

GAP Analysis

PILLAR 1 – ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE

1. ETHICS AND RESEARCH INTEGRITY		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	<p>The ethical standards applied at IMC are based on the <i>Code of Ethics for Scientific Research of the Czech Academy of Sciences</i>. The Code is perceived by employees as a respected framework of conduct, as confirmed by feedback obtained from a survey conducted during the preparatory phase of the HR Award.</p> <p>The survey did not reveal any serious cases of unethical behaviour. In terms of professional approach and social responsibility, employees consider their work meaningful, regard themselves as respected members of the collective, and value their relationships with supervisors. In February 2024, the <i>Gender Equality Plan</i> was adopted, confirming our commitment to equal and non-discriminatory treatment and embedding aspect for diversity is an integral part of our workplace culture. Given our focus on polymer and materials science, sensitive personal or health data are not processed, nor is animal testing carried out. When working with hazardous materials, compliance with all safety standards is ensured.</p> <p>GAP: While IMC adheres to the ethical standards set by the Czech Academy of Sciences, a formal institutional framework for ethics management has not yet been established at the institute level.</p>	<p>An <i>IMC Code of Ethics</i> will be developed.</p> <p>A complaint submission and handling system will be created, accompanied by a clear <i>Manual for Employees</i>.</p>

2. FREEDOM OF SCIENTIFIC RESEARCH		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The freedom of research at IMC is at a high level, as demonstrated by the results of the employee survey.	No further steps are considered necessary in this respect. It is necessary to maintain the level of freedom.

	Research freedom is enshrined at the level of the founding body in the <i>Code of Ethics for Scientific Research of the Czech Academy of Sciences</i> , in several provisions, particularly in Part I: General Principles.	
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3. OPEN SCIENCE		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	<p>Researchers comply with the requirements of project funders when publishing research results. These include, among others, obligations related to the open sharing of research outcomes in line with the principle “<i>as open as possible, as closed as necessary</i>.” Researchers routinely follow the FAIR principles, both in open-access publications and in research data, and prepare data management plans during the course of their projects. Methodological support for open publishing and open science is available at the institute (grants department, library). Data are stored in disciplinary repositories (e.g., ZENODO) as well as in institutional repositories (ASEP). Researchers may also benefit from support provided at the level of the Czech Academy of Sciences, which operates its own <i>Open Science Centre</i> within the Library of the Academy of Sciences.</p> <p>Through CzechELib, the institute has concluded transformative agreements with the five largest academic publishers. Within these agreements, authors have the opportunity to publish in open access free of charge.</p> <p>GAP: While open science principles are widely applied in practice, IMC has not yet adopted a formal institutional Open Access policy or established a dedicated structure for data stewardship.</p>	<p>An institutional open-access policy will be introduced in the form of an <i>Open Access Policy Declaration</i>. Creation of a data steward position at the institute.</p>

4. GENDER EQUALITY		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals

++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	<p>Equal treatment across genders is perceived positively by 74% of respondents. The issue of equality and the prevention of gender-based violence is addressed by the <i>Working Group for Equal Opportunities</i> in line with the <i>Gender Equality Plan (2024)</i>. Formal procedures for submitting complaints has not been established.</p> <p>GAP:</p> <p>Although gender equality is generally perceived positively, IMC is aware of the persistent under-representation of women in leadership positions. While this imbalance is partly linked to the low number of women applying for these roles, it nonetheless indicates a need to further strengthen an inclusive organisational culture and ensure that all employees feel equally encouraged to pursue senior positions. The absence of clear procedures, together with limited training, may hinder open communication and a culture of mutual respect.</p>	<p>Training on diversity and gender equality will be provided for employees and managers.</p> <p>Formal procedures for submitting complaints will be introduced.</p> <p>Additional steps will be defined and implemented in the subsequent stages of the HRS4R process based on the outcomes of a questionnaire between parents returning from the maternity leave.</p>
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5. EMBRACING DIVERSITY		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	<p>The principle of equality and the prohibition of discrimination are embedded in the internal regulations of the Academy of Sciences as well as in national legislation and are mandatory for IMC.</p> <p>Approximately thirty percent of employees are foreign nationals. The employee survey did not reveal significant discriminatory behaviour by IMC employees from the Czech Republic towards foreign colleagues, nor vice versa. Very similar results were obtained regarding questions of discrimination on the grounds of gender, religion, age, language, or disability. Nevertheless, a small percentage of employees reported having experienced discriminatory behaviour towards themselves or colleagues, indicating the need to address this issue further in the future.</p> <p>GAP:</p> <p>While IMC fosters an open and respectful workplace culture, clear mechanisms for addressing potential concerns or misunderstandings have not yet been established. Reviving informal cultural exchange</p>	<p>Organization of informal culture and cuisine days to strengthen mutual understanding and collaboration among employees.</p> <p>A complaint submission system will be created, accompanied by a clear <i>Manual for Employees</i>.</p>

	activities would help reinforce a sense of community and mutual respect within the institute.	
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6. THE RESEARCHER		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	<p>Researchers at IMC are expected to act responsibly and professionally, in line with the ethical standards set out in the Code of Ethics for Scientific Research of the Czech Academy of Sciences. According to the employee survey, half of research staff believe that IMC has a clear vision and mission, while approximately one-third adopt a neutral position and twenty percent disagree. Strategic objectives at the level of individual centres are better understood, with nearly seventy percent of researchers reporting clarity in their research goals. Oversight of IMC's financial management is exercised by the Supervisory Board, and the institute fully adheres to the principles of transparent, efficient, and responsible use of financial resources, including public funding.</p> <p>GAP:</p> <p>Although IMC adheres to ethical and financial responsibility principles, the institute lacks a unified strategic framework that would clearly articulate long-term research and management objectives and strengthen internal communication of these goals. In addition, a workplace-specific Code of Ethics has not yet been established.</p>	<p><i>A Strategy for Management and Sustainable Development of IMC</i> will be developed and communicated transparently department heads and all employees.</p> <p><i>An IMC Code of Ethics</i> will be developed.</p>

7. FREE CIRCULATION OF RESEARCHERS		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented	<p>The institute has long supported international mobility of researchers as a key element of professional development and the strengthening of international cooperation. Doctoral students are encouraged to complete at least one research stay abroad, for example through the Erasmus+ programme. The institute provides financial support to increase the attractiveness of study stays abroad.</p>	<p>All key internal documents will be translated into English.</p> <p>An information brochure for the adaptation of newly recruited staff will be developed.</p> <p>Live transcription of employee information sessions into English will be provided.</p>

<p>-/+ partially implemented -- insufficiently implemented</p>	<p>The institute admits doctoral students from both the Czech Republic and abroad, including graduates of its successful international UNESCO/IUPAC programme. After completing doctoral studies, support for mobility is further developed – postdoctoral researchers are encouraged to undertake long-term research stays abroad of up to two years. Upon their return, emphasis is placed on knowledge transfer, the application of new methods and approaches, and their active involvement in the further development of the institute’s scientific activities.</p> <p>However, barriers have also been identified for foreign employees, in particular the lack of English translations of key internal regulations and a more complex adaptation process.</p> <p>GAP: Although international mobility is well supported, foreign employees still face barriers related to the lack of English versions of key internal documents and limited adaptation support.</p>	
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8. SUSTAINABILITY OF RESEARCH		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
<p>++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented</p>	<p>Within its research activities, IMC addresses topics such as water purification, polymer recycling, and sustainable approaches to energy storage.</p> <p>The building in which the institute is located is a protected cultural heritage. Nevertheless, façade modifications have been undertaken to reduce energy consumption, and further construction adjustments are planned.</p> <p>Work with chemicals and the handling of chemical and hazardous waste follow applicable standards, which are binding within the organization and strictly observed.</p> <p>Containers for waste separation are available throughout the premises.</p> <p>GAP: While IMC already implements a number of environmentally responsible</p>	<p>A person will be hired for the position of Environmental Officer, who will be responsible for optimizing and, if necessary, implementing safety and environmental regulations.</p>

	measures in its daily operations and research activities, these actions are not yet framed within a broader institutional strategy or supported by awareness-raising activities for staff.	
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PILLAR 2 – RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION

9. RESEARCHERS' ASSESSMENT		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	<p>Employee evaluation is primarily carried out through the attestation procedure.</p> <p>Once a year, research departments are also evaluated based on submitted results and an interview with the head of each department.</p> <p>The annual evaluation of research departments is not supported by a methodology with clearly defined criteria and was therefore criticized by employees in the survey as non-transparent.</p> <p>For doctoral students, regular evaluation of study progress and the fulfilment of study obligations is essential for the possibility of concluding a new employment contract for the following academic year. The evaluation is conducted in cooperation with the supervisor, who provides expert feedback and discusses the results with the student during an interview with the institute director.</p> <p>A mechanism for continuous evaluation of staff within departments has not been formally established. We are considering its implementation only in later stages of the HRS4R process at our institute. Department heads first need to be trained in this area so that the system can be designed to function effectively and gain broad acceptance.</p> <p>GAP:</p> <p>The annual evaluation of research departments lacks a unified methodology with clearly defined criteria. In addition, managers have expressed a need for training in staff appraisal and human resources</p>	<p>Training for managers, supervisors and senior staff in human resources management, career counselling, mentoring, and professional development will be provided.</p> <p>The annual evaluation of research departments will be revised and formally introduced, supported by a clear methodology and well-defined criteria.</p>

	management to strengthen their ability to lead and support their teams effectively.	
10. RECRUITMENT		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	<p>The OTM-R policy has not yet been formally adopted at IMC, although some of its principles are already partially applied in practice. The internal regulation (<i>Directive No. 1 – Recruitment of New Employees</i>) sets out the basic rules for job advertising and the appointment of selection committees. The recruitment process is also governed by Article 51 of the <i>Statutes of the Czech Academy of Sciences</i>. Job advertisements for research positions follow a unified template ensuring the publication of all necessary information. The advertisement text is prepared by the head of department in cooperation with the HR officer.</p> <p>As part of the recruitment process, applicants submit a structured CV (letters of recommendation or motivation letters may be attached voluntarily). For research positions, a record of professional achievements and a list of publications are required.</p> <p>Currently, no methodological manual exists to systematically guide selection committee members and the HR department through the recruitment process, and no training on OTM-R principles has yet been implemented. Nevertheless, more than 70% of survey respondents stated that they consider the recruitment process understandable, and almost 60% perceive it as transparent and objective.</p> <p>GAP:</p> <p>Although recruitment procedures are generally perceived as clear and transparent, the process lacks a formal methodological framework and systematic training on OTM-R principles for HR staff and selection committee members.</p>	<p>A methodological manual for selection committee members and HR staff will be developed.</p> <p>Training for selection committee members and HR staff (e-learning) will be provided.</p> <p>A policy on transparent and non-discriminatory recruitment, in line with OTM-R principles, will be published on the institute's website.</p>

11. SELECTION		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals

<p>++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented</p>	<p>The composition of selection committees is governed by <i>Directive No. 1</i>. Members are appointed by the Director, and typically include the head of the department advertising the position and the Deputy Director for Research. Committees must consist of at least three members. Although the directive does not explicitly address gender balance, it is usually respected in practice. The inclusion of committee members from other disciplines or sectors is neither suitable nor feasible in the IMC context. Applicants are invited to online or in-person interviews whenever possible, and after the conclusion of the selection procedure they are informed about the outcome. Strengths and weaknesses of their applications are not communicated automatically, but may be provided individually upon request.</p> <p>Up to three quarters of respondents indicated that, in their view, no discrimination occurs in recruitment based on gender, age, ethnicity, nationality, or other grounds.</p> <p>GAP: Although the composition and operation of selection committees are well regulated, there is currently no unified tool to document and evaluate the selection process. The absence of such a tool limits the ability to monitor compliance with OTM-R principles and to ensure consistent and objective assessment of all candidates.</p> <p>The recruitment process lacks clear procedures for providing feedback or submitting complaints.</p>	<p>An electronic tool for monitoring and evaluating recruitment processes will be introduced to record the main reasons for committee decisions and the evaluation criteria applied. Contact details for lodging complaints regarding the recruitment process will be published on the institute's website.</p>
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12. CAREER PROGRESSION		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
<p>++ fully implemented +/- almost but not fully implemented</p>	<p>Regular evaluation of researchers takes place within the attestation procedure once every five years, or earlier upon request. The Attestation Committee meets twice a year and consists of four institute employees and two external representatives (from universities). During the procedure, the committee assesses documents submitted by the researcher (publications, professional activities, teaching, etc.).</p>	<p>Training for managers, supervisors and senior staff in human resources management, career counselling, mentoring, and professional development will be provided.</p>

<p>-/+ partially implemented -- insufficiently implemented</p>	<p>The attestation procedure is one of the forms of career progression and is governed by the <i>Career Development Rules for Employees with a University Degree of Research Departments</i> (2008). According to the survey, most respondents (66%) consider the career development rules understandable. Half of the researchers believe that IMC provides sufficient support for their career growth, while almost 18% disagreed with this statement.</p> <p>GAP: While the existing attestation procedure provides a formal mechanism for career progression, IMC lacks a comprehensive framework for continuous professional development. Regular feedback and career support from team leaders are not yet systematically implemented, highlighting the need to strengthen managerial competencies in staff development.</p>	<p>A framework for career development will be defined in the <i>Strategy for Management and Sustainable Development of IMC</i>.</p>
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PILLAR 3 - WORKING CONDITIONS AND PRACTICES

13. WORKING CONDITIONS, FUNDING AND SALARIES		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
<p>++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented</p>	<p>IMC has implemented flexible working hours with mandatory presence between 9:00 and 14:00. Employees may work full-time or part-time, or apply for study leave. Where the nature of the work allows, remote work is also possible. Almost 70% of employees perceive working conditions as sufficiently flexible to balance work and personal life.</p> <p>All researchers, including doctoral students, are generally informed of their basic salary during the entry interview, based on the IMC Employee Salary Scale. Researchers at levels R2–R4 have a formally enshrined right to participate in the governance of the institute through the <i>Assembly of Researchers</i>.</p> <p>The institute's equipment is of a high technical standard, enabling cutting-edge research; 74% of researchers consider the available equipment and materials to be sufficient.</p>	<p>A complaint submission system will be created, accompanied by a clear <i>Manual for Employees</i>. Live transcription of employee information sessions into English will be provided.</p> <p>A relaxation zone will be introduced to support informal interaction and strengthen community-building.</p> <p>Annual round-table discussions between R1 researchers and institute leadership will be organised.</p> <p>An annual garden party with informal activities will be held to promote networking and collaboration.</p> <p>The institute is considering introducing periodic “Breakfast with Management” sessions as an open forum for dialogue with employees.</p>

	<p>Employees can consult payroll officers or HR staff regarding their entitlements to social support and any questions related to salaries, or use the services of the Czech Social Security Administration for matters related to state social support.</p> <p>GAP:</p> <p>While working conditions at IMC are generally perceived as flexible and supportive, important staff meetings and announcements are held primarily in Czech, which may reduce inclusivity and engagement among international employees. The institute also lacks a structured mechanism for informal conflict resolution. Although many employees naturally interact within and across their research groups, opportunities for broader informal exchange remain limited due to the diversity of scientific areas. Strengthening interdepartmental communication and community-building would further enhance collaboration and overall workplace atmosphere.</p>	
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14. STABILITY OF EMPLOYMENT		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	<p>In addition to the general labour law framework valid in the Czech Republic, employment stability of researchers at IMC is governed by the <i>Work Regulations</i>, which state that “Research staff are usually employed for a maximum period of five years.” Every five years, an attestation procedure takes place, based on which the extension of the employment contract and the employee’s placement in the appropriate salary grade and qualification level are assessed. Contract extensions are only rarely refused. More than 70% of respondents stated, that the working conditions were stable enough to focus on their work (20% neutral), however, twenty percent expressed concerns about job security. Only 16% of R1 researchers and 0% of R2 researchers reported dissatisfaction with their remuneration. Almost 74% of doctoral students and up to 86% of postdoctoral researchers consider working conditions at IMC sufficiently stable to enable them to focus on their work.</p>	<p>A Strategy for Management and Sustainable Development of IMC will be developed, with a specific focus on supporting early-career researchers.</p> <p>In the upcoming period, the institute will evaluate the experiences and needs of employees returning from maternity and parental leave and identify appropriate ways to support their career continuity and work-life balance. Specific measures will be proposed in subsequent stages of the HRS4R process.</p>

	<p>IMC supports doctoral students in dedicating the majority of their research time to their own projects, or to topics directly connected to their dissertation work.</p> <p>GAP:</p> <p>While employment at IMC is generally perceived as stable, there is limited institutional focus on supporting the career development of early-stage researchers (R2) and those returning from parental leave. The institute does not systematically monitor career progression after maternity or parental leave, nor are specific measures in place to facilitate career continuity and work-life balance during this period.</p>	
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15. CONTRACTUAL AND LEGAL OBLIGATIONS		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
<p>++ fully implemented</p> <p>+/- almost but not fully implemented</p> <p>-/+ partially implemented</p> <p>-- insufficiently implemented</p>	<p>Most internal regulations at IMC are available only in Czech. Health and safety at work (OSH) principles are defined in the institute's operational regulations, and employees undergo safety training annually. Employees, however, point out that the training is not comprehensive enough and that compliance with regulations is not monitored. They also suggest introducing regular building evacuation drills.</p> <p>The handling of chemical substances and mixtures, including rules for their labelling, is regulated by <i>Directive No. 11</i>, which is also available in English.</p> <p>The management of IT infrastructure and the use of the computer network are defined by <i>Directive No. 15 – Use of Computers and Computer Network</i> (1994). However, the content of this directive no longer meets current requirements for cybersecurity and modern IT management.</p> <p>Principles for handling personal data are set out in <i>Directive No. 24 – Handling of Personal Data</i> (2018), which is based on Regulation (EU) 2016/679 (GDPR).</p> <p>GAP:</p> <p>Several internal regulations at IMC are outdated or incomplete and do</p>	<p>Directives related to the health and safety at work (OSH) principles will be revised to address employees' concerns. All key internal documents will be translated into English. IMC's approach to GDPR will be published on the institute's website.</p> <p>Directive No. 15 – Use of Computers and Computer Network will be updated.</p> <p>Training in cybersecurity will be provided.</p>

	not fully reflect current legal, safety, and cybersecurity requirements. Most are available only in Czech, limiting accessibility for foreign employees.	
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16. DISSEMINATION AND EXPLOITATION OF RESULTS		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
<p>++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented</p>	<p>Researchers have the opportunity to participate in training on open science, open access, data management plans, and publishing. The rights of researchers to be acknowledged as authors or co-authors of scientific outputs are enshrined in the <i>Code of Ethics for Scientific Research of the Czech Academy of Sciences</i> (Article III). IMC directives (Nos. 5, 12, and 23) regulate inventive activity, publishing activity, and the management of research results. However, no clear and unified institutional document currently exists at IMC that systematically summarises researchers' rights to results and the rules for their recognition as authors.</p> <p>IMC actively participates in major national and European initiatives promoting public interest in science, such as the <i>Science Fair</i>, <i>Czech European Researchers' Night</i>, and <i>The Week of the Czech Academy of Sciences</i>. Monthly colloquia are also organised and are open to both experts and the general public.</p> <p>GAP: Although authorship and intellectual property rights are clearly defined in several IMC directives, the institute lacks a unified and strategic framework for intellectual property management and technology transfer. Simplifying and consolidating the existing rules into an accessible form would improve transparency and make it easier for researchers to apply them in practice.</p>	<p>A new Strategy for IP Rights Protection and Technology Transfer will be developed and implemented.</p> <p>Creation of an information brochure for employees summarising the rules and procedures on intellectual property rights contained in the relevant directives.</p>

PILLAR 4 -RESEARCH CAREERS AND TALENT DEVELOPMENT

17. VALUING DIVERSE RESEARCH CAREERS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	<p>There is no formally established system of annual staff appraisal at IMC, nor has a career counselling mechanism been introduced.</p> <p>Early-stage researchers (R1) are assigned a supervisor who guides them in pursuing their research objectives and introduces them to the fundamentals of scientific work.</p> <p>Mobility in all its forms is viewed positively and actively supported, both in recruitment and during employment, particularly for researchers at R1 and R2 levels. Information on ongoing project calls is published on the internal portal, including the <i>Mobility</i> and <i>Mobility Plus</i> programmes (CAS), the <i>Czech Science Foundation (GACR) Postdoc Individual Fellowship</i> (R2), and the MSCA Fellowships CZ (<i>Ministry of Education, Youth and Sports</i>) under the <i>OP JAK</i> scheme. The Grants department provides researches with versatile and comprehensive support with project preparation and management.</p> <p>Participation in conferences is supported from institutional overhead resources when grant coverage is insufficient.</p> <p>An overview of career development opportunities is offered to early-stage researchers, for example through the CHEM-iK career fair.</p> <p>GAP:</p> <p>While IMC actively supports mobility and professional growth, postdoctoral researchers currently lack structured guidance on career planning and available development opportunities. Access to clear, practical information about mobility options, training, and workshops would help them plan their professional growth more effectively and independently.</p>	<p>Training for managers, supervisors and senior staff in human resources management, career counselling, mentoring, and professional development will be provided.</p> <p>A practical guide for postdoctoral researchers will be developed, providing an overview of partner institutions for short-term research stays, available workshops, and financial support options for professional development.</p>

18. CAREER DEVELOPMENT AND ADVICE		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The Institute of Macromolecular Chemistry lacks a comprehensive human resources development strategy, with the exception of the existing <i>Career Development Rules</i> . Career counselling takes place mainly at the	A new internal directive on doctoral supervision and career development will be introduced, clearly defining the rights and responsibilities of doctoral students and supervisors,

+/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	<p>level of the relationship between the employee and their direct supervisor. Under current conditions, the introduction of a dedicated career counsellor position does not appear sustainable in the long term. According to the survey, approximately 63% of respondents indicated that they have sufficient awareness of career opportunities in related fields and are able to make informed decisions about their professional direction; around 13% disagreed with this statement.</p> <p>GAP:</p> <p>Career development at IMC currently relies mainly on individual initiative and informal interaction between supervisors and doctoral students. The absence of a unified framework defining the rights, duties, and expectations of both parties may lead to inconsistent supervision practices and uncertainty in problem-solving. A structured institutional approach would strengthen transparency and support effective mentoring.</p>	<p>procedures for addressing common issues, and principles of effective mentoring.</p> <p>Training for managers, supervisors and senior staff in human resources management, career counselling, mentoring, and professional development will be provided.</p>
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19. CONTINUOUS PROFESSIONAL DEVELOPMENT		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented +/- almost but not fully implemented -/+ partially implemented -- insufficiently implemented	<p>Researchers at R1 level are always assigned a supervisor whom they can approach if needed.</p> <p>The institute covers training for researchers (at all career stages) required for working with instrumentation and the latest methodological approaches or skills that enhance the competitiveness and success of the workplace. Employees may also take advantage of specialised language courses offered by the Czech Academy of Sciences. Monthly colloquia are held at the institute, featuring two to three presentations summarising the latest scientific findings of colleagues and providing scientific communication within the institute. The institute supports researchers' participation in conferences and encourages active involvement. The Czech Academy of Sciences also offers annual series of training sessions on financial management as well as soft skills. A comprehensive strategy for the development of researchers has not yet been developed.</p>	<p>Key competencies of researchers across all career stages will be defined on the basis of the <i>European Competence Framework for Researchers</i>. An institutional concept for the development of researchers will be created (system of trainings).</p>

	<p>When asked whether IMC sufficiently supports the further professional development of researchers, the vast majority of respondents answered positively.</p> <p>IMC supports researchers' involvement in teaching activities, with staff being released from work duties during teaching. However, IMC does not organise training aimed at enhancing its employees' teaching competencies.</p> <p>GAP:</p> <p>Although IMC provides broad opportunities for professional development and training, these activities are not yet guided by a unified institutional framework. A comprehensive strategy would help ensure systematic skill development and balanced support across all career stages.</p>	
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20. SUPERVISION AND MENTORING		
Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
<p>++ fully implemented</p> <p>+/- almost but not fully implemented</p> <p>-/+ partially implemented</p> <p>-- insufficiently implemented</p>	<p>When asked whether supervisors provide high-quality professional guidance, most doctoral students responded positively; only one respondent expressed a negative view. Similar results were reported for the question concerning the conceptual and systematic approach of supervisors. Doctoral students rated the time availability of their supervisors less favourably, which corresponds with the responses of senior staff.</p> <p>Managers and supervisors expressed interest in training in leadership and team management in the survey.</p> <p>GAP:</p> <p>Supervision at IMC is generally well perceived, yet there is no unified framework defining supervisors' roles, responsibilities, and mentoring practices. Structured guidance and targeted training would help enhance consistency and quality in supporting students' and researchers' professional growth.</p>	<p>A methodological manual for doctoral supervisors with a clearly defined role and guidelines for supporting students' career development and summarizing the principles of mentoring.</p> <p>Training for managers, supervisors and senior staff in human resources management, career counselling, mentoring, and professional development will be provided.</p>