared and measures for its practical implementation will be initiated.

Sub-activity KA2.3 Training and Development of Knowledge and Skills (M1–M2)

- Training for relevant staff involved in human resources management and candidate selection in accordance with the Code, including transparency and the assessment of CVs and qualifications.

7.1.1.3. Training

Training Activity 1: Implementing HRS4R in a Research Institution (KA2.3)

Practical issues related to implementing the Human Resources Strategy for Researchers in accordance with the HR Award and preparing the internal analysis and Action Plan.

Target group: staff responsible for human resources management

Expected duration: 6 hours

Number of participants: at least 3 (the Institute's HR Department consists of two people, and the HR Award Expert will join under the project)

✓ **Completion criterion:** 100% individual attendance of the total training duration

Deadline: M2

Delivery method: external/in person

7.1.1.4. Outputs KA2

KA2.1 – Obtaining the HR Award

Sub-output 1: Analytical Report - GAP

Brief description of the sub-output: A report from the internal audit, including the Gap Analysis and OTM-R checklist, identifying the research organisation's shortcomings and weaknesses and providing the basis for the Action Plan. The analysis will take account of the principles and requirements of the Charter. It will describe the structure of the institution's existing internal regulations in detail, identify weaknesses and areas of the Charter not yet covered, and propose measures to modernise the structure of internal documents, including their hierarchy and interconnections. **M9**

Sub-output 2: Human Resources Strategy Action Plan

Brief description of the sub-output: An action plan setting out the changes to be made by the institution in order to align its strategic management arrangements with the European Charter for Researchers. The Action Plan will define the internal documents and sections concerned, the required changes, the individual steps for introducing process changes, and the timetable for implementation. **M11**

Sub-output 3: Submission of Documentation/Application for the HR Award

Brief description of the sub-output: Submission of the internal analysis and Action Plan to the European Commission for assessment. **M11**

KA2.2 – Interim Assessment of the Research Organisation's Action Plan Implementation

Sub-output 1: Revised Action Plan

Brief description of the sub-output: Interim assessment of the Institute, including revision of the Action Plan. **M38**

KA2.3 – Training and Development of Knowledge and Skills

Sub-output 1: Training of Staff in Connection with HRS4R Implementation

Brief description of the sub-output: One attendance sheet or confirmation of participation issued by the trainer or training provider. The criteria confirming successful completion of the course or training are specified for each training activity in the Training section. **M2**

7.1.1.5. Sustainability KA2

The applicant undertakes to ensure the sustainability of KA2 as defined in the Rules for Applicants and Beneficiaries – Specific Part, Section 7.10, Project Sustainability.

7.1.2. KA 3: Human Resources Development in Accordance with the Principles of the HR Award

7.1.2.1. Current Situation

IEB currently has one HR Officer within Technical and Administrative Services, who does not have sufficient capacity to provide adequate individual support to employees and create conditions for their career development. There is no Project Office; however, for the past eight years the Institute has employed a manager responsible for the financial aspects of projects, particularly national projects. For more than a year, IEB has also employed a new Project Manager who provides methodological and grant-related support for national and international project applications.

IEB's Organisational Rules establish the general principles and rules for the organisation and management of the Institute and its organisational and management structure. They describe the activities of individual organisational units, special advisory bodies and their status and competences, special working groups, teams and committees, employees' duties, rights and status, and the duties and exercise of managerial functions. The Czech Academy of Sciences has Career Development Rules for University-Educated Employees of the Czech Academy of Sciences (Board Directive No. 13/2006), which establish rules for the professional development, evaluation and career progression of researchers. The directive does not cover every specific circumstance. Each institute may adapt its evaluation criteria, has its own appraisal committee and remuneration rules, and may define conditions for employees' career progression. The Employment Rules describe in greater detail procedures for the commencement, amendment and termination of employment; rules governing working hours, obstacles to work, leave and business travel; liability for damage; and occupational health and safety. A relevant internal directive was prepared following the introduction of home office.

IEB has a Gender Equality Plan (GEP) for 2022–2026, followed by a Gender Equality Action Plan. The Institute has 314 employees in total, of whom 57% are women and 43% are men.

With regard to early-career researchers, particularly parents of young children, the Institute has already taken steps to address work-life balance by submitting the BALANC project under a call of the Ministry of Labour and Social Affairs. The strategy developed under BALANC for managing maternity and parental leave will be incorporated into a unified framework designed to create supportive yet professional working conditions at the Institute.

Shortcomings in the current approach to human resources development:

- a) The institution's procedures for researchers' career development are neither unified nor documented transparently. The Institute has never developed the CAS Career Development Rules for the specific needs of its staff. Only previous experience is recorded when an employee is recruited, while systematic ongoing monitoring of career progression is lacking. In an as-yet unpublished survey by the Ministry of Labour and Social Affairs, 56% of the 150 respondents identified career development as important.
- b) The HR Department does not encourage or create satisfactory conditions for further education and training of the target group of researchers in ethical and professional matters, research-project applicants, or HR staff responsible for recruitment. This includes training in the latest procedures and tools that could make the work of researchers and technical and administrative staff more efficient, such as artificial intelligence.
- c) IEB does not evaluate employee turnover.
- d) Training records are maintained at team level and are not centralised. As a result, some employees may receive the same training more than once while others receive none.
- e) Grant support for project preparation is insufficient.

The solution is to use the internal analysis under KA2 to create and implement **the Long-Term Human Resources Management Development Strategy**, covering career development and training for both research and technical and administrative staff. A Project Office will also be established.

7.1.2.2. Scope and Content KA3

KA3 schedule: 09/2025-02/2029 (M1-M42)

Objective of KA3: The main objective of KA3 is the strategic framework and development of human resources and gender equality in accordance with the Charter.

Specific objectives:

- Creation and implementation of the IEB Long-Term Human Resources Management Development Strategy
- Updating the GEP and creating the IEB Career Development Rules.
- Introducing Institute employees to the relevant procedures, strategies, documents and internal regulations.
- Establishing the Project Office.
- Training staff.

Responsibility: KA3 Lead.

Topics and activities: The strategic framework and development of human resources and gender equality will be achieved through the following sub-activities:

Sub-activity KA3.1 Creation and Subsequent Implementation of the IEB Long-Term Human Resources Management Development Strategy, Including Pilot Operation **(M1–M42)**

- Based on the analysis under KA2, the IEB Long-Term Human Resources Management Development Strategy will be created and will include an update of the existing GEP.
- Preparation of a Methodological Guideline on Recruitment and Selection Procedures, providing precise and clear instructions for senior researchers who recruit new employees to their teams.
- Preparation of the IEB Career Development Rules, containing procedures for the career development of all researchers, including PhD students and postdoctoral researchers. The

IEB Career Development Rules will comply with the general principles set out in the CAS Career Development Rules while taking account of IEB's specific circumstances and needs.

- Preparation of the Gender-Sensitive Communication Handbook.
- Centralised management and recording of training courses and educational events across the Institute by the IEB HR Department.
- The Strategy will include a system for monitoring employees' reasons for leaving and evaluating staff turnover.
- Pilot operation will begin once the Strategy has been implemented.

Sub-activity KA3.2 Establishment and Pilot Operation of the Project Office (M20–M42)

- Following implementation of the Strategy, pilot operation will begin and will include the establishment of a Project Office. Its purpose will be to make project preparation more effective, particularly for international research projects funded by the European Commission. It will provide methodological guidance, support activities and project-support services for researchers.
- Creation of a professionally competent and trained Project Office team, including the necessary material and technical resources; see the KA3 cost overview.
- The Project Office will comprise the following expert group:
 - o Head of Office, Project Manager and KA3 Lead, who will also serve as a comprehensive expert for national and international projects, covering both preparation and implementation.
 - o Financial Manager, whose responsibilities will include financial and project management for national projects.
 - o the Administrative Officer, who will act as Project Officer for national and international projects.
- All these competent staff members will receive training under sub-activity KA3.4.

Sub-activity KA3.3 Training and Development of Knowledge (M1–M41); see Section 8.1.2.5 Training.

- As part of AI training and pilot verification of the Strategy, AI licences will be purchased for research and admin staff.

7.1.2.3. Training

Training Activity 1: AI as a Tool for Researchers (KA3.3)

The training will cover both the technical and ethical aspects of artificial intelligence, enabling researchers to use AI tools effectively and safely.

Target group: researchers

Expected duration: 8 hours, once every eighteen months

Number of participants: min. 60

✓Completion criterion: 100% individual attendance of the total training duration

Deadline: M18, M37

Delivery method: external/online, with participants from Prague and Olomouc

Training Activity 2: AI as a Tool for Technical and Administrative Staff (KA3.3)

The training will be tailored to their specific needs and tasks, which often focus on efficiency, organisation and data management. Its aim will be to equip administrative staff with tools that help them work more efficiently, automate routine tasks and improve decision-making processes.

Target group: Technical and Administrative Services staff, the Director, Communications Manager, KA10 Expert Lead, Project Manager, Financial Manager and Administrative Officer.

Expected duration: 8 hours, once every eighteen months

Number of participants: min. 20

✓ **Completion criterion:** 100% individual attendance of the total training duration

Deadline: M18, M37

Delivery method: external/online, with participants from Prague and Olomouc

Training Activity 3: Project Acquisition and Coordination Training (KA3.3)

Training for Project Office staff on project-funding opportunities, with an emphasis on international projects such as Horizon Europe, their preparation and coordination, and cost reporting.

Target group: Project Manager, Financial Manager and Administrative Officer

Expected duration: 24 hours, once per year.

Number of participants: min. 2

✓ **Completion criterion:** 100% individual attendance of the total training duration

Deadline: M13, M25, M37

Delivery method: external/in person

Training Activity 4: Placement in Brussels (KA3.3)

A placement for a Project Office employee designed to broaden awareness of the European research context and initiatives linked to Horizon Europe. The stay will focus on project-management methodology using various support platforms. Each research organisation may participate in the training only once and may be represented by one participant.

Target group: Project management Office employee

Expected duration: 24 hours

Number of participants: 1

✓ **Completion criterion:** 100% individual attendance

Deadline: M24

Delivery method: external/in person

Training Activity 5: Good-Practice Visits (KA3.3)

On-site training for Project Office staff involving visits to leading research organisations with a strong record of obtaining international grants, with the aim of transferring knowledge from their practices and experience. The target organisations were also selected on the basis of cooperation with leading researchers who are members of the IEB International Advisory Board, ensuring contact with the relevant Project Offices and the sharing of their experience. Good-practice visits will take place at ISTA in Klosterneuburg, Austria; Cologne Biocenter, Germany; Wageningen University, the Netherlands; Ghent University, Belgium; and the University of Dundee, United Kingdom.

Target group: Project Manager, Financial Manager and Administrative Officer

Expected duration: 7 hours at each research organisation, 35 hours in total

Number of participants: min. 2

✓ **Completion criterion:** 100% individual attendance

Deadline: M8, M16, M24, M32, M40

Delivery method: external/in person

Training Activity 6: HR Training (KA3.3)

Training for HR staff focused on developing IEB's human resources management. Topics will include new HR trends and the administration of career-development rules.

Target group: staff responsible for human resources management who are members of the implementation team

Expected duration: 10 hours /1x

Number of participants: min. 4

✓ **Completion** criterion: 100% individual attendance of the total training duration

Deadline: M12

Delivery method: external/in person

Training Activity 7: Recruitment and Selection Training (KA3.3)

Training in recruitment and selection for Institute positions, developing the knowledge and skills of staff involved in recruitment procedures, including heads of departments and their deputies, principal investigators and other researchers responsible for recruiting new employees to their teams. The training will cover rules for announcing recruitment procedures, including transparency and the assessment of CVs and qualifications.

Target group: researchers

Expected duration: 4 hours

Number of participants: min. 35

✓ **Completion** criterion: 100% individual attendance of the total training duration

Deadline: M12

Delivery method: external/online, with participants from Prague and Olomouc

Training Activity 8: How to Work Effectively with People (KA3.3)

The objective is to learn how to interact effectively with different types of people in different situations, identify personal strengths and improve weaker areas. The course will take the form of an interactive workshop.

Target group: Managers

Expected duration: 21 hours

Number of participants: at least 15, including the 14 team leaders, the Director, Head of Technical and Administrative Services, Project Manager and KA10 Expert Lead

✓ **Completion** criterion: 80% individual attendance of the total training duration

Deadline: M15

Delivery method: external/hybrid, with participants from Prague and Olomouc

Training Activity 9: Energy Management (KA3.3)

A seminar on managerial psychology, the targeted use of energy, and the prevention of failure and burnout. It will also teach participants how to handle stressful situations and strengthen professional self-confidence and self-respect.

Target group: Managers

Expected duration: 8 hours

Number of participants: at least 15, including the 14 team leaders, the Director, and the heads of Technical and Administrative Services, the Project Office, the Technology Transfer Office, and the Communication and PR Office

✓ **Completion** criterion: 100% individual attendance of the total training duration

Deadline: M24

Delivery method: external/hybrid, with participants from Prague and Olomouc

Training Activity 10: Managing Emotions (KA3.3)

The course will help managers avoid destructive communication and handle difficult workplace situations effectively.

Target group: Managers

Expected duration: 8 hours

Number of participants: at least 15, including the 14 team leaders, the Director, and the heads

of Technical and Administrative Services, the Project Office, the Technology Transfer Office, and the Communication and PR Office

✓ **Completion** criterion: 100% individual attendance of the total training duration

Deadline: M30

Delivery method: external/hybrid, with participants from Prague and Olomouc

Training Activity 11: Work-Life Balance (KA3.3)

The objective is to find a sustainable balance between personal and professional life.

Target group: Managers

Expected duration: 14 hours

Number of participants: at least 15, including the 14 team leaders, the Director, and the heads of Technical and Administrative Services, the Project Office, the Technology Transfer Office, and the Communication and PR Office

✓ **Completion** criterion: 80% individual attendance of the total training duration

Deadline: M36

Delivery method: external/hybrid, with participants from Prague and Olomouc

7.1.2.4. Outputs of Activity 3

KA3.1 – Creation and Implementation of the IEB Long-Term Human Resources Management Development Strategy

Sub-output 1: IEB Long-Term Human Resources Management Development Strategy

Brief description of the sub-output: A strategic human **resources** development document for science and research aimed at ensuring an attractive and supportive environment for researchers. **M18**

Sub-output 2: Implemented IEB Long-Term Human Resources Management Development Strategy

Brief description of the sub-output: The Strategy will be discussed by the IEB Board and approved by the Director. Minutes will be taken of the meeting. Employees will receive the new Strategy by email and the current version will also be available to everyone on the intranet. Its content will be introduced through the Director's newsletter, and team leaders will also be informed at the Director's regular meeting with team leaders, held ten times a year in person and/or online. **M20**

Sub-output 3: Updated GEP

Brief description of the sub-output: Based on the analysis under KA2, the GEP will be updated in accordance with the Charter and Code. **M21**

Sub-output 4: Methodological Guideline on Recruitment and Selection Procedures

Brief description of the sub-output: Recruitment and selection methodology for filling research positions. **M21**

Sub-output 5: Gender-Sensitive Communication Handbook

Brief description of the sub-output: A handbook for IEB employees containing guidance, useful advice, practical procedures and recommendations on communicating in a gender-sensitive manner. **M22**

Sub-output 6: IEB Career Development Rules

Brief description of the sub-output: Career Development Rules reflecting IEB's specific circumstances. They will contain procedures for researchers' career development, including

criteria and rules for possible career paths available to IEB employees. **M23**

KA3.2 – Establishment of the Project Office

Sub-output 1: [Project Office](#)

Brief description of the sub-output: Establishment of a professionally competent and trained IEB Project Office with appropriate staffing and technical resources. **M20**

KA3.3 – Training and Development of Knowledge

Sub-output 1: [AI Training](#)

Brief description of the sub-output: See Training Activities 1 and 2 above. Four attendance sheets or confirmations of participation issued by the trainer or training provider. **M18, M37**

Sub-output 2: [Training of Project Office Staff](#), Future [Staff until M20](#)

Brief description of the sub-output: See Training Activities 3–5 above. Attendance sheet or confirmation of participation issued by the trainer or training provider.

Deadline for completion of the sub-output: **M13, M25, M37, M24**

Sub-output 3: [On-Site Training](#)

Brief description of the sub-output: On-site training for future Project Office staff until M20, evidenced by travel documents. **M8, M16, M24, M32, M40**

Sub-output 4: [HR Training](#)

Brief description of the sub-output: See Training Activities 6–11 above. Six attendance sheets or confirmations of participation issued by the trainer or training provider. **M12, M15, M24, M30, M36**

7.1.3. KA 4: Development of Research Organisation Management

7.1.3.1. Current Situation

IEB's strategic management is currently based primarily on its founding charter, in accordance with the Statutes of the Czech Academy of Sciences and the Act on Public Research Institutions. IEB's basic organisational structure, shown in Figure 2, is defined by its founding charter.

The IEB Supervisory Board consists of five members. It is chaired by Vice-President and member of the Presidium of the Academy Council. The Supervisory Board oversees the Institute's activities and financial management, supervises the management of assets, may propose to the founder that the Director be removed, approves the Institute's budget and annual report, and comments on the Institute's financial management.

The Director of IEB is the institution's statutory body and is appointed by the founder. The Director's term of office is five years, and the same person may serve no more than two consecutive terms. The Director cooperates with the IEB Board in managing the Institute and decides on all important matters except those assigned by law to the Supervisory Board or the Board. The Director is responsible for the Institute's financial management.

The IEB Board cooperates with the Director in managing the Institute, determines the direction of scientific activity and decides on the Institute's development concept. It also approves the Institute's internal rules of procedure and discusses the budget, cooperation agreements, project proposals, annual reports and related matters. The IEB Board has eleven members, four of whom are external.

The International Advisory Board, established in 2023, consists of five internationally recognised researchers whose expertise corresponds to IEB's research areas. The Board is chaired by Eva Benková of ISTA, Klosterneuburg, Austria. The other members are Stanislav Kopřiva of Cologne Biocenter, Germany; Kirsten Leiss of Wageningen University, the Netherlands; Moritz Nowack of Ghent University, Belgium; and Robbie Waugh of the University of Dundee, United Kingdom. The International Advisory Board is a permanent advisory body to the IEB Director, meets once every two years and prepares a report containing recommendations for the operation of research teams and the Institute as a whole. It advises the Institute on its research activities, particularly the development and implementation of its scientific strategy, the development of research areas, the establishment of international collaborations and participation in international projects. At the Director's request, the Board may participate in the evaluation of the Institute and its teams.

Heads of research teams.

Technical and Administrative Services head.

IEB management, understood as the systematic process of planning, organising, decision-making, leading people and control, coordinates resources in order to achieve defined objectives. It also includes activities such as setting strategy and coordinating employees so that objectives are achieved through the use of available financial, material and human resources.

The shortcomings of the current situation are as follows:

- a) In 2020, the Institute defined a vision focused on leading research in plant biology aimed at addressing key social, economic and environmental challenges. The vision also covers technology transfer, international cooperation, science popularisation, and communication with policymakers, the public and the application sector. It emphasises support for young researchers, ethical research, equal opportunities, modern research methods and stronger infrastructure capacity. However, the vision is defined only in very general terms and does not identify allocated resources or investment objectives for short-, medium- and long-term horizons.
- b) No management-training plans have been defined. Training events take place only when required under funding programmes.
- c) Occupational health and safety, first aid and fire-safety training delivered using outdated methods.

The solution is to create a comprehensive organisational-management strategy covering all areas of management, including training plans and e-learning in occupational health and safety, first aid and fire safety in both Czech and English.

7.1.3.2. Scope and Content KA4

KA4 schedule: 09/2025-02/2029 (M1-M42)

Objective of KA4: The main objective is to create a comprehensive organisational-management strategy covering all areas of management.

Specific objectives:

- Written definition of development and investment objectives for different time horizons through the creation and implementation of the IEB Management Strategy.
- Creation of a training plan for managers and provision of the relevant training.

Responsibility: KA4 Lead.

Topics and activities: KA4 – Strategic Planning of IEB Management will comprise the following sub-activities:

Sub-activity KA4.1 Creation and Subsequent Implementation of the IEB Management Strategy

(M1–M42)

- Based on the analysis under KA2 completed in M9, the IEB Management Strategy will be created. It will define development and investment objectives for short-term, one-year; medium-term, one-to-five-year; and long-term, five-to-ten-year horizons and will be incorporated into the annual report.
- The Strategy will include a management-training plan for the following five years, under which every senior researcher must complete at least one seven-hour seminar each year.
- Planned, systematic and regular management training in various areas will be provided to Institute managers, particularly in strategic management and leadership for the Director, team leaders and their deputies, during M1–M40.

Sub-activity KA4.2 Creation of Online Occupational Health and Safety, First Aid and Fire-Safety Tests (M1–M36)

- Creation of an effective e-learning and online-testing system for research and technical and administrative staff in occupational health and safety, first aid and fire safety.
- Introduction and pilot testing of regular annual online tests tailored to the specific research, laboratory, building and site conditions at IEB. Employees will not complete generic tests; they will be tested in occupational health and safety, first aid and fire safety specifically for Institute conditions, thereby improving their safety.

7.1.3.3. Training

Training Activity 1: Leadership – Strategic Thinking and Change Management (KA4.1)

Training topics: manager versus leader, leadership competences, achieving results, working with people, authority, motivation, feedback, delegation, teamwork and a leader's mindset.

Target group: managers and their deputies

Expected duration: 21 hours

Number of participants: at least 12, selected from the 14 team leaders and the Director, followed in the next year by at least 12 participants comprising the Deputy Director and deputy team leaders

✓ **Completion criterion:** 80% individual attendance of the total training duration

Deadline: M10, M40

Delivery method: external/hybrid, with participants from Prague and Olomouc

Training Activity 2: BOZP, PP, PO (KA4.2)

Annual online testing of all employees in occupational health and safety, first aid and fire safety using e-learning tests tailored to the Institute, with the aim of maximising workplace safety.

Target group: IEB employees

Expected duration: 2 hours

Number of participants: all IEB employees

✓ **Completion criterion:** 100% individual attendance of the total training duration

Deadline: M12, M24, M36

Delivery method: e-learning

7.1.3.4. Outputs KA4

KA4.1 – Creation and Subsequent Implementation of the IEB Management Strategy

Sub-output 1: IEB Management Strategy

Brief description of the sub-output: A strategy defining IEB's development objectives. **M26**

Sub-output 2: [Implemented IEB Management Strategy](#)

Brief description of the sub-output: The IEB Management Strategy will be discussed by the IEB Board and approved by the Director. Minutes will be taken of the meeting. Employees will receive the new Strategy by email, and the current version will also be available to everyone on the intranet. Its content will be introduced through the Director's newsletter, and team leaders will also be informed at the Director's regular meetings with team leaders, held ten times per year in person and/or online. **M28**

Sub-output 3: [Leadership Training](#)

Brief description of the sub-output: One attendance sheet or confirmation of participation issued by the trainer or training provider. The criterion confirming successful completion is specified for each training activity in the Training section. **M10, M40**

KA4.2 – Creation of Online Occupational Health and Safety and Fire-Safety Tests

Sub-output 1: [Online test BOZP, PO a PP](#)

Brief description of the sub-output: A tool for online testing of Institute employees. **M11**

Sub-output 2: [Employee Training in Occupational Health and Safety, Fire Safety and First Aid](#)

Brief description of the sub-output: See Training Activity 1 above. Certificates confirming successful annual completion of the e-learning course and final test in occupational health and safety, first aid and fire safety. **M12, M24, M36**

7.1.4. KA 5: Development of Research Organisation Evaluation

7.1.4.1. Current Situation

Evaluation at IEB takes place both internally and externally. At the internal level, individual researchers are evaluated through regular appraisal procedures, and the performance and quality of entire teams or laboratories are assessed annually by the Institute's Board. In addition to internal evaluation, the activities of the teams and the Institute are assessed externally through three independent evaluations. The first is organised by the Czech Academy of Sciences for its institutes and their teams. The second is the regular annual nationwide evaluation of research institutions under Methodology 17+. Third, the IEB International Advisory Board also oversees the quality and performance of the research teams.

Internal Evaluation:

Appraisal procedure: Employee evaluation through appraisals is established in the Career Development Rules for University-Educated Employees of the Czech Academy of Sciences, particularly Articles 5–7. These rules define qualification levels—specialist, PhD student, postdoctoral researcher, research assistant, researcher and senior researcher—the corresponding requirements, and the principles governing appraisals. Researchers in the postdoctoral, research assistant, researcher and senior researcher categories, as well as specialists, are subject to appraisal. The appraisal procedure is conducted by the IEB Appraisal Committee, appointed by the Institute's Director and consisting of nine members, three of whom are external. For researchers, the Committee assesses individual publication performance over the preceding five-year period, including the quality and quantity of publications and the significance of the author's contribution; success in obtaining grant funding; teaching activities; science-communication activities; and other roles within the scientific community. On the basis of this assessment, the Committee recommends to the Director the year of the next appraisal, within a range of one to five years, and any change in the employee's salary-tariff classification. Employees are assigned to different salary tariffs according to their performance; for example, there are seven tariffs in the Researcher category. The final decision lies with the Director. If promotion from Researcher to

the highest category of Senior Researcher is proposed, the Appraisal Committee submits the documentation for final decision to the CAS Coordination Committee for Staff Classification. For specialists, the IEB Appraisal Committee assesses the employee's importance to the group's work, experience and commitment, relying primarily on comments from the employee's direct supervisor.

The Institute maintains detailed records of the results required for appraisal. Publication citations and full article texts, including relevant metadata, are entered continuously into ASEP, the Czech Academy of Sciences' Automated Publication Records System, together with the principal applied outputs such as patents, plant-breeder's certificates, certified methodologies, software, utility models and specialised maps. The Project Office maintains a list of submitted and awarded projects in MS Excel, while ongoing projects—their subject matter, investigators, results and financial aspects—can also be found in the national Central Register of Projects, CEP. Each employee records their own teaching and scientific-community activities and enters them in the appraisal form.

Internal evaluation also includes evaluation of research teams or laboratories, which is overseen by the Institute's Director and Board and consists of an annual assessment of team performance characteristics, with the quality of published results being of primary importance. The evaluation supports team self-reflection, but the quality of the assessed group also affects the allocation of institutional funding, including differentiated per-capita funding for personal allowances and the allocation of investment funds for research equipment.

No set of performance indicators has been created for the evaluation of Technical and Administrative Services staff, whose performance is assessed solely through the subjective judgement of managers.

External Evaluation:

The evaluation of IEB's scientific results and research teams takes place within the framework of the evaluation of CAS institutes, conducted in five-year cycles according to a detailed methodology prepared by the CAS Head Office. The evaluation considers the scientific outputs and research strategies of individual teams using a combination of scientometric analysis and peer review. All documentation is prepared and the entire evaluation conducted in English. The evaluation is undertaken by an international ten-member Evaluation Panel appointed by the CAS. Extensive supporting materials must be prepared for each department and for the Institute as a whole. The preparatory phase of the evaluation process lasts approximately two and a half years. The outcome generally includes guidance from the Evaluation Panel concerning the strategy of individual teams.

In addition, the Institute participates annually in the national evaluation of selected results under Methodology 17+. A defined limited number of the highest-quality results are assessed through peer review and graded by an expert panel. The evaluation identifies which research institutions are able to convert the funding allocated to them into the highest-quality results, graded 1 or 2 by the panel.

The Institute is legally required to prepare an Annual Report each year summarising its principal scientific and financial results. The Annual Report is reviewed by an independent auditor and approved by the IEB Supervisory Board. The audit provides adequate oversight of the Institute's administrative and financial management. The Annual Report is published and may be used for information or inspection by public authorities, the public and taxpayers.

The IEB International Advisory Board was established in 2023 as a permanent advisory body to the Institute's Director. Its principal tasks include providing feedback through evaluation of the institution.

Shortcomings in IEB's current internal and external evaluation arrangements:

- a) The Institute does not have a comprehensive, clearly documented and transparent evaluation strategy and does not have a realistic understanding of its position in comparison with international research organisations.

- b) Preparation of evaluation materials is highly demanding. In the most recent evaluations, the supporting documents were compiled by the Director in cooperation with the Institute's team leaders.
- c) Outputs required for appraisal are collected in different systems and spreadsheets, and every researcher must devote a considerable amount of time to completing the appraisal form. Materials prepared by managers for evaluation purposes are incomplete in some respects, and their preparation is not always fully professional. The International Advisory Board is not involved in institutional evaluation in a sufficiently systematic manner.
- d) No set of performance indicators has been created for the evaluation of Technical and Administrative Services staff, whose performance is assessed solely through the subjective judgement of managers.

The solution is to:

- a) Recruit a **Communication Manager** responsible for the evaluation process and its coordination, including organisation of meetings of the Institute's International Advisory Board.
- b) Create an **online staff appraisal form** that will provide a sound basis for both internal and external evaluation of the Institute and reduce the administrative burden on Institute employees. The form will provide aggregated data for evaluation and strategic management at all levels.
- c) The Internal Documents and Processes Analyst will evaluate the work of Technical and Administrative **Services. Any identified problems will be addressed and processes made more efficient.**

7.1.4.2. Scope and Content KA5

KA5 schedule: 09/2025-02/2029 (M1-M42)

Objective of KA5: The main objective of KA5 is to establish a strategic framework for and develop the internal and external evaluation of the research organisation, including links between the external evaluation conducted by the founder and the internal evaluation of researchers.

Specific objectives:

- Creation of an online staff appraisal form.
- Creation and implementation of the IEB Evaluation Strategy.
- Training and competence development for employees in evaluation.

Responsibility: KA5 Lead.

Topics and activities: The strategic framework and development of the internal and external evaluation of the research organisation will comprise the following sub-activities:

Sub-activity KA5.2 Creation and Subsequent Implementation of the IEB Evaluation Strategy (M1–M28)

- An online staff appraisal form will be created as a new tool for collecting data for researcher evaluation. It will improve assessment of performance and enable the monitoring and analysis of professional activity and career development, providing a basis for evaluating employees against both scored and non-scored criteria. It will save researchers time and enable supervisors to produce statistical reports showing performance trends for entire teams and forecasts of the productivity of researchers or teams.

- An analysis of internal documents and processes relating to evaluation will also be conducted.
- The Communications Manager will coordinate ongoing evaluation processes at all levels of the Institute, including organisation of meetings of the International Advisory Board at the Institute.

Sub-activity KA5.3 Evaluation of the Work of the Technical and Administrative Services Team (M1–M14)

- To improve the efficiency of Technical and Administrative Services, the Internal Documents and Processes Analyst, a member of the Expert Team, will conduct an internal staffing and process audit.
- Any identified problems will be addressed and processes made more efficient.
- A supervision system will be designed to oversee the organisation of Technical and Administrative Services and help resolve problems. The system will be in the Strategy.

Sub-activity KA5.4 Organisation of Training Courses for Individual Staff Categories (M1–M40)

7.1.4.3. Training

Training Activity 1: Self-Assessment (KA5.4)

Training focus: scientometrics, peer review, the specific evaluation context in the Czech Republic, the societal impact of R&D outputs, and other creative and expert activities. The seminar will help researchers become more confident when preparing self-assessments. European Commission data clearly show that less-developed countries, including the Czech Republic, are less effective at presenting the characteristics of applicants in Horizon Europe proposals.

Target group: Researchers

Expected duration: 8 hours/1x za 2 years

Number of participants: min. 60

✓ **Completion criterion:** 100% individual attendance of the total training duration

Deadline: M16, M40

Delivery method: external online group training.

7.1.4.4. Outputs KA5

KA5.2 – Creation of the IEB Evaluation Strategy

Sub-output 1: Online Staff Appraisal Form

Brief description of the sub-output: An online tool for collecting evaluation data. **M6**

Sub-output 2: Analytical Report

Brief description of the sub-output: A report by the KA5 Expert Lead evaluating the current state of evaluation at IEB, which will provide the basis for preparation of the Strategy. **M10**

Sub-output 3: IEB Evaluation Strategy

Brief description of the sub-output: A comprehensive strategy covering both the Institute's internal and external evaluation. **M26**

Sub-output 4: Implemented IEB Evaluation Strategy

Brief description of the sub-output: The IEB Evaluation Strategy will be discussed by the IEB Board and approved by the Director. Minutes will be taken of the meeting. Employees will receive the new Strategy by email, and the current version will also be available to everyone

on the intranet. Its content will be introduced through the Director's newsletter, and team leaders will also be informed at the Director's regular meetings with team leaders, held ten times per year in person and/or online. **M28**

KA5.3 – Evaluation of the Work of Technical and Administrative Services

Sub-output 1: [Analytical Report](#)

Brief description of the sub-output: A report by the Internal Documents and Processes Analyst examining the efficiency of Technical and Administrative Services and proposing improvement measures. **M14**

KA5.4 – Organisation of Training Courses for Individual Staff Categories

Sub-output 1: [Self-Assessment Training](#)

Brief description of the sub-output: Two attendance sheets or confirmations of participation issued by the trainer or training provider. The criterion confirming successful completion is specified for each training activity in the Training section. **M16, M40**

[KA 6: Development of International Cooperation in Research and Development and Internationalisation of the Research Organisation](#)

[7.1.4.5. Current Situation](#)

IEB maintains and develops cooperation and establishes new contacts with a range of important international partners. Cooperation takes place with research institutions, universities, international companies and professional organisations. It includes bilateral and multilateral projects, working groups and international organisations, membership of editorial boards of scientific journals, formal cooperation under agreements with international institutions such as memoranda of understanding, and informal cooperation based on long-standing contacts.

Over the past three years, the Institute has implemented a total of 124 research projects involving international cooperation. These include four projects funded by the European Commission under Horizon 2020, one project, and Horizon Europe, three projects; one project funded by the European Molecular Biology Organization; and four projects funded by various international providers, including NATO, IITA, the Gates Foundation and Fine Agrochemicals Limited. There were also six major projects funded by the Ministry of Education, Youth and Sports and a total of 109 projects receiving financial contributions from the Ministry of Finance, Technology Agency of the Czech Republic, Ministry of Education, Youth and Sports, Czech Science Foundation, Ministry of Agriculture–National Agency for Agricultural Research, and the Czech Academy of Sciences.

International cooperation at the strategic and development level, including future plans, is not currently addressed by any long-, medium- or short-term development concept, strategy or other document. International relationships are established primarily through joint projects. At Institute-management level, international cooperation and relationship-building have been strengthened particularly in recent years, with active efforts to identify further opportunities, especially for funding and strategic development.

Shortcomings in the Institute's current international-cooperation and internationalisation arrangements:

- a) International-cooperation activities are mostly initiated following approaches from international institutions, obligations to conclude a memorandum of understanding as part of a joint project, or, most commonly, the initiative of individual researchers who establish contacts independently for joint projects or shared research topics. At strategic level, there is therefore no central communication framework or strategy for targeted partner identification.

- b) International activities are not recorded systematically, so their intensity cannot be monitored or evaluated. As a result, some important institutions may be unintentionally overlooked.
- c) Another area requiring improvement is the Institute's international visibility. Potential international partners do not have adequate access to relevant consolidated information on current research, major projects, results and IEB's international-cooperation strategy.
- d) The greatest attention should be given to expanding and improving IEB's expert administrative infrastructure to support researchers' participation in international R&D cooperation, including language training for Technical and Administrative Services staff.

The solution is to create a comprehensive strategy for the Institute's international cooperation and internationalisation, including:

- a) Creation of the IEB Internationalisation Strategy.
- b) Introduction of a system for recording international cooperation, together with active identification of potential international partners in research fields where IEB currently has insufficient international cooperation and in fields with potential for future joint research.
- c) Internationalisation of the Institute's research activities through stronger links with international scientific institutions and organisations within and outside the EU, particularly countries identified as priorities for science and research by the Czech Government, especially the United States and Israel. Inviting international experts to IEB will enable close cooperation based on compatibility with the Institute's scientific focus, increasing IEB's international visibility and supporting the development of its research activities in international comparison.
- d) Establishing a Welcome Office with an onboarding process is a key component of the employee life cycle that contributes to satisfaction, engagement and retention. Together with the other activities, this will increase IEB's attractiveness. Groups of international researchers arrive with their own knowledge and experience and contribute to our research programme, so IEB must ensure at least basic access to information in English. Under the project, all internal documents and publicly available information materials will be made available in English.

7.1.4.6. Scope and Content KA6

KA6 schedule: 09/2025-02/2029 (M1-M42)

Objective of KA6: The activity aims to improve qualitatively the processes in the areas where the above shortcomings have been identified. The main objective of KA6 is to establish a strategic framework for IEB's international cooperation and internationalisation.

Specific objectives:

- Analysis of the current international-cooperation arrangements.
- Creation and implementation of the IEB Internationalisation Strategy, including a system for recording international cooperation.
- Pilot testing of the IEB Internationalisation Strategy through short-term stays intended to establish international cooperation and train researchers.
- Monitoring and evaluation of pilot testing.
- Introducing IEB researchers to the relevant procedures, strategies, documents.
- Establishing a Welcome Office with an onboarding and bilingual internal documentation.
- Language training for employees to introduce a second operational language.

Responsibility: KA6 Lead.

Topics and activities: The strategic framework and development of IEB's international cooperation in R&D and internationalisation will comprise the following sub-activities:

Sub-activity KA6.1 Creation and Subsequent Implementation of the IEB Internationalisation

Strategy Defining the Principles of IEB's Participation in the European Research Area **(M1–M16)**

- The KA6 Lead will evaluate the current arrangements for international cooperation at IEB.
- The IEB Internationalisation Strategy will be prepared on the basis of the analysis.

Sub-activity KA6.2 Pilot Testing of the IEB Internationalisation Strategy **(M16–M42)**

- Development of international cooperation with international research organisations and other entities conducting research aligned with IEB's work.
- The Institute will be internationalised through stronger links with international partner organisations during pilot testing of the IEB Internationalisation Strategy. Fourteen experts will undertake short-term stays over the course of the project. Each will represent the scientific field or interest of a selected IEB laboratory, and the experts will be chosen by the team leaders, reflecting IEB's 14 laboratories. This will establish new international collaborations.
- The activity will also provide training for both research and technical and administrative staff, as the international participants will explain to Technical and Administrative Services and the Project Office how the corresponding departments operate in their home organisations. These consultations will be used to make IEB processes more efficient on the basis of good practice from leading international institutions.
- Pilot testing will be monitored continuously and evaluated using feedback from the short-term stays of international researchers at the Institute, including an assessment of how effectively individual laboratories or teams establish international cooperation. This will make it possible to identify potential causes of problems and ways to improve.
- The results will also include information on whether consultations with the Project Office and administrative units were beneficial and how the identified examples of international good practice can be applied at IEB.

Sub-activity KA6.3 Introduction of English as the Research Organisation's Second Operational Language, Including Language Training for Relevant Staff **(M1–M40)**

- Translation of all internal documents and information materials into English.
- Improved communication with international partners, researchers abroad and researchers coming to IEB will increase the Institute's participation in international research projects and help create a professional and welcoming environment comparable to institutions in Western countries. Together with the other key activities, this will contribute to building an attractive employer brand.

Sub-activity KA6.4 Establishment of the Welcome Office, Including Pilot Testing **(M1–M42)**

- Staffing and material and technical resources for the Welcome Office, which will provide administrative and HR support to newcomers.
- Internal procedures will be introduced to ensure a smooth onboarding process for all new employees, PhD, visiting researchers and international lecturers. The Welcome Office Coordinator, will be in contact with candidates from the moment they accept a job offer and will provide relocation support and assistance with accommodation and formalities.
- IEB will cooperate closely with Euraxess when coordinating recruitment and the arrival of international colleagues from the European Union and third countries.
- Onboarding will help new employees find their way around, understand procedures and become familiar with the working environment. It will include a workplace tour focusing on key areas such as laboratories and meeting rooms, an introduction to the Institute's

internal regulations and other documents, and the configuration and preparation of the necessary technology, including computers, email accounts and software.

- New arrivals will receive both printed and electronic handbooks containing essential information on IEB's operation and general practical information about the Czech Republic. The handbook will also cover legal and immigration matters, the cost of living, public transport, finding accommodation or a doctor, understanding the healthcare system, opening a bank account and other practical topics.
- The Welcome Office Coordinator will arrange a comprehensive induction-training block that will deepen new employees' knowledge of occupational health and safety and fire safety and introduce them to the ethical principles of IEB's academic environment.

The activities described above will increase IEB's internationalisation, contributing to qualitative improvement in research, achievement of international standards and the creation of a professional working environment with minimal administrative burden for researchers, which is one of the principal objectives of the Institute's development.

7.1.4.7. Training

Training Activity 1: Expert Seminars (KA6.2)

Seminars and lectures by international experts tailored to the specialisation of each IEB laboratory or team, together with related networking and the establishment of international cooperation.

Target group: Researchers

Expected duration: 28 hours; 14 teams × one person × at least two hours

Number of participants: at least 150 researchers

✓ **Completion criterion:** at least two hours of individual attendance

Deadline: M16, M18, M20, M22, M24, M26, M28, M30, M32, M34, M36, M38, M40, M42

Delivery method: by invited international experts/hybrid - participants from Prague/Olomouc

Training Activity 2: Consultations – Examples of Good Practice from International Research Organisations (KA6.2)

Information meetings covering the operation of project, finance and HR departments, Welcome Offices, and management processes in the home organisations of the international participants.

Target group: Project team

Expected duration: 28 hours, involving 14 different experts from 14 different RO

Number of participants: at least 8, including from the Administrative Team the Project and Financial Manager and Project Officer, Welcome Office Coordinator, Communications Manager, Data Manager, HR Award Expert and Project Lead

✓ **Completion criterion:** at least 80% individual attendance of the total event duration

Deadline: M16, M18, M20, M22, M24, M26, M28, M30, M32, M34, M36, M38, M40, M42

Delivery method: internally, delivered in person by invited international experts

Training Activity 3: English – Strengthening Professional and Communication Skills (KA6.3)

Intermediate-level conversational courses with an administrative focus, delivered as group training on IEB premises. Completion of the course will be documented by attendance sheet and certificate.

Target group: Technical and Administrative Services staff

Expected duration: 16 hours, once every four months

Number of participants: min. 6

✓ **Completion criterion:** at least 80% individual attendance of the total course duration

Deadline: M4, M8, M12, M16, M20, M24, M28, M32, M36, M40

Delivery method: external/in person

7.1.4.8. Outputs KA6

KA6.1 – IEB Internationalisation Strategy

Sub-output 1: [Analytical Report](#)

Brief description of the sub-output: A report by the KA6 Expert Lead on international cooperation at IEB, providing the basis for preparation of the Strategy. **M7**

Sub-output 2: IEB [Internationalisation Strategy](#)

Brief description of the sub-output: A strategy linked to the Institute's development concepts that will establish conditions for improving international cooperation across IEB. It will incorporate recommendations for further development and strengthening of the Institute's international position, as well as experience gained from the stays of international experts and the collaborations established. **M14**

Sub-output 3: [Implemented IEB Internationalisation Strategy](#)

Brief description of the sub-output: The IEB Internationalisation Strategy will be discussed by the IEB Board and approved by the Director. Minutes will be taken of the meeting. Employees will receive the new Strategy by email, and the current version will also be available to everyone on the intranet. Its content will be introduced through the Director's newsletter, and team leaders will also be informed at the Director's regular meetings with team leaders, held ten times per year in person and/or online. **M16**

KA6.2 – Pilot Testing of the IEB Internationalisation Strategy

Sub-output 1: [Training through the Sharing of International Good Practice](#)

Brief description of the sub-output: Two attendance sheets or confirmations of participation issued by the presenter. The criterion confirming successful completion is specified for each training activity in the Training section. For Training Activity 3, a consolidated attendance sheet will confirm participation in all training sessions over the entire project by M42. **M42**

Sub-output 2: [Report on Pilot Testing of the IEB Internationalisation Strategy](#)

Brief description of the sub-output: Evaluation of the pilot testing of part of the IEB Internationalisation Strategy, including the results, impacts, strengths and weaknesses across all laboratories. **M42**

KA6.3 – Introduction of English as the Second Operational Language

Sub-output 1: [English-Language Training](#)

Brief description of the sub-output: Attendance sheet or confirmation of participation issued by the trainer or training provider. The criterion confirming successful completion is specified for each training activity in the Training section. **M40**

Sub-output 2: [Translation of IEB Documents into English](#)

Brief description of the sub-output: Translation into English of all existing and newly created internal and publicly available documents produced through the project. **M39**

KA6.4 – Establishment of the Welcome Office

Sub-output 1: [Welcome office](#)

Brief description of the sub-output: Creation of a professionally competent and trained Welcome Office with appropriate staffing and technical resources. **M1**

Sub-output 2: [Onboarding Handbook](#)

Brief description of the sub-output: A printed and electronic handbook containing all information required for successful onboarding, as described in Section 8.6.2, sub-activity 6.4.

A graphic designer will prepare it on the basis of information and materials supplied by the Welcome Office Coordinator. For the pilot operation, 50 copies of an approximately 16-page Czech handbook will be printed. Its content will differ from the English version, as it will not include information about the Czech Republic or immigration matters. A further 50 copies will be printed in English, with approximately 20 pages. Fifteen copies of each language version will be sent to IEB in Olomouc and the remaining 35 copies will be retained by the Welcome Office in Prague. **M8**

7.1.5. KA 7: Development of Intersectoral Cooperation and Technology Transfer

7.1.5.1. Current Situation

The current arrangements for intersectoral cooperation at IEB are based on direct links established by individual research teams, primarily through grant projects focused on cooperation with industrial partners. Cooperation is based on long-standing relationships with these partners. The quality of outputs from these collaborations, including the protection of application-oriented results and other activities with partners, is not always consistent, and it is not ensured that all activities provide the highest possible protection of the Institute's interests.

At Institute level, intellectual property protection is governed by the Directive on the Management of Intellectual Property, focusing on employee copyright works, adopted in 2018, while works protected by industrial property rights are covered by Directive No. 2 of 2014. Commercialisation is not addressed in internal regulations. In practice, essentially a single procedure is applied: both legal protection and any commercialisation of results are included in approved research-project proposals when their implementation is required by the grant provider. Outside this framework, further steps concerning legal protection and commercialisation of results occur only exceptionally.

In addition to targeted research activities, specialist seminars, lectures, individual consultations and practical workshops were organised for interested parties in 2023 to deepen intersectoral cooperation and knowledge of technology transfer. A series of meetings was also held with representatives of the Ministry of Agriculture and Ministry of Health concerning the establishment of a genotyping centre for crops grown in the Czech Republic. A clear example of cooperation with the professional and commercial communities is ploidy measurement by flow cytometry, which IEB performs for breeders of ornamental and crop plants. The Application Laboratory for Agricultural Research also plays an important role in project cooperation with organisations engaged in agricultural crop breeding. During the year, work was completed on outstanding results from the concluded Biotechnology Centre for Genotyping project funded under the National Centres of Competence programme of the Technology Agency of the Czech Republic. Two projects were also submitted to the Technology Agency's Centres of Competence call and four applications to the Ministry of Agriculture's ZEMĚ programme administered by the National Agency for Agricultural Research. In 2023, Institute employees were authors of two patents, one European Union and one national, and two utility models were prepared. In apple breeding, work continued in 2023 on new varieties combining high disease resistance with good agronomic characteristics, with an emphasis on practical licensing of results in the Czech Republic and abroad. Worldwide sales of new IEB apple varieties reached almost 0.75 million plants in 2023, approximately 90% of them abroad.

The current arrangements for intersectoral cooperation and technology transfer are deficient because partner identification is uncoordinated, depends on the individual initiative of project applicants and lacks a comprehensive Institute-wide framework. Legal protection and any commercialisation of results also take place only at project-team level, while an Institute-wide strategy is absent.

The solution is to introduce an Institute-wide partner-identification system and establish a team supporting the administration of utility models, patents and licence agreements, including administrative procedures for the legal protection of jointly created results.

7.1.5.2. Scope and Content KA7

KA7 schedule: 09/2025-02/2029 (M1-M42)

Objective of KA7: The main objective is to establish a strategic framework for and develop intersectoral cooperation and technology transfer at IEB.

Specific objectives:

- Analysis of the current management of intellectual property.
- Creation and implementation of a strategy for developing intersectoral cooperation, managing intellectual property and transferring research results into practice.
- Preparation of a methodological guideline on intellectual property management and for the newly established Technology Transfer Office.
- Launch of the Technology Transfer Office.

Responsibility: KA7 Lead

Topics and activities: The strategic framework and development of IEB's intersectoral cooperation and technology transfer will comprise the following sub-activities:

Sub-activity KA7.1 Creation and Subsequent Implementation of the IEB Technology Transfer and Intersectoral Cooperation Strategy (M1–M26)

- The Internal Documents and Processes Analyst will evaluate the current arrangements for intersectoral cooperation and technology transfer at IEB.
- Based on the analysis results, a new Strategy will be defined, focusing primarily on intellectual property and its recording, which currently takes place within individual teams. The Strategy will be implemented and pilot operation will begin through establishment of the Technology Transfer Office under KA7.2.
- Methodological Guideline on the Management of Intellectual Property.

Sub-activity KA7.2 Establishment of the Technology Transfer Office, Including Pilot Testing (M26–M42)

- Following implementation of the IEB Technology Transfer and Intersectoral Cooperation Strategy, pilot operation will begin through establishment of the Technology Transfer Office. Its purpose will be to support the practical use of scientific research results generated at IEB. This support will include activities aimed particularly at identifying and protecting intellectual property and developing cooperation with the application sector. Office staff will share experience within the team and across the Institute.
- Creation of a professionally competent and trained Technology Transfer Office team comprising:
 - Head of Office a key expert in breeding and intellectual property protection activities, including commercialisation of results. He is a co-breeder of 21 licensed apple varieties.
 - Professor, who has many years of experience protecting know-how worldwide and is the author or co-author of 19 Czechoslovak and 240 international patents. He prepared and drafted most of the applications and secured their patent protection.
 - IP specialist, who has many years of experience preparing, administering and implementing contract-research assignments.

- Head of the Application Laboratory for Agricultural Research, whose purpose is to transfer basic-research results into breeding practice and which has produced 14 utility models.

Sub-activity KA7.3 Regular Specialist Training and Conferences for Individual Staff Categories, Focusing on Principal Investigators of Application-Oriented Projects, the Intellectual Property Protection Specialist and Technology Transfer Office Staff, to Ensure Activities and Services in Intellectual Property Management **(M1–M41)**

7.1.5.3. Training

Training Activity 1: Legislation and Intellectual Property (KA7.3)

Training in Czech and European patent law and changing legislation. Practical guidance on whether to patent or publish and, where appropriate, how to combine these approaches safely. The European Patent Attorney will highlight risks and provide tips, advice and examples for publicly presenting research results and negotiating possible cooperation with potential project or commercial partners.

Target group: Technology Transfer Office staff and researchers

Expected duration: 4 hours

Number of participants: min. 25

✓**Completion** criterion: 100% individual attendance of the total training duration

Deadline: M10

Delivery method: internally under a DPP agreement with a European Patent Attorney/hybrid, reflecting the large number of participants from Prague and Olomouc

Training Activity 2: Good-Practice Visits (KA7.3)

On-site training for the Intellectual Property Protection Specialist involving visits to leading research organisations with successful technology transfer offices and a strong record of applying research results. The target organisations were selected partly on the basis of cooperation with their leading researchers, who are members of the IEB International Advisory Board, ensuring access to the relevant project and patent offices and the sharing of their experience. Good-practice visits will take place at Wageningen University in the Netherlands and Ghent University in Belgium.

Target group: Intellectual Property Protection Specialist

Expected duration: 7 hours at each research organisation, 14 hours in total

Number of participants: 1

✓**Completion** criterion: 100% individual attendance

Deadline: M16, M24

Delivery method: external/in person

Training Activity 3: Intellectual Property Management (KA7.3)

The training will provide recommendations on appropriate approaches to intellectual property protection, securing protection, reporting the creation of results and maintaining records.

Target group: IP Specialist and Technology Transfer Office staff

Expected duration: 21 hours, once every two years, or earlier if legislation changes

Number of participants: IP Specialist and another expert employee of the TT Office

✓**Completion** criterion: 100% individual attendance of the total training duration

Deadline: M18, M37

Delivery method: external/in person

Training Activity 4: Intellectual Property Workshop (KA7.3)

The TT Office will organise a workshop for IEB employees involved in intellectual property protection. It will introduce them to changing legislation, information gained from international travel and

training, and potential new opportunities for cooperation with the application sector.

Target group: researchers—representatives of research teams

Expected duration: 4 hours

Number of participants: min. 14

✓ **Completion criterion:** 100% individual attendance of the total workshop duration

Deadline: M27, M39

Delivery method: internally/hybrid, with participants from Prague and Olomouc

Training Activity 5: Intellectual Property at IEB (KA7.3)

Following implementation of the IEB Technology Transfer and Intersectoral Cooperation Strategy, the Intellectual Property Protection Specialist will provide internal training to the majority of IEB researchers on the fundamentals of intellectual property and introduce them to the new Strategy and IEB's intellectual property processes.

Target group: Researchers

Expected duration: 2 hours

Number of participants: min. 150

✓ **Completion criterion:** 100% individual attendance of the total training duration

Deadline: M28

Delivery method: internally/hybrid, with participants from Prague and Olomouc

Training Activity 6: Specialist Trade Fairs and Conferences (KA7.3)

International travel as part of pilot verification of the Strategy, required for technology transfer and involving participation in international specialist trade fairs connected with the promotion of results, development of research and commercial relationships, intellectual property rights activities and market orientation, as well as specialist conferences.

Target group: Technology Transfer Office employee

Expected duration: 2 days

Number of participants: 1

✓ **Completion criterion:** 100% individual attendance

Deadline: M28, M36

Delivery method: external/in person

Training Activity 7: Sharing Good Practice at IEB (KA7.3)

Training with a discussion component for IEB Technology Transfer Office staff and researchers. The objective is to introduce participants to good practice at a Czech organisation with a similar focus to IEB and to the structure and operation of its technology transfer office. A Czech organisation facing comparable problems and working within the same local administrative and regulatory environment will be approached.

Target group: Technology Transfer Office staff and researchers

Expected duration: 4 hours

Number of participants: min. 30

✓ **Completion criterion:** 100% individual attendance of the total event duration

Deadline: M41

Delivery method: internally, under a DPP agreement with a Technology Transfer Expert/hybrid, with participants from Prague and Olomouc

7.1.5.4. Outputs KA7

KA7.1 – Technology Transfer and Intersectoral Cooperation Strategy

Sub-output 1: [Analytical Report](#)

Brief description of the sub-output: A report by the Internal Documents and Processes Analyst evaluating the current arrangements for intersectoral cooperation and technology transfer at IEB, providing the basis for preparation of the Strategy. **M10**

Sub-output 2: IEB [Technology Transfer and Intersectoral Cooperation Strategy](#)

Brief description of the sub-output: A strategy created to unify the individual steps and procedures already implemented in the development of intersectoral cooperation and technology transfer and to provide strategic support for this area. **M24**

Sub-output 3: Methodological [Guideline on Intellectual Property Management](#)

Brief description of the sub-output: A methodology for Institute employees setting out procedures for managing intellectual property. The material will use an interactive format to help users navigate the subject and will contain active links to the relevant resources. **M25**

Sub-output 4: [Implementation of the IEB TT and Intersectoral Cooperation Strategy](#)

Brief description of the sub-output: The IEB Technology Transfer and Intersectoral Cooperation Strategy will be discussed by the IEB Board and approved by the Director. Minutes will be taken of the meeting. Employees will receive the new Strategy by email, and the current version will also be available to everyone on the intranet. Its content will be introduced through the Director's newsletter, and team leaders will also be informed at the Director's regular meetings with team leaders, held ten times per year in person and/or online. **M26**

KA7.2 – Establishment of the Technology Transfer Office

Sub-output 1: [Technology Transfer Office](#)

Brief description of the sub-output: Creation of a professionally competent and trained IEB Technology Transfer Office team. **M26**

KA7.3 – Regular Specialist Training for Individual Staff Categories

Sub-output 1: [Intellectual Property Training](#)

Brief description of the sub-output: See the training activities described above. Eleven attendance sheets or confirmations of participation issued by the presenter. The criteria confirming successful completion are specified for each training activity in the Training section. **M10, M16, M18, M24, M27, M28, M36, M37, M39, M41**

7.1.6. KA 8: Strategic Framework and Development of Open Science at the Research Organisation

7.1.6.1. Current Situation

IEB researchers are already familiar with the principles of open science, but they commit to data archiving only in projects where this is required by the funding provider. Not all staff have therefore developed consistent open-science practices. Since the end of 2023, the Institute has shared a Data Manager with the Institute of Experimental Medicine and the Institute of Microbiology of the Czech Academy of Sciences. The Data Manager helps employees understand open science and assists with preparing Data Management Plans, which is time-consuming given the large number of projects and researchers.

A shortcoming is that the Institute has not established open-science rules and employees are not trained systematically in this area. Staff often do not know or have a clear overview of their obligations under this agenda.

The solution is to create a coherent methodological guideline clearly specifying how IEB researchers should apply open-science principles, defining the technical solution, conditions—including restrictions arising from KA9 and KA7 concerning institutional security and intellectual property protection—and responsibilities. IEB recognises the importance and positive effects of open science while also taking account of institutional-security constraints, as described further under KA9.

7.1.6.2. Scope and Content KA8

KA8 schedule: 09/2025-02/2029 (M1-M42)

Objective of KA8: The main objective is to create an Open Science Methodological Guideline defining precise steps for implementing open-science principles and options for monitoring progress in the individual areas.

Specific objectives:

- Analysis of the current state of open science at IEB.
- Creation and implementation of the Open Science Methodological Guideline.
- Creation of a DMP Template.
- Systematic training of Institute employees.

Responsibility: KA8 Lead.

Topics and activities: Establishing open science for IEB conditions will comprise the following sub-activities:

Sub-activity KA8.1 Creation and Subsequent Implementation of the Open Science Methodological Guideline **(M1–M34)**

- The Data Manager will evaluate the current state of open science at IEB.
- Creation of a Methodological Guideline containing specific steps that define in detail how to proceed, for example when publishing results or managing research data.
- Although open science now covers a broad range of areas—including publications, data, software, methodologies, peer review and teaching materials—the Methodological Guideline will focus primarily on two areas that are currently critical for the Institute: scientific publications through open access and research data in accordance with FAIR.
- The IT Specialist will analyse the data of all teams, determine how much is active and usable and how much is archived, and on that basis propose an efficient data-storage and publication solution within the Methodological Guideline.
- Creation and pilot use of a Data Management Plan Template tailored specifically to IEB in order to make the preparation of DMPs more efficient for researchers.
- Purchase of external drives for data storage.

Sub-activity KA8.2 Training of the Data Manager, and Raising Awareness among Institute Employees of Open Science and Institute Procedures **(M1–M42)**

7.1.6.3. Training

Training Activity 1: Conference Open Science Fair 2025 (KA8.2)

The Data Manager will attend a conference jointly organised by CERN's Open Science section and the OpenFAIRE team for the global community of researchers, policymakers, publishers, funding providers and open-science supporters.

Target group: Data Manager (RT)

Expected duration: 3 days

Number of participants: 1 – Data Manager

✓ **Completion** criterion: 100% individual attendance
Deadline: M3
Delivery method: external/in person at CERN, Switzerland.

Training Activity 2: Open Science, FAIR and Open Data (KA8.2)

Training focused on open science, FAIR and open data in connection with the requirements of national and international grant providers, also covering data management and the use of different systems for storing and making data available through repositories.

Target group: Data Manager (RT)
Expected duration: 8 hours, repeated annually
Number of participants: 1 – Data Manager
✓ **Completion** criterion: 100% individual attendance of the total training duration
Deadline: M14, M26, M38
Delivery method: external/in person.

Training Activity 3: Research Data Management (KA8.2)

Each year, the Data Manager will organise a workshop for IEB employees involved in open science. In the first year after implementation of the Methodological Guideline, researchers will be introduced to it and trained in IEB's open-science processes. The M28 workshop will include information on the DMP Template. The M28 and M40 workshops will include new information on open science and specific requirements of grant providers in this area.

Target group: Researchers
Expected duration: 6 hours
Number of participants: min. 70
✓ **Completion** criterion: 100% individual attendance of the total workshop duration
Deadline: M16, M28, M40
Delivery method: internally/hybrid, with participants from Prague and Olomouc

Training Activity 4: Good-Practice Visits (KA8.2)

On-site training for the Data Manager, involving visits to leading research organisations to learn from their practice. The organisations were selected partly on the basis of cooperation with leading researchers who are members of the IEB International Advisory Board. Good-practice visits on open-science topics will take place at Wageningen University in the Netherlands and Ghent University in Belgium.

Target group: Data Manager
Expected duration: 7 hours at each research organisation, 35 hours in total
Number of participants: 1
✓ **Completion** criterion: 100% individual attendance
Deadline: M16, M24
Delivery method: external/in person

Training Activity 5: Academic Writing and Publishing (KA8.2)

Training discussing the typical characteristics and structure of scientific articles, together with advice on selecting journals and writing and completing articles for publication, with a primary focus on open-science principles.

Target group: Researchers - Juniors
Expected duration: 6 hours, repeated annually
Number of participants: min. 25
✓ **Completion** criterion: 100% individual attendance of the total training duration
Deadline: M13, M25, M37

Delivery method: external/hybrid, with participants from Prague and Olomouc

7.1.6.4. Outputs of Activity 8

KA8.1 – Creation and Subsequent Implementation of the Open Science Methodological Guideline

Sub-output 1: [Analytical Report](#)

Brief description of the sub-output: A report by the Data Manager evaluating the current state of OS at IEB, providing the basis for preparation of the Methodological Guideline. **M8**

Sub-output 2: [Open Science Methodological Guideline](#)

Brief description of the sub-output: The Methodological Guideline will be a strategic IEB management tool covering primarily the processes and requirements for ensuring open access to publications and research data in accordance with the principles of the European Research Area and the European Open Science Cloud. It will also include recommendations for ensuring ethical and legal compliance. **M24**

Sub-output 3: [Implemented Open Science Methodological Guideline](#)

Brief description of the sub-output: The Methodological Guideline will be discussed by the IEB Board and approved by the Director. Minutes will be taken of the meeting. Employees will receive the new document by email, and the current version will also be available to everyone on the intranet. Its content will be introduced through the Director's newsletter, and team leaders will also be informed at the Director's regular meetings with team leaders, held ten times per year in person and/or online. **M26**

Sub-output 3: [DMP Template](#)

Brief description of the sub-output: A user-friendly DMP Template created using the FAIR Wizard tool and tailored to the Institute's specific research-data environment. The Template will enable preparation of DMPs required for most projects. It will be standardised to ensure consistency across projects while taking account of the specific features of each project application. **M28**

KA8.2 – Training of Competent Staff in this Area

Sub-output 1: [Conference and Good-Practice Visits at International Institutions](#)

Brief description of the sub-output: Training for the Data Manager evidenced by travel documents. **M3, M16, M24**

Sub-output 2: [Open Science Training](#)

Brief description of the sub-output: Nine attendance sheets or confirmations of participation issued by the presenter. The criteria confirming successful completion are specified for each training activity in the Training section. **M13, M14, M16, M25, M26, M28, M37, M38, M40**

7.1.7. KA 9: Establishing a System to Strengthen Institutional Resilience to Illegitimate Interference

7.1.7.1. Current Situation

In the area of institutional resilience, IEB currently has organisational measures at the level of internal regulations and instructions, limited to the Intellectual Property Protection Directive; technological measures at hardware and software level; and physical-security measures covering the protection of premises, equipment and physical access. No attempts at illegitimate interference by third parties have yet been recorded at the Institute.

The Czech Academy of Sciences has addressed this issue for several years and participates in preparing and implementing recommendations in this area. It has created the position of CAS Institutional Resilience Coordinator. The Academy also contributes to the development of the European Union's

European Economic Security Strategy in several critical-technology areas. IEB's founder is therefore already addressing the issue, and general information and documents can be adopted from it.

A shortcoming is that the IEB has so far devoted only limited attention to establishing a system to increase resilience to illegitimate interference and currently has no security strategy covering all four levels: organisational and technological measures, human resources measures and physical security.

The solution is to introduce and implement a system of measures to strengthen research resilience to illegitimate interference and protect IEB's good reputation. The system will focus particularly on secure international research and academic cooperation, including compliance with binding sanctions restrictions. It will also cover intellectual property management and risk management, especially in research areas with significant transformative potential for knowledge and technologies. The system will address dual-use technologies and research in which knowledge or technologies could be misused to violate human rights and freedoms.

7.1.7.2. Scope and Content of KA9

KA9 schedule: 09/2025-02/2029 (M1-M42)

Objective of KA9: The main objective is to create organisational and systemic procedures for assessing and managing risks in the form of illegitimate interference and to achieve the status of trusted research in which the openness of the academic environment and research security are balanced.

Specific objectives:

- Analysis of the current situation by an expert in the field.
- Creation of a system protecting against threats to intellectual property and sensitive research, interference with decision-making processes, and damage to the reputation of the institution and its employees through creation and implementation of the IEB Resilience Strategy.
- Protection of sensitive data and information concerning research, employees and the organisation and the ability to ensure the confidentiality, integrity and availability of research information.
- Maximising the value of international cooperation while protecting intellectual property, sensitive research and personal data.
- Understanding all potential risks of cooperation in today's academic environment.
- Supporting integration and international cooperation in R&D by ensuring adequate risk management in institutional resilience.
- Introduction of the institutional-resilience coordinator agenda.

Responsibility: KA9 Lead.

Topics and activities: The strategic establishment of IEB's system for strengthening institutional resilience to illegitimate interference will comprise the following sub-activities:

Sub-activity KA9.1 Creation and Subsequent Implementation of the IEB Resilience Strategy (M1–M20)

- The Institutional Resilience Methodology Specialist will analyse and evaluate IEB's current resilience arrangements.
- The IEB Resilience Strategy will be adapted to IEB's field of activity and the specific needs of current research projects. It will include security measures linked to the European Economic Security Strategy of 2023, the Proposal for a Council Recommendation on Enhancing Research Security of 2024, and the Czech Security Strategy of 2023, strengthening research security at all defined levels through internal risk-management regulations covering general organisational matters, human resources, physical security and cybersecurity.

- Creation of the IEB Counter Foreign Interference Manual for Institute employees.
- Institutional-resilience measures will be implemented with the support of senior management and on the basis of employee training.
- At the same time, the measures adopted must be proportionate, fully respect the principle of reducing risk rather than decoupling, and impose a minimum administrative, organisational and financial burden on the Institute.

Sub-activity KA9.2 Introduction of the Due Diligence Specialist Position and Pilot Testing of the IEB Resilience Strategy (M1–M42)

- Creation of the Due Diligence Specialist position, whose responsibilities will include managing risks associated with cooperation with third parties as part of strengthening the resilience of IEB's research environment to illegitimate interference. The Due Diligence Specialist will receive employee reports concerning attempted influence by a foreign power or breaches of regulations relating to international control and sanctions regimes and will inform Institute management.
- The Institutional Resilience Methodology Specialist will cooperate with the Institute under agreement. The Specialist will create the IEB Resilience Strategy, including effective risk-management tools and measures falling under different agendas. These measures will subsequently be managed by the relevant specialists:
 - o measures at the level of internal regulations and instructions – Director
 - o human resources measures at HR level – HR Officer
 - o physical-security measures – existing security service
 - o internal regulation setting cybersecurity rules – IT Specialist
- The Institutional Resilience Methodology Specialist will provide consultations and advice to the Due Diligence Specialist in this area.

Sub-activity KA9.3 Employee Security Training, Including Specialist Training for Security and Recruitment Staff and Awareness Training for All Employees (M1–M40)

7.1.7.3. Training

Training Activity 1: Due Diligence Training (KA9.3)

Training in managing the risks of cooperation with third parties without restricting researchers' rights and freedoms or the scope and breadth of IEB's cooperation with external partners.

Target group: specialist due diligence

Expected duration: 21 hours, repeated every two years

Number of participants: 1

✓ **Completion criterion:** 100% individual attendance of the total training duration

Deadline: M7, M31

Delivery method: external/in person

Training Activity 2: Institutional Resilience Training for Researchers (KA9.3)

Training for researchers designed to increase their resilience to influence activities by a foreign power.

Target group: researchers, including PhD students

Expected duration: 6 hours, repeated every two years

Number of participants: min. 50

✓ **Completion criterion:** 100% individual attendance of the total training duration

Deadline: M12, M36

Delivery method: external/online, with participants from Prague and Olomouc

Training Activity 3: Institutional Resilience Training for Administrative Services Staff (KA9.3)

Training for Technical and Administrative Services staff designed to increase their resilience to influence activities by a foreign power.

Target group: Technical and Administrative Services staff, including IEB management

Expected duration: 6 hours/1x za 2 years

Number of participants: min. 20

✓ **Completion** criterion: 100% individual attendance of the total training duration

Deadline: M12, M36

Delivery method: external/online, with participants from Prague and Olomouc

Training Activity 4: Institutional Resilience Training for IT Staff (KA9.3)

IT training in cybersecurity and other potential technological risks.

Target group: technical and administrative staff – IT employees

Expected duration: 6 hours/1x za year

Number of participants: 2 – all Institute IT staff, including the IT Specialist from the implementation team

✓ **Completion** criterion: 100% individual attendance of the total training duration

Deadline: M12, M24, M36

Delivery method: external/in person

Training Activity 5: Internal Institutional Resilience Training (KA9.3)

Every two years, the Due Diligence Specialist and Institutional Resilience Methodology Specialist will provide internal training to at least 50 additional employees who did not attend the external specialist training.

Target group: technical and administrative staff and researchers

Expected duration: 4 hours

Number of participants: min. 50

✓ **Completion** criterion: 100% individual attendance of the total training duration

Deadline: M16, M40

Delivery method: internally/in person

7.1.7.4. Outputs KA9

KA9.1 – Creation and Subsequent Implementation of the IEB Resilience Strategy

Sub-output 1: [Analytical Report](#)

Brief description of the sub-output: A report evaluating the current state of IEB's resilience to illegitimate interference, providing the basis for preparation of the Strategy. **M7**

Sub-output 2: [IEB Resilience Strategy](#)

Brief description of the sub-output: A strategy establishing procedures, processes, measures and responsibilities in this area, prepared by the Institutional Resilience Methodology Specialist under KA9.2. It will draw on documents prepared by the Interdepartmental Working Group on Countering Illegitimate Interference in Higher Education and Research, coordinated by the Ministry of the Interior and the Ministry of Education, Youth and Sports in cooperation with the Czech Academy of Sciences and in consultation with representatives of other Czech higher education and research institutions. **M18**

Sub-output 3: [Counter-Influence Manual](#)

Brief description of the sub-output: A handbook for IEB employees—explaining how a foreign power may attempt to influence them and how such influence can be prevented. **M19**

Sub-output 4: Implemented IEB Resilience Strategy

Brief description of the sub-output: The IEB Resilience Strategy will be discussed by the IEB Board and approved by the Director. Minutes will be taken of the meeting. Employees will receive the new Strategy by email, and the current version will also be available to everyone on the intranet. Its content will be introduced through the Director's newsletter, and team leaders will also be informed at the Director's regular meetings with team leaders, held ten times per year in person and/or online. **M20**

KA9.2 – Introduction of the Due Diligence Specialist and Pilot Testing of the IEB Resilience Strategy

Sub-output 1: Recruitment of a Due Diligence Specialist

Brief description of the sub-output: Creation of the position and recruitment of a Due Diligence Specialist. **M1**

Sub-output 2: Pilot-Testing Report

Brief description of the sub-output: The Due Diligence Specialist will analyse experience gained from implementing the IEB Resilience Strategy and summarise it in a report containing any recommended changes. **M42**

KA9.3 – Security Training

Sub-output 1: Institutional Resilience Training

Brief description of the sub-output: Eleven attendance sheets or confirmations of participation issued by the presenter. The criteria confirming successful completion are specified for each training activity in the Training section. **M7, M12, M16, M24, M31, M40**

7.1.8.KA 10: Support for the Popularisation of Research and Development, Including Communication and Marketing

7.1.8.1. Current Situation

IEB management considers science communication highly important. As a publicly funded institution, IEB recognises the need to inform the public about the results achieved. Media communication and the popularisation of scientific results not only enable society to learn about the latest findings that may contribute to its development, but also raise awareness of IEB's activities among central and local government and potential future partners from the application sector. At present, three employees are involved in the popularisation of research and development: two PR specialists in Prague and Olomouc and one part-time employee who promotes biological sciences among the youngest generation. The PR specialists provide information to the media, prepare press releases and organise press briefings. They help organise science communication activities, professional conferences and seminars for legislators and the general public. They administer the Institute's website and manage its social media. Together with the employee responsible for communicating science to children and students, they arrange participation in interactive exhibitions, fairs, workshops and children's clubs. The Institute has established itself as an attractive research institution, reflected in growing media interest: almost 300 articles, news items, interviews and reports appeared in 2023. Public interest in IEB's science communication activities is also increasing, although internal attendance statistics are not maintained except for conferences. The Institute is actively involved in educating secondary-school students, both through individual lectures in the Do Not Be Afraid of Science series and through student training under the Open Science programme.

In 2023, IEB staff organised the following specialist conferences: Auxins and Cytokinins in Plant Development 2023, with 207 participants, 136 from abroad; the 35th EUCARPIA Fodder Crops and Amenity Grasses Section Conference, with 104 participants; Czech Plant Nucleus Workshop 2023, with

80 participants; Chemistry and Biology of Phytohormones and Related Substances 2023, with 79 participants, 12 from abroad; and Hot Topics and Advances in Plant Cell Biology, with 50 participants, 8 from abroad. Attendance demonstrates considerable public interest in IEB research, although internal attendance statistics are not maintained for events other than conferences.

Shortcomings in IEB's current arrangements for R&D popularisation, communication and marketing:

- a) IEB's internal documents do not establish a communication strategy, including a media plan and communication framework. Target groups—researchers, legislators, central and local government, the application sector, the general public and students—and the communication channels for reaching them have not been defined.
- b) There is no department dedicated to PR, communication and science popularisation with clearly defined duties and the benefits of team-based, systematic cooperation.
- c) The Institute does not have sufficient financial support for communicating its research results. Modern technical equipment that would make activities more attractive is also lacking.
- d) Researchers are not guided systematically towards science popularisation and, with a few exceptions, have no experience in this area. Insufficient emphasis is placed on training in media communication and the popularisation of science.
- e) Although the Institute's promotional materials meet current quality standards for this type of publication, they should be updated, expanded and targeted also at the younger generation, particularly students. Promotional materials of this type are currently entirely absent.
- f) IEB's current Annual Report is not particularly attractive and consists largely of a list of scientific and financial results. This limits its potential to promote IEB more effectively in the Czech Republic and abroad through an English version.
- g) Social media are underused and insufficiently targeted at predefined groups.

The solution is a comprehensive communication strategy designed to create a more coherent public image of IEB as a prestigious scientific institution working in the public interest and for the benefit of society. The Strategy should clearly define the communication channels through which the institution will present its work. The Communication Strategy will include:

- a) Setting communication priorities and defining target groups and communication channels.
- b) Defining the role and responsibilities of the team responsible for communication.
- c) Establishing rules for science popularisation, including a funding system.
- d) Systematic training, guidance and methodological support for PhD students and other researchers to encourage them to engage in science popularisation alongside their scientific work; charismatic young PhD students can have a major influence on potential successors among secondary-school students.
- e) External communication aimed primarily at the younger generation.
- f) Modernised presentation of the Institute's Annual Report, including graphic design, science communication and translation into language accessible to the general public.
- g) Social media management, with more frequent and higher-quality content.

7.1.8.2. Scope and Content KA10

KA10 schedule: 09/2025-02/2029 (M1-M42)

Objective of KA10: The main objective of KA10 is to establish a strategic framework for the popularisation of research and development, including communication and marketing, through the newly created and implemented IEB Communication Strategy.

Specific objectives:

- Analysis of the current situation by an expert in the field.
- Creation and implementation of the IEB Communication Strategy.
- Systematic training of Institute employees already involved in this activity.

- Creation and pilot testing of new public events.
- Increasing the promotional value of IEB's Annual Report.
- Improving the Institute's corporate identity.

Responsibility: KA10 Lead.

Topics and activities: The strategic framework and development of R&D popularisation, including communication and marketing at the research organisation, will comprise the following sub-activities:

Sub-activity KA10.1 Creation, Subsequent Implementation and Pilot Verification of the IEB Communication Strategy (M1–M42)

- The Communications Manager, together with the KA10 Expert Lead, will evaluate IEB's current external-communication arrangements. A Communication Strategy will be prepared on the basis of the analysis and subsequently implemented.
- Communication of research activities and results in accordance with the new Strategy. The communication campaign will be designed to target each age group effectively, with more activities aimed at PhD students than in the past. A new Summer School will be organised, pilot-tested and evaluated in order to attract and involve students in research.
- Greater emphasis will be placed on social media—Facebook, Instagram, Twitter, YouTube and LinkedIn—and an active approach to content creation, including reels.
- Creation of a Media Plan covering promotional materials, Institute events and the maintenance of event-attendance statistics.
- Increasing the attractiveness of events by purchasing three LED televisions providing information on current events, seminars, retreats and important publications in each main building—one in Olomouc and two in Prague.
- The Communications Manager, To Be Appointed 3, will increase the promotional value of the Annual Report through a more attractive design and visual identity, the use of photographs and illustrations, accessible language suitable for non-scientific audiences, and translation into English.
- An updated web consistent with the preceding point will serve as the principal external-communication for the research community, media, other partners and the public.
- Support for the Institute's corporate identity through consistent professional photographs of all employees for use not only on the Institute website but also in presentations, posters, and lectures. Team photographs and a media image bank will also be created, including researchers working with equipment, microscopy images, IEB buildings, greenhouses, growth chambers and outdoor experimental fields.

Sub-activity KA10.2 Establishment of the Communication and PR Department, including pilot testing (M20-M42)

- Following implementation of the Strategy, a pilot phase will begin, including the establishment of the Communication and PR Department.
- The Department will consist of an expert group comprising:
 - o Head of PR office (Lead for KA10), who will coordinate and provide methodological management of the entire Department. Her main task, together with all team members, will be to define and continuously implement the IEB Communication Strategy so that it effectively reaches the target groups through predetermined communication channels. She will be responsible for preparing the IEB Media Plan and communication framework.

- Event Manager will focus primarily on science outreach for university students and prospective university applicants. During the pilot phase, she will organise and deliver guided tours, workshops and similar activities. At least basic portable microscopes will be required for these student events so that engaging experiments can be carried out.
- PR Specialist will issue press releases, provide media monitoring, write PR texts, and prepare the annual report, brochures and the internal newsletter.
- Communication Manager will contribute to updating the website in line with the newly introduced elements and communication strategy. Within the newly established Department, this person will be responsible for keeping all IEB social media channels up to date and producing high-quality content. The person will record short videos and take photographs at events.
- The Department's professional staff will be provided with graphic-design software: CANVA PRO for creating social media graphics, presentations and promotional materials, and ZONER for photo editing. A microphone system and a mobile-phone holder will be purchased to improve the quality of recordings of events, interviews and similar content.

Sub-activity KA10.3 Systematic training reflecting modern trends in media work (M1-M40) - see the training activity plan.

7.1.8.3. Training

Training Activity 1: Summer School (KA10.1)

The first pilot Summer School, 'Light Microscopy Imaging in Plant Research', will focus on confocal fluorescence microscopy of living cells. The Summer School will be led by leading IEB scientists in the field together with a technical specialist. Following a theoretical introduction, participants will be able to compare the light-microscopy modalities available at IEB first-hand. Particular attention will be paid to tips and techniques for sample preparation and experimental design. Participants will also have the opportunity to bring their own samples. In subsequent years, the topic and the IEB unit involved in the Summer School may change. The aim of the Summer School is to increase students' motivation to pursue research and attract new talent to the Institute.

Group: PhD students and motivated university students

Expected duration: 4 days (28 hours), once per year (topics may vary)

Number of participants: min. 15

✓ **completion** requirement: 80% individual attendance (of the duration of the Summer School)

Deadline: M16, M28, M40

Delivery method: internally/in person

Training Activity 2: Training in the Popularisation and Media Communication of Research and Development (KA10.3)

Training to develop the skills required to communicate research results to the public, work with the media, use social media and produce short videos. Each team should be able to capture current activity in the laboratory even when the Communication Manager is not physically present. Therefore, at least one member of each team will be trained to capture noteworthy moments on a mobile device and send them to the Communication Manager for publication.

Group: Researchers - one representative from each of the 14 teams

Expected duration: 7 hours/1x za 3 years

Number of participants: at least 14 (one representative from each team)

✓ **completion** requirement: 80% individual attendance (of the total duration of the training)

Deadline: M12

Delivery method: external/hybrid, with participants from Prague and Olomouc

Training Activity 3: Social Media Training (KA10.3)

Training in communicating research results: science communication, public engagement, media relations, and the production of short laboratory videos (reels).

Group: Communication and PR Department staff

Expected duration: 12 hours, once per year

Number of participants: min. 2, resp. 3

✓ **Completion** criterion: 100% individual attendance of the total training duration

Timing: M13

Delivery: external/hybrid (participants from Prague and Olomouc)

Training Activity 4: Graphic Design and Document Formatting Training (KA10.3)

Training for Technical and Administrative Services staff - graphic design and document formatting, use of CANVA PRO, and visual editing of documents.

Group: Communication and PR Department staff

Expected duration: 20 hours, repeated every three years

Number of participants: min. 3

✓ **completion** requirement: 85% individual attendance (of the total duration of the training)

Deadline: M20

Delivery: external/hybrid (participants from Prague and the Expert Lead from Olomouc)

Training Activity 5: Copywriting Training (KA10.3)

Training in writing for the web.

Group: Communication and PR Department staff

Expected duration: 12 hours

Number of participants: min. 3

✓ **Completion** criterion: 100% individual attendance of the total training duration

Deadline: M26

Delivery method: external/hybrid, with participants from Prague and Olomouc

Training Activity 6: Leisure-Time Educator Course (KA10.3)

Fundamentals of pedagogy and didactics, educational theory, foundations of social pedagogy, and psychology for educators. The course will include personality and developmental psychology, social interaction in schools, and educators' social-psychological professional skills. These competencies are important for shaping communication and designing outreach activities for prospective students and university students.

Group: Event Manager from the Communication and PR Department

Expected duration: 120 hours

Number of participants: 1 (Event manager)

✓ **completion** requirement: 80% individual attendance (of the total duration of the course)

Deadline: M40

Delivery method: external/in person

7.1.8.4. Outputs KA10

KA10.1 - IEB Communication Strategy

Sub-output 1: Analytical Report

Brief description of the partial output: Analysis of the current external communication situation, prepared by the KA10 Lead in cooperation with the Communication Manager. **M8**

Partial Output 1: IEB Communication Strategy

Brief description of the partial output: A strategy for communicating and popularising the Institute's activities and results, which will establish procedures, processes and responsibilities

for presenting, communicating and popularising the Institute's research results. **M18**

Partial Output 2: [Implemented IEB Communication Strategy](#)

Brief description of the partial output: The IEB Communication Strategy will be discussed by the Institute Board and approved by the Director. Minutes of the meeting will be prepared. Employees will receive the new Strategy by email, and the current version will also be available to everyone on the intranet. Its contents will be introduced through the Director's newsletter (Occasional Bulletin), and team leaders will also be informed at the Director's regular meeting with team leaders (held ten times a year in person and/or online). **M20**

Partial Output 3: [Annual Report \(3 editions\)](#)

Brief description of the partial output: The promotional value of the Annual Report will be enhanced, including the preparation of an English-language version. **M11, M23, M34**

Partial Output 4: [Summer School Report](#)

Brief description of the partial output: A report containing photographs, attendance sheets, participation statistics for the Summer Schools held, and participant feedback. **M42**

Partial Output 5: [IEB Media Plan](#)

Brief description of the partial output: Planning of the Institute's promotional materials and events for the following calendar year, including maintenance of event attendance statistics. It will be published by the end of November of the preceding year and repeated annually. **M3, M15, M27, M39**

Partial Output 6: [Photographs of Institute Employees](#)

Brief description of the partial output: Consistent professional photographs of at least 85% of Institute employees, whole teams, and staff working in laboratories, for PR purposes. **M42**

KA10.2 - Establishment of the Communication and PR Department

Partial Output 1: [Communication and PR Department](#)

Brief description of the partial output: Establishment of a professionally competent and trained Communication and PR Office with appropriate staffing and technical resources. **M20**

KA10.3 - Systematic Training

Partial Output 1: [Training Delivered](#)

Brief description of the partial output: Confirmation of participation. The criteria confirming successful completion of each course/training activity are specified under the relevant activity in the Training chapter. **M12, M13, M16, M20, M24, M26, M28, M36, M40**

7.2. PLANNED PROJECT OUTPUTS

#ID	Output Title	Brief Description of the Output	KA	Link to Indicator
1	Action Plan	Preparation of the Human Resources Strategy Action Plan setting out the changes the institution will make to align its strategic management framework with the European Charter for Researchers. The Action Plan will be based on an internal analysis comprising the Gap Analysis, OTM-R checklist, the application for the HR Award, and its subsequent revision.	KA2	215 012 215 102
2	KA2 Training	Training of project implementation team members in connection with the implementation of HRS4R. This is not reflected in the indicators.	KA2	No
3	IEB Long-Term Human Resources Management Development Strategy	A strategic document aimed at ensuring an attractive and supportive environment for researchers. It includes implementation, an updated GEP, preparation of methodological guidelines for recruitment procedures, a guide to gender-sensitive communication, and the IEB Career Development Rules. The Strategy will be pilot-tested, inter alia, through the establishment of the Project Department.	KA3	215 012 215 102
4	KA3 Training	Training of target groups in AI for researchers and Technical and Administrative Services staff, recruitment training for new positions, Successful People Management, Energy Management, Managing Emotions, and Work-Life Balance. Activities for project implementation team members: Project Acquisition and Coordination Training, HR Training, an internship in Brussels, and good-practice observation at five leading research organisations in Europe. Activities for the project team are not reflected in the indicators.	KA3	210 171 212 031 (excluding team members)
5	IEB Management Strategy	An IEB strategic document defining development and investment objectives, including implementation and the creation of e-learning courses on occupational health and safety, first aid and fire safety.	KA4	215 012 215 102
6	KA4 Training	Training of target groups in leadership, occupational health and safety, fire safety and first aid.	KA4	210 171 212 031
7	IEB Evaluation Strategy	A strategic document for the Institute's internal and external evaluation, based on benchmarking, an internal-environment analysis and an analysis focused on Technical and Administrative Services. The Strategy will be implemented and an evaluation tool (online staff appraisal form) will be created.	KA5	215 012 215 102
8	KA5 Training	Training of target groups in self-evaluation.	KA5	210 171 212 031
9	IEB Internationalisation Strategy	A strategic document establishing conditions for improving international cooperation within IEB. It includes analysis, implementation, establishment of the Welcome Office, translation of Czech Institute documents into English, and preparation and printing of onboarding brochures.	KA6	215 012 215 102
10	KA6 Training	Activities for the target group: expert seminars and training for Technical and Administrative staff (English language). Training for the project implementation team: consultation on examples of good practice from international research organisations. This activity is not reflected in the indicators.	KA6	210 171 212 031 (excluding team members)

11	IEB Technology Transfer and Intersectoral Cooperation Strategy	A strategy to consolidate the individual steps and procedures implemented in the development of intersectoral cooperation and technology transfer. It includes analysis, implementation, methodological guidelines for handling intellectual property, and pilot testing through the establishment of the Technology Transfer Department.	KA7	215 012 215 102
12	KA7 Training	Training of the target group in intellectual property (Legislation and Intellectual Property, Sharing Good Practice at IEB, Intellectual Property Workshop, and Intellectual Property at IEB). Activities for project implementation team members: specialist trade fairs and conferences, good-practice observation abroad, and intellectual-property management. Activities for the project team are not reflected in the indicators.	KA7	210 171 212 031 (excluding team members)
13	Methodological Guidelines on Open Science	Preparation and implementation of the Methodological Guidelines on Open Science (an IEB strategic management tool), based on an analysis and including a DMP template.	KA8	215 012 215 102
14	KA8 Training	Training of target groups in connection with Open Science (Research Data Management, Academic Writing and Publishing). Activities for project implementation team members: Open Science Fair 2025 conference, training in Open Science, FAIR and Open Data, and good-practice observation. Activities for the project team are not reflected in the indicators.	KA8	210 171 212 031 (excluding team members)
15	IEB Resilience Strategy	A strategic document establishing procedures, processes, measures and responsibilities for institutional resilience. It includes an analysis, implementation and the Counter-Influence Manual.	KA9	215 012 215 102
16	KA9 Training	Training of target groups in connection with institutional resilience (Researcher Training, Technical and Administrative Services Staff Training, IT Training, and Internal Training - Institutional Resilience). Training for project implementation team members: Due Diligence Training. This is not reflected in the indicators.	KA9	210 171 212 031 (excluding team members)
17	IEB Communication Strategy	A strategic document establishing procedures, processes and responsibilities for presenting, communicating and popularising the Institute's research results. It includes an analysis, implementation, a Media Plan, a more attractive Annual Report, and pilot testing through establishment of the Communication and PR Department and production of promotional materials (photographs of Institute employees, a networking brochure, a PR leaflet, bookmarks, the IEB Apple Brochure, and comics).	KA10	215 012 215 102
18	KA10 Training	Training of target groups in connection with PR and marketing (Summer School, Popularisation and Media Communication of Research and Development). Training for project implementation team members: Social Media Training, Graphic Design and Document Formatting Training, Copywriting Training, and the Leisure-Time Educator Course. Training for the project team is not reflected in the indicators.	KA10	210 171 212 031 (excluding team members)

8. OUTPUT AND RESULT INDICATORS

212 031 Number of Participations in ERDF Activities

Determination of the target value: The target value is calculated from the number of events organised under indicator 210 171, with the target number of participants reduced where appropriate by members of the project implementation team or for the other reasons stated below:

1. AI as a Tool for Researchers (held twice for 60 participants) = 120,
2. AI as a Tool for Technical and Administrative Services Staff (held twice for 15 participants; value reduced by project implementation team members) = 30,
3. Recruitment Training (held once for 35 participants) = 35,
4. Successful People Management (held once for 12 participants; value reduced by project implementation team members) = 12,
5. Energy Management (held once for 12 participants; value reduced by project implementation team members) = 12,
6. Managing Emotions (held once for 12 participants; value reduced by project implementation team members) = 12,
7. Work-Life Balance (held once for 12 participants; value reduced by project implementation team members) = 12,
8. Leadership - Strategic Thinking and Change Management (held twice for 10 participants; value reduced by project implementation team members) = 20,
9. Occupational Health and Safety, First Aid and Fire Safety (three training courses, each held three times for 283 participants; value reduced to 90% because changes in employee numbers cannot be predicted) = 2,547,
10. Self-Evaluation (held twice for 60 participants) = 120,
11. Expert Seminars (held once for 150 participants) = 150,
12. English - Strengthening Professional and Communication Skills (held ten times for six participants; only six counted because this is a single comprehensive training programme culminating in a certificate) = 6,
13. Legislation and Intellectual Property (held once for 23 participants; value reduced by project implementation team members) = 23,
14. Intellectual Property Workshop (held twice for 14 participants) = 28,
15. Intellectual Property at IEB (held once for 150 participants) = 150,
16. Sharing Good Practice at IEB (held once for 28 participants; value reduced by project implementation team members) = 28,
17. Research Data Management (held three times for 50 participants; value reduced by project implementation team members) = 150,
18. Academic Writing and Publishing (held three times for 25 participants) = 75,
19. Researcher Training - Institutional Resilience (held twice for 50 participants) = 100,
20. Technical and Administrative Services Staff Training - Institutional Resilience (held twice for 18 participants; value reduced by project implementation team members) = 36,
21. IT Training - Institutional Resilience (held three times for one participant; value reduced by project implementation team members) = 3,
22. Internal Training - Institutional Resilience (held twice for 50 participants) = 100,
23. Summer School (held three times for 15 participants) = 45,
24. Popularisation and Media Communication of Research and Development Training (held once for 14 participants) = 14,

The target value is 3,828.

210 171 Number of Events Organised

Determination of the target value: The target value is set as the number of events organised primarily for the target groups. These are the following events:

1. AI as a Tool for Researchers (2x)
 2. AI as a Tool for Technical and Administrative Staff (2x)
 3. Recruitment and Selection Training (1x)
 4. Successful People Management (1x)
 5. Energy Management (1x)
 6. Managing Emotions (1x)
 7. Work-Life Balance (1x)
 8. Leadership - Strategic Thinking and Change Management (2x)
 9. Occupational Health and Safety, First Aid and Fire Safety (9x)
 10. Self-Assessment (2x)
 11. Expert Seminars (1x)
 12. English - Strengthening Professional and Communication Skills (1x)
 13. Legislation and Intellectual Property (1x)
 14. Intellectual Property Workshop (2x)
 15. Intellectual Property at IEB (1x)
 16. Sharing Good Practice at IEB (1x)
 17. Research Data Management (3x)
 18. Academic Writing and Publishing (3x)
 19. Researcher Training - Institutional Resilience (2x)
 20. Technical and Administrative Services Staff Training - Institutional Resilience (2x)
 21. IT Training - Institutional Resilience (3x)
 22. Internal Training - Institutional Resilience (2x)
 23. Summer School (3x)
 24. Popularisation and Media Communication of Research and Development Training (1x)
- The target value is 48.**

215 102 Implemented New Strategic Management Products in Research, Development and Innovation

Determination of the target value: All newly created IEB strategic management products will be implemented within the project (through approval by Institute management, familiarisation of the relevant target groups with their content, entry into force, and subsequent incorporation into other internal documents and organisational practice). These are the following strategic documents:

1. **Action Plan**
2. **IEB Long-Term Human Resources Management Development Strategy**
3. **IEB Management Strategy**
4. **IEB Evaluation Strategy**
5. **IEB Internationalisation Strategy**
6. **IEB Technology Transfer and Intersectoral Cooperation Strategy**
7. **Methodological Guidelines on Open Science**
8. **IEB Resilience Strategy**
9. **IEB Communication Strategy**

The target value is 9.

9. RISK MANAGEMENT

As with any project, implementation of the proposed project may be threatened by risk factors that must be analysed and for which measures must be designed to prevent and eliminate them or minimise their impact. An initial risk analysis has **therefore been** prepared, based on identifying risk factors and determining the probability of their occurrence in the project context.

The procedure for assessing the significance of risks is shown in the following table.

Risk Assessment Procedure		
Probability of Occurrence (P)	Risk Impact (I)	Risk Significance (P x I)
1 - almost impossible	1 - almost negligible	1 to 7 - low significance
2 - exceptionally possible	2 - minor (low)	8 to 12 - medium significance
3 - reasonably possible	3 - significant (medium)	13 to 25 - significant to very significant
4 - probable	4 - very significant (high)	
5 - virtually certain	5 - critical (very high)	

The risks identified during the preliminary project phase are described and assessed below, including measures to minimise them.

Risk Number	1
Risk Description	Administrative Capacity Risk - insufficient staffing for project administration and management
Probability of Occurrence (P)	3 - reasonably possible
Impact (I)	3 - significant (medium)
Description of the Risk's Impact on Achievement of Project Objectives	Insufficient administrative capacity could delay project implementation and reporting, cause associated delays in budget expenditure, and generally reduce the quality of results.
Risk Significance (P x I)	9 - medium significance
Risk Mitigation Plan	Given the project's multi-year schedule, IEB managers are informed about the activities of the individual expert and administrative staff involved in the project and will oversee project implementation as one of the key activities. The risk is mitigated primarily by selecting team members with relevant experience and qualifications and by setting their project workloads realistically on the basis of experience with similar projects. Although IEB has a long-term stable team, staff turnover may occur during the project. In such a case, the Expert Lead for the relevant Key Activity, together with the Project Lead, will address the matter and ensure timely replacement in accordance with the requirements of the specific position.
Risk Number	2
Risk Description	Project Management Risk - poor-quality project management in expert, financial, administrative and personnel terms
Probability of Occurrence (P)	1 - almost impossible

Impact (I)	5 - critical (very high)
Description of the Risk's Impact on Achievement of Project Objectives	Management of the project, including all activities, requires systematic and effective management; its absence could jeopardise successful project implementation. This could result in failure to achieve project objectives, non-compliance with the binding rules of the Operational Programme Johannes Amos Comenius, failure to meet financial milestones, non-compliance with the schedule, or failure to achieve indicators.
Risk Significance (P x I)	5 - low significance
Risk Mitigation Plan	IEB has extensive long-term experience in project management, including projects under the Operational Programme Johannes Amos Comenius. The principal project and financial management positions will be filled by permanent Institute employees with many years of experience. Recruitment of new team members will begin sufficiently in advance so as not to jeopardise smooth project management. Although this risk would have a major impact, its probability is very low. Its significance will be further reduced through consistent use of professional project-management techniques.
Risk Number	3
Risk Description	External Risks - political and legislative
Probability of Occurrence (P)	2 - exceptionally possible
Impact (I)	4 - very significant
Description of the Risk's Impact on Achievement of Project Objectives	Political and legislative risk - an adverse and unstable political situation is unfavourable to the implementation of educational projects. All aspects of the project and achievement of its objectives may be affected.
Risk Significance (P x I)	8 - medium significance
Risk Mitigation Plan	Although this risk could have a significant impact on the project, it is now only exceptionally likely. Mitigating it is beyond the control of those involved in the project, whether members of the administrative or expert team.
Risk Number	4
Risk Description	Insufficient Co-financing Resources
Probability of Occurrence (P)	3 - reasonably possible
Impact (I)	3 - significant (medium)
Description of the Risk's Impact on Achievement of Project Objectives	A shortage of co-financing resources includes a substantial increase in operating costs or the risk of ineligible expenditure arising during project implementation. The impact could potentially threaten the applicant's own resources.
Risk Significance (P x I)	9 - medium significance
Risk Mitigation Plan	The applicant maintains proper accounting records, observes fiscal discipline and follows prudent financial-management principles. It has also secured resources for project co-financing. Mitigation will also be supported by rigorous control of costs and budget expenditure throughout the project. Project payroll costs are fully controlled, and material costs are based on a thorough market analysis (prices determined from quotations), making substantial increases during implementation unlikely. Should the project budget nevertheless be exceeded

	despite all mitigation measures, the applicant is prepared to finance the difference from its own resources. At the application stage, the applicant already had a clear understanding of the scale and number of public contracts, so project implementation team members will be able to prepare the documentation on time. The entire project is based on transparent financial management and efficient use of entrusted resources. Individual financial flows are fully transparent, and all laws, regulations and rules of sound financial management are fully respected. The implementation team has many years of experience managing projects under the Operational Programme Johannes Amos Comenius and handling entrusted funds. Risk mitigation will be managed by the Project Manager together with Institute management. Where necessary, essential changes to the budget structure will be proposed and discussed with the Managing Authority.
Risk Number	5
Risk Description	Ambiguous Allocation of Powers and Responsibilities for Managing Project Activities
Probability of Occurrence (P)	1 - almost impossible
Impact (I)	4 - very significant (high)
Description of the Risk's Impact on Achievement of Project Objectives	Successful management of project activities could be jeopardised by major operational changes at Institute management level. Failure of the smooth operation of the research infrastructure's operational mechanisms could threaten the project. This risk affects implementation of the Institute's strategic documents that are subject to the project indicators.
Risk Significance (P x I)	4 - low significance
Risk Mitigation Plan	A clear organisational structure with precisely defined powers and responsibilities has been established for the project and pragmatically embedded within IEB's organisational structure, of which the overall management structure forms part. This project organisational structure was discussed in advance at all management levels and fits within the established organisational structure. Powers and responsibilities are therefore fully consistent with IEB's internal regulations. Should this risk arise, IEB's internal regulations, whose structure also had to be respected when preparing this project, will be used to implement corrective measures. We therefore do not consider resolution of this risk to pose a serious problem.
Risk Number	6
Risk Description	Failure to Secure Operating Funds for the Project During the Sustainability Period
Probability of Occurrence (P)	2 - exceptionally possible
Impact (I)	4 - very significant (high)
Description of the Risk's Impact on Achievement of Project Objectives	Timely and careful medium-term financial planning in connection with project sustainability is important, but the risk level is low. If the risk materialised, the long-term sustainability, implementation, development and updating of project results would be jeopardised. Mandatory sustainability under KA2 would also be at risk, potentially resulting in a financial penalty for IEB.

Risk Significance (P x I)	8 - medium significance
Risk Mitigation Plan	IEB is a financially stable Institute with sufficient resources to sustain the project results. Their fulfilment and long-term development can also be expected to increase the Institute's attractiveness, efficiency and excellence, positively affecting its long-term standing among research institutions internationally and its associated financial strength. Examples of good practice proven at international institutes will be implemented, which, together with professionally designed strategic policies, will ensure the Institute's stability and competitiveness.
Risk Number	7
Risk Description	Human Factor - lack of interest among target groups
Probability of Occurrence (P)	3 - reasonably possible
Impact (I)	3 - significant (medium)
Description of the Risk's Impact on Achievement of Project Objectives	The human factor on the part of the target group and participating persons is significant. The project primarily targets the applicant's employees. Lack of interest among target groups and participants may adversely affect achievement of the indicators and project objectives. This may involve, for example, low attendance at project training events or reluctance to introduce new organisational rules and procedures.
Risk Significance (P x I)	9 - medium significance
Risk Mitigation Plan	When preparing the project application, the applicant carefully selected appropriate indicators and target values and investigated the feasibility of achieving them. Particular care was taken in setting the number of staff to be trained, and training activities were planned on the basis of an analysis of target-group needs. Any insufficient interest among target groups will be addressed by increasing their awareness of project activities and their importance and necessity. Motivation of administrative and managerial staff to participate in modernising and streamlining management of the research organisation will be based primarily on clear communication and on involving these staff in the design of new measures and the Strategy from the outset.
Risk Number	8
Risk Description	Problems in the HR Award Application Process
Probability of Occurrence (P)	2 - exceptionally possible
Impact (I)	5 - critical (very high)
Description of the Risk's Impact on Achievement of Project Objectives	The applicant recognises the complexity and timetable of the process for obtaining the HR Award, as well as the opportunities arising from the recognition. Failure to manage the process successfully would have a very high impact on achievement of the project's main objectives and all related consequences.
Risk Significance (P x I)	10 - medium significance
Risk Mitigation Plan	As the applicant is aware of the risks associated with failure to obtain the recognition, it paid careful attention to the structure and expertise of the team responsible for the HR Award process (see Annex - CVs of Expert Team Members). The applicant also plans training activities for employees focused on the HR Award

	process. The applicant is aware that, if the HR Award is not obtained, costs incurred for this part of the project will be ineligible and is prepared to cover them from its own resources.
Risk Number	9
Risk Description	Risk Associated with Supported Persons Failing to Obtain a Certificate
Probability of Occurrence (P)	2 - exceptionally possible
Impact (I)	4 - very significant (high)
Description of the Risk's Impact on Achievement of Project Objectives	The risk would affect achievement of the indicators and prevent the planned activities from fulfilling their educational purpose.
Risk Significance (P x I)	8 - medium significance
Risk Mitigation Plan	During project implementation, the applicant must submit copies of certificates, confirmations of completed internships, passed tests and examinations, accepted written tests as course outputs, etc., according to the type of training; these documents must show the total number of hours completed. During project implementation, each supported employee prepares a reflection on the completed activities in a reflection (feedback) report. The expert team has sufficient experience in implementing similar projects. A mitigation measure is timely communication with all participants concerning the preparation of certification and, where necessary, coverage from the applicant's own resources of any ineligible expenditure arising from failure to obtain a certificate.
Risk Number	10
Risk Description	Financial Risk - potential reduction of support from the Operational Programme Johannes Amos Comenius
Probability of Occurrence (P)	2 - exceptionally possible
Impact (I)	4 - very significant (high)
Description of the Risk's Impact on Achievement of Project Objectives	This would affect the project's ability to achieve its stated objectives and activities. It could necessitate limiting or cancelling some planned activities, which could negatively affect the overall project result. Restricting activities and seeking alternative sources of finance could cause further delays in project implementation. A reduction in support could undermine future confidence in the applicant and damage the Institute's reputation, with long-term negative consequences for future projects.
Risk Significance (P x I)	8 - medium significance
Risk Mitigation Plan	Project progress and indicators will be monitored and evaluated regularly so that any deviations from the plan are identified in good time. The causes of delays or failure to comply with the schedule that could create a risk of reduced support will be analysed immediately. The entire team will be involved in resolving any situation so that everyone understands the objectives and measures and can actively contribute. Depending on the cause, a specific corrective-action plan will be prepared, setting out concrete steps, objectives and deadlines for achieving the necessary progress. The quality of outputs and activities will be rigorously

	monitored to minimise the risk of adverse impact on the project and maintain the provider's confidence.
Risk Number	11
Risk Description	Schedule Risk - failure to comply with the timetable
Probability of Occurrence (P)	2 - exceptionally possible
Impact (I)	4 - very significant (high)
Description of the Risk's Impact on Achievement of Project Objectives	Failure to comply with the timetable may adversely affect achievement of the specified indicators and lead to failure to meet the project objectives. When the project is evaluated in an Implementation Report, non-compliance with the timetable may result in incomplete or misleading information. Objective assessment of progress may become difficult, affecting future decision-making and planning. Delays may lead to late payments and an increased administrative burden.
Risk Significance (P x I)	8 - medium significance
Risk Mitigation Plan	The timetable was carefully prepared in cooperation with all Key Activity staff. The project activities and timetable are logically interconnected, and the applicant has properly taken account of the duration of all activities, sub-activities and related tasks. The work plan is realistic and includes sufficient time reserves. The results and indicators are achievable within the specified timetable.
	12
Risk Description	Risks Associated with Subcontracting
Probability of Occurrence (P)	3 - reasonably possible
Impact (I)	3 - significant (medium)
Description of the Risk's Impact on Achievement of Project Objectives	Delays in purchasing could delay achievement of some partial objectives. If services or low-value assets of inadequate quality are supplied, the timetable, budget and project objectives relating to competence development (in the case of training) could be jeopardised.
Risk Significance (P x I)	9 - medium significance
Risk Mitigation Plan	The project does not include public procurement contracts; all purchases are of low value, which eliminates risks associated with the implementation of public procurement. Market research has been carried out for all low-value tangible and intangible assets to be acquired, and all planned items are commonly available. For planned services, there is a risk relating to delivery dates and service quality; this is also mitigated by market research. Experienced suppliers with a good reputation will be approached. The contractual relationship with the supplier will include possible sanctions. The quality of services will be assessed by the target groups and project implementation team members. If a service must be repeated, the applicant's own resources will be used. Suppliers will be selected in accordance with the applicable law, the applicant's internal regulations and the rules of the Operational Programme Johannes Amos Comenius.

Risk Management

Project management is designed to eliminate the adverse effects of risks on project success. Key preventive measures include establishing a high-quality, managerially competent administrative team on the basis of its members' previous experience. Primary responsibility for risk management (monitoring and implementing risk-elimination measures) will be borne by the Project Manager and Financial Manager together with the Project Lead, depending on whether the risks relate to expert activities or to KA1 - Project Management. The Expert Lead for the relevant activity bears partial responsibility.

The risk-management tool is based on the inventory of identified risks set out above. All project implementation team members must report any potential risk to the Expert Lead for their activity or to the Project Manager. Risk monitoring is an item at regular implementation-team meetings, held at least six times a year. When a risk arises, the KA Expert Lead first assesses its severity and proposes corrective measures. The Expert Lead informs the Project Manager, who approves the corrective measures or, in cases of high severity, refers the matter to project management at a regular or ad hoc meeting. Once approved, risk-elimination measures are assigned to the Expert Lead for the relevant KA, who is then responsible for them.

Depending on its risk attitude, the implementation team may take the following approaches to risk management:

- a) avoid the risk,
- b) control the risk,
- c) share the risk,
- d) transfer the risk,
- e) monitor the risk,
- f) accept the risk.

When deciding how to address risks, it is necessary to recognise that some risks can be influenced from the perspective of project implementation and can therefore be managed, such as many financial, budgetary and personnel risks. Other risks cannot be influenced; these are uncontrollable risks. The implementation team will actively anticipate, monitor, control and avoid risks.

The above risk analysis indicates that no serious risks have been identified for the project implementation period. Nevertheless, if several risks occur simultaneously (for example, with medium probability and impact), the risks will be transferred, meaning that other Institute departments will be involved in resolving the situation.

10. COMPLEMENTARITY WITH OTHER GRANT SCHEMES AND THE HR AWARD

IEB has not participated in any project under Calls 02_16_028 Development of Capacities for Research and Development or 02_18_054 Development of Capacities for Research and Development II under the Research, Development and Education Operational Programme (RKV I and RKV II), and it does not hold the HR Award.

The Institute likewise does not participate in any project, nor does it currently anticipate participating in any possible future project under Calls 02_23_022 ESF+ Call for Higher Education Institutions, 02_23_014 Open Science I or 02_24_030 Open Science II.

IEB is implementing the following projects:

- Operational Programme Johannes Amos Comenius:
 - [TANGENC](#) - New Knowledge for Next-Generation Crops, CZ.02.01.01/00/22_008/0004581 (Call 02_22_008 Top Research, Operational Programme Johannes Amos Comenius)
 - [SMART](#) Plant Biotechnologies for Sustainable Agriculture, CZ.02.01.01/00/23_020/0008497 (Call 02_23_020 Intersectoral Cooperation)

The TANGENC and SMART projects under the Operational Programme Johannes Amos Comenius include a Data Steward position responsible for research data management and preparation of DMPs within those projects. In both projects, the position has a workload of 0.1 FTE and is an ad hoc role specific to the particular project. In the INOVATE project, the Data Manager (0.2 FTE) will address Open Science across the entire Institute. The Data Manager will assess the current state of Open Science at IEB and prepare new documents: the Methodological Guidelines on Open Science and a DMP template. In addition, a workshop for IEB employees will be organised every year. This is an area that has not previously received systematic attention and has only been addressed marginally according to the requirements of each project provider. The Data Stewards in the TANGENC and SMART projects will be consulted by the INOVATE project team, thereby enabling experience to be shared among the projects (a synergistic effect) and creating partial complementarity. The proposed INOVATE project, however, concerns strategic development of this area across the entire Institute **and has different outputs; there is therefore no actual overlap or double funding**. This will also be documented by the activity records of individual staff and by the distinct outputs produced under the respective projects.

- Employment Plus Operational Programme:
 - **BALANC** - Work-Life Balance at IEB CAS, CZ.03.01.02/00/22_012/0004634 (Call 03_22_012 Diverse and Flexible Work Culture (1))

The BALANC project addresses the introduction of new flexible forms of work and employees' work-life balance, especially for parents. The project includes a Flexibility Expert position (0.4 FTE), responsible for overseeing analyses, preparing documents and proposing measures whose implementation the Expert will manage. The Internal Communication and Human Resources Manager (0.6 FTE) will implement personnel changes, analyse the internal communication system and propose an effective internal communication strategy using different channels for the target group. The Manager will be responsible for the project's internal and external communication, including informing employees and the public about its objectives and progress. Together, these staff will select and plan activities relating to the personal and career development of the target group, with a greater focus on employees on maternity or parental leave. They will analyse options for reconciling family and working life through existing flexible working arrangements or a newly created job-sharing scheme. The working conditions for parents, their management and motivation, and opportunities for their specialist scientific training will also be mapped. They will prepare a Maternity and Parental Leave Management Strategy and information brochures for expectant mothers on preparing for maternity leave, pilot-test five shared positions for ten employees over one year, and organise a process

workshop on Maternity and Parental Leave Management and the streamlining and configuration of parent-oriented HR processes. An IT Specialist will create an internal BALANC web portal for employees on maternity or parental leave. The project develops the working environment for parents through the Flexibility Expert. These are specific activities **targeting a particular subgroup** within the INOVATE project's target group and complement the much broader approach to human-resources development applied under INOVATE. The projects can therefore be regarded **as complementary**. **There is no actual overlap** between activities, as their scopes complement one another and the activities planned under INOVATE, including team members' workloads, were defined with regard to the BALANC activities. BALANC outputs will be taken into account when formulating HR strategic documents under INOVATE; this is a synergistic effect rather than an actual overlap of activities. There **is therefore no double funding of the** same activities or outputs, which will also be documented by individual staff activity records and by the different outputs produced under the two projects.

The original, more detailed version of the project documentation is available in Czech.
