Czech University of Life Sciences Prague

GAP Analysis

draft approved by the Project Steering Committee

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Project name: **Strategic Setting of Human Resources Development at CZU**

The list of events listed in the GAP Analysis is focused mainly

on CZU academic and scientific staff

The aim of the project is to set up strategic management of research and development at the Czech University of Life Sciences Prague in accordance with the conditions of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (within HRS4R) and obtaining and maintaining the HR AWARD.

1.1 Activities

1. ETHICAL AND PROFESSIONAL ASPECTS			
Principles of the European Charter for Researchers and the Code	Degree of fulfilment of the principle	GAP	Proposed corrective actions / steps
1. Research Freedom	**++ = fully implemented**	CZU is in full compliance with the given provision of the Charter and the Code. Current situation: The basic national legal document declaring the freedom of research for universities is Act No. 111/1998 Coll. on Higher Education Institutions and on Amendments to Certain Acts (Act on Higher Education Institutions). In accordance with this Act, a binding document is issued at CZU level, establishing not only the legal and social status of CZU, but also the basic rules and principles in the field of Science and Research, which include freedom of research at CZU. Another important CZU document based on the Higher Education Act is the Long-Term Plan for Educational and Scientific, Research, Development and Innovation, Artistic and Other Creative Activities of CZU for the period 2016–2020, which sets out the main direction of CZU strategic development in Education, Science other creative activities for all its parts. Survey results: 90% of respondents at CZU perceive that they can engage in research freely. Only 2% of respondents hold a negative opinion. Overall, it can be stated that from the point of view of the researchers themselves, the freedom of research at CZU is probably not significantly restricted.	CZU will not propose any actions on this point during the C&C implementation phase.
2. Ethical Principles	-/+ = **partially** implemented	The current wording of the Code of Ethics is not fully in line with the wording of the Charter and the Code. Other Internal Standards and Methodological Guidelines are missing, in particular the Good Research Practice Guideline (GRPG), a comprehensive manual covering co-authorship rules, Data Policy (digital data archiving), contract research conditions - confidentiality in contract research, intellectual property protection rules, detailed rules for assessment of research ethics in various scientific fields, etc. Inefficient setting of the internal communication process regarding the Internal Guidelines, documents and bodies of CZU dealing with the issue of ethics for AR workers leading to a high degree of ignorance of the Code of Ethics among CZU employees. CZU has not set up standardised training for AR workers in the field of Ethical Principles in research.	Survey results: 38% of respondents stated that the ethical rules of scientific research work are not sufficiently set at CZU (I don't know - 21%, certainly not - 4%, rather not - 13%). 46% of AR workers have in the last two years encountered behaviour from their colleagues and students that felt uncomfortable or indecent. Almost half of AR workers are not aware of the existence of the Code of Ethics (47%), 19% are aware of its existence, and 35 % have a rough idea of what the Code specifically contains. Update of the wording of the Code of Ethics in accordance with the Charter and the Code. **Action:** Preparation of the GRP Guideline and related documents. Increasing the effectiveness of the Ethics Committee as a body for resolving ethical complaints and problems. Reduction of the burden of the Ethics Commission through new organisational structure. Setting up effective internal communication within CZU: • setting up an internal communication process and raising awareness of newly created or updated CZU internal documents; • creation of a modern communication platform, a new form of Intranet interface with new modules (new Intranet); • easy and clear availability of regulations on the new Intranet, for all CZU employees
3. Professional Responsibility	+/- = **almost but not fully** implemented	The Rector's Directive No. 3/2014 on the Protection of Intellectual Property at CZU does not fully comply with the current requirements of the legislation. The Code of Ethics lacks some specifics regarding professional responsibility and more detailed methodological guidelines dealing with plagiarism.	Current situation: The basic principles of professional responsibility follow from Act No. 111/1998 Coll., On Higher Education Institutions. At the same time, the principles of professional responsibility are partly set out in the CZU Code of Ethics. The issue of handling and protection of intellectual property is currently addressed in the Rector's Directive No. 3/2014: Protection of Intellectual Property at CZU.

			Survey results: 78% of respondents did not encounter copyright infringement and more than a fifth (22%) of AR workers surveyed in the past encountered some form of copyright infringement at CZU. The most frequent problems with respect to ethical rules are disputes over authorship or co-authorship and attributing one's own authorship to the results of the work of other colleagues (4% of all interviewed AR workers). **Action:** • Update of the Rector's Directive No. 3/2014: Protection of Intellectual Property at CZU, in accordance with applicable legislation. At the same time, documents related to the Protection of Intellectual Property will be updated, including an update of the Code of Ethics. • The specifics of professional responsibility will be included in the forthcoming GRPG Guide to Good Research Practice.
4. Professional Attitude	+/- = **almost but not fully** implemented	Absence of an efficient and user-friendly communication platform (the Intranet is not used for this purpose). Ineffective communication of existing strategic documents and other relevant Internal Guidelines to employees leading to a low level of awareness of basic documents defining the development strategy within the fields of SR. Absence of employee training regarding these topics. A large number of different information systems that ASR workers have to work with. Not all relevant documents are always available in English.	Survey results: 90% of the surveyed AR workers consider CZU's Long-Term Plan until 2020 to be a necessary document. However, only 58% are acquainted with its content and only 47% are acquainted with the current annual Long-Term Strategic Plan of their own Faculty. **Action:** Setting up effective internal communication within CZU: • setting up an internal communication process and raising awareness of newly created or updated CZU internal documents and ensuring the implementation of newly set up systems / rules / procedures; • creation of a modern communication platform; a new form of the Intranet interface with new modules (new Intranet); • introduction of a simplified system of documents (creation of an informative document enabling the acquisition of basic and key information of a given document, without the need for a detailed reading of the entire document); • easy and clear availability of regulations on the new Intranet, for all employees; introduction of the functionality of automatic electronic notifications in case of updates to a specific document at the level of individual employees. • providing an English translation of internal documents and related procedures. Inclusion of the main principles of project submission and their management in the planned document Guide to Good Research Practice GRPG.
5. Contractual and Legal Obligations	+/- = **almost but not fully** implemented	The preparation of CZU Internal Guidelines takes place without any discussion or comments from Faculty representatives, which leads to the duplication / collision of Faculty and university-wide regulations. Ineffective communication of existing strategic documents and other relevant Internal Guidelines of AR workers leading to a low level of information and practical knowledge (AR workers must go through the Intranet themselves and search for and become acquainted with individual regulations). There is no systemic approach to the training offer, nor one sole designated place for the registration of trainees. Participation in optional trainings is not systematically taken into account when evaluating the activities of AR workers.	Current situation: Within CZU, the principle is fulfilled as noted in the CZU Internal Guidelines (according to the Rector's Directive No. 4/2017 and the Quaestor's Directive No. 19/2012). These documents capture all contractual and legal obligations of CZU employees arising from the valid legislation of the Czech Republic. Based on the issued Internal Guidelines, the individual parts of CZU issue their own regulations, valid only for each given part. AR workers in all positions are acquainted with the basic regulations that apply to their work and study. Survey results: indirectly identified that 22% of surveyed AR workers encountered copyright infringement; 44% of the surveyed AR workers were acquainted in detail with the Internal Guidelines and the operation of their Faculty or other part of CZU to which they belong; 69% of surveyed AR workers said that they received the information they needed for their work on time. **Action:** Preparation of a strategy for the creation of the CZU Internal Guidelines, which will take into account the need for participation of representatives of individual Faculties in the creation of these documents. Update of relevant directives according to the set process.
6. Accountability	+/- = **almost but not fully** implemented	Update of the above-mentioned Internal Guidelines in connection with the anchoring of the principles of data storage and access (except for the rules for handling data prepared in the framework of final theses). Ineffective communication of existing basic documents and other relevant Internal Guidelines to all employees, which leads to a low level of awareness and practical knowledge (AR workers must go through the Intranet themselves and search for and familiarise themselves with individual regulations).	Current situation: The obligation to manage funds efficiently is set out in the Quaestor's Directive No. 1/2012 on Financial Control, the Code of Ethics and the Internal Guidelines for Financial Management within CZU and for Projects. The controlling body in the area of efficient management of funds is the CZU Internal Audit Department (an independent Department managed by the CZU Rector). Within the individual parts, there are Project Departments that provide support for individual projects. Survey results: indirectly identified that 44% of the surveyed AR workers were acquainted in detail with the Internal Guidelines and operation of their Faculty or other part of CZU to which they belong; 69% said that they received the information they needed for their work on time.

			Action: Update of relevant Internal Guidelines (Quaestor's Directive No. 1/2012) on Financial Control, Code of Ethics and Internal Guidelines for Financial Management within CZU and for Projects).
7. Good Practice in Research	+/- = **almost but not fully** implemented	The rules of Safety and Good Practice in Research are not presented comprehensively in a single methodological guideline. Outdated Quaestor's Directive No. 3/2008 for the Use of Information and Communication Technologies, Data Backup and the Absence of Backup Strategies. The given documents are not processed in English.	Current situation: In accordance with the legal norms of the Czech Republic, CZU has set rules for Personal Data Protection, which are governed by the GDPR Regulation and the Rector's Directive No. 9/2018 on the method of Handling, Protection and Work with Personal Data. Managers are regularly trained in the basic procedures and rules in the field of Occupational Health and Safety and Fire Safety. Survey results: When joining CZU 60% of surveyed AR workers are acquainted with the Occupational Health and Safety and Fire Safety; 44% were acquainted in detail with the Internal Guidelines and operation of the specific Faculty or the part of CZU to which they belong; 34% were acquainted in detail with the Internal Guidelines of operation of the University; 32% were provided with training in information systems. **Action:** • The Rules of Occupational Safety and Good Research Practice will be summarised in the forthcoming Guide to Good Research Practice GRPG. • The Quaestor's Directive No. 19/2012: Familiarisation of Employees with the Internal Guidelines of the Employer will be updated. • Update of the Directive for the use of information technology, data backup, including the definition of backup strategies. • The documents will be translated into English.
8. Dissemination, exploitation of results	+/- = **almost but not fully** implemented	Absence of a set strategy for the development of cross-sectoral cooperation related to the management of technology transfer processes, intellectual property management and the transfer of knowledge from the research environment into practice. Absence of effective tools for promotion and dissemination, especially of applied SR results.	Current situation: Within CZU at the University level, the area of dissemination and use of Science and Research results is addressed at the Department of Science and Research and at the same time at the Centre for Innovation and Technology Transfer. Survey results: 75% of the surveyed AR workers cooperate in research or development with organisations outside CZU, using the results of research; 69% agree that the evaluation of their work sufficiently reflects their cooperation in development or research with other organisations **Action:** • Setting up a strategy for the development of cross-sectoral cooperation related to the management of technology transfer processes, intellectual property management and the transfer of knowledge from the research environment into practice in cooperation with responsible Faculty workplaces. • Setting up a marketing strategy for the promotion and dissemination of applied SR results in cooperation with Faculty Marketing Departments. • Training of responsible staff of individual Faculties in the field of commercialisation of research project results. • Set-up of: a) processes identifying the outputs of Faculties with high commercial potential and b) processes leading to their subsequent deployment on the market (including market analysis). These processes will take into account the factual focus of CZU and individual Faculties.
9. Public Engagement	-/+ = **partially** implemented	Lack of a unified and comprehensive strategy to support communication and popularise Science and Research. Lack of a communication strategy towards individual target groups. Weak interconnection of communication topics between individual Faculties. The popularisation of science does not have a sufficient tradition, it is not in the general awareness of AR workers (including doctoral students); it is difficult to quantify and then to evaluate.	Current situation: The Department of External Relations is responsible for informing the public about research activities, cooperating with the competent Departments of individual Faculties. Survey results: Almost half of the surveyed AR workers stated that they at least occasionally deal with a so-called third role, i.e. mainly the external representation of the University, the popularisation of science and the like. 67% answered that the workload is reasonable in connection with this activity; 53% agree that the evaluation of their work sufficiently reflects the so-called third role they perform for the University. **Action:** • Analysis of the external environment with the aim of determining the position of CZU in relation to other universities in the Czech Republic and abroad in the field of communication of scientific projects and SR results. • Creating a Marketing and Communication Strategy and a system to support the popularisation of creative results.

		Absence of training of AR workers (including doctoral students) in various forms of popularisation of Science and Research, including presentation in the media.	• Implementation of the created strategy, especially establishing cooperation of responsible persons and Departments across the Faculties of the entire CZU. • Systematic introduction of evaluation of the popularisation activities of AR workers into the Career Code. • Training of AR workers in effective forms of communication with the media and ways to popularise the results of creative activities.
10. Non-Discrimination	+/- = **almost but not fully** implemented	The current wording of the Code of Ethics and the Rules of the Selection Process are not fully in line with the wording of the Charter and the Code.	Current situation: General rules in the field of non-discrimination are provided by the Labour Code and the Anti-Discrimination Act. CZU Code of Ethics deals with the issue of non-discrimination. The issue of non-discrimination is also included in the Rules of the Selection Process for AR workers. In the case of rules for PhD students, the rules are set out in the CZU Disciplinary Code. Survey results: 88% of interviewed AR workers declared that their superior always treated them with respect and fairness. **Action:** • Update of the wording of the Code of Ethics in accordance with the wording of the Charter and the Code and update of the Rules of the Selection Process. • Preparation of the Safeguarding Policy document. The aim is to set rules and establish the highest possible standards and to take all reasonable steps with regard to the safety and well-being of children, young people and adults in vulnerable situations.
11. Evaluation / Appraisal Systems	-/+ = **partially** implemented	The habilitation regulations deal with the evaluation of AR workers from groups R3 and above. There is no codification of the rating system for AR workers R1 and R2. Missing Career Code and Evaluation Systems do not take into account all aspects and responsibilities of the AR worker. Inconsistency in the System of Evaluation of AR workers across CZU. Due to the absence of clear codification, the evaluation of AR workers at the level of individual Faculties is not uniform within CZU. The performance of AR workers is currently only evaluated by a direct superior employee.	Survey results: 78% of the surveyed AR workers receive feedback from their superior regarding their work performance and 22% do not receive any feedback. **Action:** • System of Evaluation: setting up a uniform framework for the evaluation of AR workers within CZU. The aim is not to set uniform detailed procedures, but to set the basic principles of evaluation, which will have university-wide validity. Individual Faculties will be obliged to respect the defined basic principles. However, they will be able to set specific details of the evaluation to reflect the conditions of the Faculty. • Linking the System of Evaluation to professional and career development: creation of the Career Code = system / tool for personnel and career development will be developed for all levels of AR workers (R1-R4) and will define the basic steps and responsibilities for individual levels of AR workers with regard to their career development, thus ensuring coherence with the System of Evaluation. Based on the Career Code, each AR worker will have an individual Development Plan prepared, which will be discussed with their superior, or mentor / advisor / trainer. • Creation of a methodology for the System of Evaluation of AR workers R1 and R2.

2. RECRUITMENT AND SELECTION			
Principles of the European Charter for Researchers and the Code	Degree of fulfilment of the principle	GAP	Proposed corrective actions / steps
12. Recruitment	+/- = **almost but not fully** implemented	The CZU Rules of the Selection Process is not fully in line with the principles of the Charter and the Code, at the same time the complete setting of motivational processes for the recruitment of AR workers from abroad is missing.	Current situation: The legal limits for selection processes are provided by Act No. 262/2006 Coll. (Labour Code) and Act No. 111/1998 (on Higher Education Institutions). The main document setting out the detailed conditions for the recruitment of AR workers at CZU is the Rules of the Selection Process. **Action:** Update of the Rules of the Selection Process in accordance with the Charter and the Code. Setting up motivational processes for the recruitment of foreign AR workers (translation of documents into English, Intranet in English). Inclusion of OTM-R issues in the educational strategy and a comprehensive training system (training of employees involved in the selection in OTM-R policy issues and changes made).
13. Recruitment - Code	+/- = **almost but not fully** implemented	The conditions for publishing job advertisement are not fully in line with the principles of the Code - there is no obligation to publish open SR positions on Euraxess and the career growth prospects for a given position are not published. Relevant documents are not available in English.	Current situation: The conditions for publishing new job positions are set out in the Selection Process Rules for the entire CZU. **Action:** Update of the Selection Process Rules, which will implement the points of the Charter and the Code, as well as the obligation to publish advertisements for open positions for AR workers in addition to the CZU public Website, also on the Euraxess Website (in English), or on other open pages focused on AR workers (ResearchGate). The updated Selection Process Rules will include as an annex the internal document: Application for the Selection Process, which will ensure that each published advertisement will contain a description of working conditions and a description of required knowledge, in accordance with the Charter. Connection to the creation of the Career Code available in Czech and English on the CZU Website, in which the possibilities of career advancement will be clearly defined, which can then be attached to the description of the advertisement (principle 11). Ensuring the translation of relevant documents into English. Inclusion of OTM-R issues in the educational strategy and a comprehensive training system (training of employees involved in the selection in OTM-R policy issues and changes made).
14. Selection - Code	+/- = **almost but not fully** implemented	At present, the CZU Rules of the SP require the presence of an external expert in the selection committee only when filling some, not all, AR worker positions Professor and Associate Professor, Head of the Department). At the same time, the condition of diversity and gender balance of these commissions is not set and members do not have to be professionally trained.	Current situation: The Selection Process Rules are an Internal Guideline laying down the rules for setting up Selection Committees and their functioning. **Action:** Mandatory participation of an external person (from the public or private sector) in the Selection Committees for AR worker positions, more detailed specification of the composition of Committees in terms of gender balance. Publication of the updated Rules of the SP in English. Inclusion of OTM-R issues in the educational strategy and a comprehensive training system (training of employees involved in the selection in OTM-R policy issues and changes made).
15. Transparency - Code	+/- = **almost but not fully** implemented	The principle is almost fully implemented at CZU, its official codification in the Internal Guidelines is missing. Absence of a Career Code and the related impossibility to inform applicants about potential career growth within CZU.	Current situation: Information on competitions is publicly available on the CZU Website and contains a list of requirements for candidates (experience, professional competence), the date of closing the selection process, the date of possible work commencement, the scope of work. This is a university-wide established practice, partially codified by the Rules of the SP. After asking the question, the candidate will receive feedback on the strengths and weaknesses of their candidacy.

2. RECRUITMENT AND SELECTION			
Principles of the European Charter for Researchers and the Code	Degree of fulfilment of the principle	GAP	Proposed corrective actions / steps
			Action: Update of procedures codified by the Rules of the Selection Process in accordance with the relevant point of the Code. Update of the Rules of the SP in connection with the creation of the Career Code. Inclusion of OTM-R issues in the educational strategy and a comprehensive training system (training of employees involved in the selection in OTM-R policy issues and changes made)
16. Judging Merit - Code	+/- = **almost but not fully** implemented	The principle is fully implemented at CZU, only its official codification in the Internal Guidelines is missing (i.e. the principles are not incorporated in the University's internal documents).	Current situation: In evaluating applicants, Selection Committees across CZU take into account both their qualifications and the number of publications, as well as their teaching experience, research project management, mobility, team leadership and other relevant experience. When selecting a candidate, there are no differences whether it comes from the public or the private sector. **Action:** Update of the Rules of the SP in accordance with the principles of the OTM-R policy. Inclusion of OTM-R issues in the educational strategy and a comprehensive training system (training of employees involved in the selection in OTM-R policy issues and changes made)
17. Variations in the Chronological Order of CVs - Code	+/- = **almost but not fully** implemented	The principle is fully implemented at CZU, only its official codification in the Internal Guidelines is missing (i.e. the principles are not incorporated in the University's internal documents).	Current situation: According to the Selection Process Rules, the candidate must enclose a professional CV and a motivation letter in the application. The criteria for selecting the most suitable candidate are their qualifications, experience (in both the public and private sectors), experience with team leadership, project management, and where applicable, bibliometric indicators. Career interruption (due to parenthood, change of field, creative leave, etc.) is not perceived as a negative at CZU in the selection process. **Action:** Update of the Rules of the SP in accordance with the principles of the OTM-R policy. Inclusion of OTM-R issues in the educational strategy and a comprehensive training system (training of employees involved in the selection in OTM-R policy issues and changes made)
18. Recognition of Mobility Experience - Code	+/- = **almost but not fully** implemented	The principle is fully implemented at CZU, only its official codification in the Internal Guidelines is missing (i.e. the principles are not incorporated in the University's internal documents).	Current situation: In evaluating applicants, Selection Committees across CZU take into account both their qualifications and the number of publications, as well as their teaching experience, research project management, mobility, team leadership and other relevant experience. Mobility (both international and inter-sectoral) is considered to be of great benefit to the professional development of the candidate, and for some projects for which researchers are recruited, some experience with mobility is even required by the project provider. **Action:** Update of recruitment documents with regard to OTM-R policy and recognition of mobility experience. Inclusion of OTM-R issues in the educational strategy and a comprehensive training system (training of employees involved in the selection in OTM-R policy issues and changes made)
19. Recognition of Qualifications - Code	+/- = **almost but not fully** implemented	The entrenchment of the recognition of informal qualifications is missing / not elaborated in the Rules of the SP.	Current situation: Recognition of qualifications in the Czech Republic is governed primarily by Act No. 111/1998 Coll. (on Higher Education Institutions) and the Convention on the Recognition of Qualifications concerning Higher Education in the European Region. Recognition of a university qualification obtained abroad is given by a decree of the Ministry of Education, Youth and Sports. Employees of the responsible CZU Rector's Offices are regularly trained in the area of recognition of qualifications. Survey results: N/A

2. RECRUITMENT AND SELECTION			
Principles of the European Charter for Researchers and the Code	Degree of fulfilment of the principle	GAP	Proposed corrective actions / steps
			Action: Update of the Rules of the SP with regard to OTM-R policy and recognition of qualifications. Inclusion of OTM-R issues in the educational strategy and a comprehensive training system (training of employees involved in the selection in OTM-R policy issues and changes made)
20. Seniority - Code	++ = **fully** implemented	CZU is in full compliance with the given provision of the Code. When selecting candidates, only pre-known criteria are taken into account, which are selected by the announcer of the selection process (according to the Rules of the SP), always specifically for the given position.	No actions proposed.
21. Post-Doctoral Appointments - Code	-- = **insufficiently** implemented	At present, the position of post-doctoral fellow at CZU is not clearly defined according to the R1-R4 Euraxess scale. At present, the position of post-doctoral fellow is defined at CZU according to the scale R1-R4 Euraxess, however, it is not used by managers and graduates of the doctoral programme are often employed in other positions. According to the SP Rules, graduates of doctoral studies within 3 years after obtaining their title after a successful selection process will take the position of Scientific, Research and Development Worker, with a defined maximum length of employment contract of 3 years. However, there is a lack of a clear plan for the professional development of post-doctoral staff, career opportunities and requirements for scientific achievements.	Current situation: At present, the position of post-doctoral fellow is defined at CZU according to the scale R1-R4 Euraxess, however, it is not used by managers and graduates of the doctoral programme are often employed in other positions. **Action:** Update of the Internal Wage Regulation and related internal documents (Catalogue of Positions) and compliance of the definition of the position of Post-doctoral Fellow according to the definition of Euraxess (researcher of category R2). Ensuring coherence with the planned Career Code. Introduction of an effective Adaptation Process = Onboarding System: the process of training and adaptation of new AR workers at CZU. The process includes a set of mandatory introductory trainings (CZU operation, Intranet and work with internal documents, benefits, career development, evaluation), assignment of a mentor / advisor, tour of the CZU campus and grounds. Creation of an Adaptation Manual for senior employees, which will ensure quality on-boarding of new AR workers.

3. WORKING CONDITIONS AND SOCIAL SECURITY			
Principles of the European Charter for Researchers and the Code	Degree of fulfilment of the principle	GAP	Proposed corrective actions / steps
22. Recognition of the Profession	+/- = **almost but not fully** implemented	Absence of the Career Code, which would clearly define individual research professions according to the Euraxess R1-R4 scale, including post-doctoral research (see principle 21).	Current situation: This principle has basically been fulfilled at CZU. All CZU AR workers are recognised as members of the professional group, they have access to further education, mobility and information about changes in legislation and other important facts. **Action:** Creation of the Career Code = system / tool of personnel and career development: the Career Code will be developed for all levels of AR workers (R1-R4) and will define the basic steps and responsibilities for individual levels of AR workers with regard to their career development, thus ensuring a coherence rating system. Based on the Career Code, each AR workers will have an individual development plan prepared, which will be discussed with their superior, or mentor / advisor / trainer.
23. Research Environment	++ = **fully** implemented	CZU is in full compliance with the given provision of the Charter and the Code. Current situation: CZU can state that every employee, regardless of their professional classification, is equipped with all necessary resources for their work, starting with IT resources, laboratory equipment and other devices, the possibility of using study rooms, through the offer of library services in borrowing a number of professional titles and securing orders and distribution of professional periodical. The employee is trained in the field of Occupational Health and Safety and Fire Safety for work in laboratories, handling of biological material, etc. They are acquainted with all work procedures, Internal Guidelines and legal standards that apply to their work. Survey results: 84% of the surveyed AR workers perceive that they have the appropriate material and technical equipment needed for work. At the same time, 79% stated that they perceive sufficient support from the CZU in scientific research activities. AR workers who do not perceive sufficient support (20%) most often point to low financial support for research work (6%), insufficient professional assistance or the absence of mentoring in conducting research (5%) and the administration associated with projects, or the desire to delegate it to someone else (4%).	CZU will not propose any actions on this point during the C&C implementation phase.
24. Working Conditions	+/- = **almost but not fully** implemented	Absence of availability of relevant documents in English and a more complicated Adaptation Process of foreign workers.	Current situation: The general framework for fulfilling this principle is set out in the legal conditions that CZU must observe as an employer (especially the Labour Code and the Act on Higher Education Institutions). These laws, together with the Collective Agreement and the Internal Wage Regulation, define the rules for ensuring the working conditions of CZU employees. Employees can request a reduction in working hours (e.g. due to parenthood) and, if operating conditions allow, they are allowed to do so. Sabbatical leave is defined by the Act on Higher Education Institutions and is used by CZU employees. The conditions of maternity and parental leave, as well as leave for fathers after the birth of a child, are set by legislation and CZU supports them fully. Survey results: 72% of interviewed AR workers declared that they could combine professional and personal life without major problems. Only 47% of interviewed AR workers mostly execute duties during working hours. **Action:** Creation of a Welcome Centre, which will help foreign AR workers with adaptation and orientation at CZU. Translation of documents into English and their publication on the Intranet / Website.

3. WORKING CONDITIONS AND SOCIAL SECURITY			
Principles of the European Charter for Researchers and the Code	Degree of fulfilment of the principle	GAP	Proposed corrective actions / steps
25. Stability and Permanence of Employment	+/- = **almost but not fully** implemented	Insufficient awareness of AR workers (also applies to other employees) about the established procedures in concluding employment contracts, about the possibilities of benefits and about the absence of important documents in English.	Current situation: The rules for concluding fixed-term employment contracts are determined primarily by the Labour Code in terms of limits on the length of the employment contract and the possibility of extension. Fixed-term AR workers enjoy the same rights and access to the same benefits as fixed-term AR workers. AR workers are employed at CZU, due to the sources of financing of their salary, mostly for a definite period. At the same time, according to the Collective Agreement, vacancies with a contract for an indefinite period are regularly offered to all employees working under a fixed-term employment contract. Survey results: 57% of the surveyed AR workers had at least one contract with CZU for an indefinite period, 43% then only a time-limited contract for a definite period. The share of AR workers with a contract for an indefinite period increases significantly with age: In the category up to 35 years, only 22% of AR workers had a permanent contract, in the category 46+ it was a full 76%. **Action:** Ensure greater awareness, especially for beginning AR workers, on the rules of concluding employment contracts at CZU and employee benefits. Translation and publication of relevant documents into English.
26. Funding and Salaries	-/+ = **partially** implemented	Absence of wage promotion procedures in connection with career advancement (absence of the Career Code). Low awareness of AR workers (also applies to other employees) regarding the existence of internal documents governing these rules and their absence in English. Due to the nature of University financing (grant projects of national and supranational grant agencies, ministries, the EU), the conditions for setting salaries are limited by the total amount of funds and the rules of individual grant providers.	Current situation: The rules of financial evaluation at the CZU are described in the Internal Wage Regulation and the Collective Agreement. In accordance with the Labour Code and other national regulations, CZU provides its employees with all guaranteed social security and other non-entitlement benefits. Survey results: only 56% of the surveyed AR workers consider the evaluation of their overall work to be adequate; 67% expressed a positive opinion that their efforts can influence how much money they earn at CZU. 18% of AR workers are completely satisfied with the evaluation for their activities; 55% state that they are rather satisfied; approximately one quarter regards remuneration as insufficient. **Action:** Establishment of the Career Code = system / tool of personnel and career development: The Career Code will be developed for all levels of AR workers (R1-R4), will define the basic steps and responsibilities for individual levels of AR workers with regard to their career development and will ensure coherence with the System of Evaluation, which will also deal with wage developments. Based on the Career Code, each AR workers will have an individual development plan prepared, which will be discussed with their superior, or mentor / advisor / trainer.
27. Gender Balance	+/- = **almost but not fully** implemented	There is no anchoring of gender-balanced selection committees in the Rules of the SP.	Current situation: The principle of gender balance is observed at CZU and there is no discrimination between employees on the basis of gender at any of the personnel levels, even when hiring, as well as within important CZU bodies. The rules on gender balance are set by the Labour Code and the Anti-Discrimination Act. Survey results: The principle was not directly covered in the survey, but the set used for the questionnaire survey shows that the gender balance is taken into account within CZU (the share of total respondents was evenly 60% between both sexes and the ratio of completed questionnaires was men 53% and women 47%). **Action:** Update of the Rules of the SP - set rules for the compilation of gender-balanced commissions in selection processes (where possible).
28. Career Development	-/+ = **partially** implemented	CZU has not drafted a Career Code; the principles of career development are not codified (except for the conditions for granting habilitation and professorship). The processing of individual career development plans at the level of individual AR workers is not a well-established practice at CZU.	Current situation: employees are supported in the development of their careers in the form of further education and training offered by CZU. The Career Centre is available to University students. Beginning AR workers are provided with career counselling and mentoring primarily by their managers.

3. WORKING CONDITIONS AND SOCIAL SECURITY			
Principles of the European Charter for Researchers and the Code	Degree of fulfilment of the principle	GAP	Proposed corrective actions / steps
		Career advice for AR workers is not systematically addressed at CZU.	Survey results: only 38% interviewed AR workers have developed their own career development strategy / plan with their superior. The absence of strategy is most noticeable in the age category of 36-40 years (only 30% have developed it). 22% of AR workers at CZU have a mentor, trainer or personal advisor. Approximately one half of those who do not have such person would appreciate it. **Action:** Establishment of the Career Code = system / tool of personnel and career development: The Career Code will be developed for all levels of AR workers (R1-R4) and will define the basic steps and responsibilities for individual levels of AR workers with regard to their career development; of course, coherence with the evaluation system will also be ensured. Based on the Career Code, each AR worker will have an individual development plan prepared, which will be discussed with their superior, or mentor / advisor / trainer.
29. Value of Mobility	+/- = **almost but not fully** implemented	Interdisciplinary, intra-sectoral and virtual mobility between the public and private sectors are not monitored. Absence of the Career Code, which would define the obligations of AR workers related to mobility and their development. Participation in mobility is not linked to the AR worker System of Evaluation.	Current situation: The job mobility of AR workers is monitored within CZU and is a partial criterion for evaluating the quality of scientific results of AR workers. CZU has introduced a system of available job mobility, which enables AR workers to carry out internships within the EU (Erasmus) and outside the EU (Erasmus Plus, Via). Survey results: At least one foreign mobility was completed by 52% of the current AR workers. In other words, half of the University's AR workers have never been on an internship or study abroad. 69% of the surveyed AR workers who completed them consider foreign mobility to be significantly beneficial for personal development, and 25% consider it rather beneficial for personal development. Negative experience is not very frequent, together they form 6% of the total. **Action:** Modification of the rules for access to and consideration of mobilities in the Internal Guidelines related to the prepared Career Code and the System of Evaluation. Active involvement in mobility will be linked to the System of Evaluation and career development. Given the current trend and the use of modern technologies, virtual mobility options will also need to be considered.
30. Access to Career Advice	+/- = **almost but not fully** implemented	The CZU Career Centre is focused primarily on students, a similar service for CZU AR workers is lacking.	Current situation: The CZU has a Career Centre, which provides University students, including doctoral students, with counselling services in the field of career and professional development in the form of individual consultations. The staff of the Centre will help those interested with the creation of CVs, cover letters or preparation for interviews or orientation on the labour market. CZU employees, including AR workers, are provided with professional advice by senior employees or the Human Resources Management Office (HRMO). Survey results: 22% of the surveyed AR workers have a mentor, supervisor or personal advisor. Approximately one half of those who do not have such person would appreciate it. Younger AR workers are more likely to have mentors / trainers, and with age the proportion of those who are led by someone in their work decreases. Interest in mentoring also significantly correlated with age. **Action:** CZU will not propose any actions on this point during the C&C implementation phase. CZU will make a continuous effort to strengthen and improve the services provided by the Human Resources Management Department.
31. Intellectual Property Rights	+/- = **almost but not fully** implemented	The Rector's Directive No. 3/2014 on the Protection of Intellectual Property at CZU does not fully comply with the current requirements of the legislation. Changes in the nationwide evaluation system of the results of Science and Research complicate the current system of remuneration of AR workers and the gaining of benefits from the use of the results of their research and development.	Survey results: it can be deduced that the setting of procedures with regard to the principle of observance of intellectual property rights, including copyright, is not entirely optimal within CZU. 22% of interviewed AR workers encountered copyright infringement. The most frequent problems with regard to ethical rules are disputes over authorship or co-authorship and attributing one's own authorship to the results of the work of other colleagues (4% of all interviewed AR workers).

3. WORKING CONDITIONS AND SOCIAL SECURITY			
Principles of the European Charter for Researchers and the Code	Degree of fulfilment of the principle	GAP	Proposed corrective actions / steps
		The Code of Ethics lacks some specifics regarding professional responsibility and more detailed methodological guidelines regarding plagiarism.	**Actions:** Already implemented: In March 2020, as part of the expansion of the Centre for Innovation and Technology Transfer, an employee was hired to work intensively with responsible staff from Faculties, and together they will identify AR workers with the potential to expand research cooperation with the application sphere. At the same time, together with the Faculty representatives, they will define a clear intellectual property policy, i.e. what rights belong to AR workers and / or, where applicable, their employers or other parties, including external trade or industry organisations, as set out in specific agreements on cooperation or other agreements and contracts.
			Planned activities: • Update of the Code of Ethics; • Update of the Rector's Directive No. 3/2014 on the Protection of Intellectual Property.
32. Co-authorship	+/- = **almost but not fully** implemented	CZU does not have clear rules for co-authorship. CZU has not set rules for licensing agreements for school works, especially for final theses, which are created in cooperation with subjects of the application sphere.	Current situation: The framework rules for the recognition of co-authorship are described in the CZU Code of Ethics. Faculties have set conditions for the evaluation of AR workers for their scientific research and publication activities, which takes into account co-authorship. Survey results: it can be concluded that the setting of procedures with regard to the rules of co-authorship is not entirely optimal within the CZU. 22% of interviewed AR workers encountered copyright infringement. The most frequent problem with respects to ethical rules are disputes over authorship or co-authorship and attributing one's own authorship to the results of the work of other colleagues (4% of interviewed AR workers). **Actions:** CZU considers the share of the trainer / supervisor to be a key area of conditions for the recognition of co-authorship, e.g. in the area of the use of created works, such as final qualification theses. The main goal is to clearly describe, define and treat the conditions for the recognition of co-authorship in the Internal Guidelines. A Good Practice in Research handbook will be created, which will, among other things, set out the principles of co-authorship and will update the Directive No. 3/2014 on the Protection of Intellectual Property at CZU.
33. Teaching	+/- = **almost but not fully** implemented	In the field of Higher Education Pedagogy and Didactics, there is a lack of analysis of educational needs and demand for education in terms of quantity (who needs education) and quality (what is to be trained and in what form).	Current situation: Pedagogical activity is an essential part of the professional development of AR workers, which is also reflected in their evaluation. Within the duties of a doctoral student, participation in pedagogical activities (conducting exercises, laboratory supervision, consultations or conducting bachelor's theses) is stipulated, which is enshrined in the CZU Study and Examination Regulations for doctoral studies. Survey results: Most academic staff members at CZU have a combination of teaching and scientific research (hereinafter SR). Three-quarters of purely pedagogical employees report that they also participate in SR activities. **Actions:** Integration of the development of pedagogical skills into a comprehensive system of developing the competencies of the CZU AR workers, i.e. their inclusion in the Career Code and in the planned system of comprehensive training. Carrying out an analysis of educational needs and demand for pedagogical and didactic education among AR workers in terms of quantity (who needs education) and quality (what is to be trained and in what form). Subsequently, setting the appropriate offer and training capacities.
34. Complaints / Appeals	+/- = **almost but not fully** implemented	CZU does not codify the complaint process or the clearly defined body that should deal with the complaint.	Current situation: Despite the fact that the complaint process is not precisely codified, CZU has departments and processes available where it is possible to call for assistance in resolving work conflicts, disputes or complaints. According to common practice, it is possible to solve situations according to hierarchical structure.

3. WORKING CONDITIONS AND SOCIAL SECURITY			
Principles of the European Charter for Researchers and the Code	Degree of fulfilment of the principle	GAP	Proposed corrective actions / steps
			Action: Creation of a document for filing and evaluating complaints. Increasing the effectiveness of the Ethics Committee as a body for resolving ethical complaints and problems. A new organisational structure of the Ethics Committee will be created to ensure compliance with ethical principles not only in the field of Research Ethics, but also in the field of ethics of interpersonal relations and moral principles and issues of research ethics and creative activities. Within the new organisational structure, the burden on this body will be reduced. Part of the new organisational structure is the establishment of sub-bodies that will deal with specific initiatives and needs of members of the academic community and CZU employees.
35. Participation in Decision-Making Bodies	++ = fully implemented	CZU is in full compliance with the given provision of the Charter and the Code. Current situation: CZU AR workers are involved and participate in decision-making processes within CZU, at all levels. These AR workers members are members of the CZU decision-making bodies, which are the CZU Academic Senate, the CZU Scientific Council, the CZU Internal Quality and Creative Activities Council, the Ethics Committee, etc. The degree of representation and structure of these bodies is determined by Act No. 111/1998 Coll., on Higher Education Institutions, the CZU Statute and the Rules of Procedure of the given bodies. At the same time, many AR workers are members of national and international research groups or committees, which determine issues of further scientific research development on a national and a global scale. Survey results: Based on the questionnaire survey, it turns out that the number of interviewed AR workers represented in advisory or decision-making bodies is 31% of all interviewed AR workers. 63% of the interviewed AR workers agreed that the evaluation of their work sufficiently reflects their pedagogical activities (I definitely agree with 24% and rather agree with 39%).	CZU will not propose any actions on this point during the C&C implementation phase.

4.	TRAINING AND DEVELOPMENT		
Principles of the European Charter for Researchers and the Code	Degree of fulfilment of the principle	GAP	Proposed corrective actions / steps
36. Relation with Supervisors	+/- = **almost but not fully** implemented	Requirements for post-doctoral fellows are in the competence of individual Faculties and Departments. CZU does not have a clearly defined supervising system. Requirements and methods of post-doctoral supervision are not published in a uniform form at all Faculties.	Survey results: 78% of interviewed AR workers regularly receive some form of feedback from a superior worker. The vast majority perceive their superior positively and 88% appreciate that their superior treats them fairly and with respect. A similar share views their superior as a person suitable for the given post. 22% of AR workers has a mentor, trainer or personal advisor. Approximately one half of those who do not have such person would appreciate it. **Action:** Unification and publication of standards of duties for post-doctoral fellows (with regard to the specifics of the field) Follow-up of corrective measures proposed in other principles: • the planned creation of the CZU Career Code, which will, among other things, clearly define the requirements for post-doctoral fellows and the rules of their career and professional development (principle 11, 22, 26, 28); • planned Adaptation Process / Onboarding System; the system of relations with supervisors and standards will be part of the basic introductory training (principle 21); • planned educational strategy and comprehensive training system (principle 38); • setting up the internal communication process, raising awareness of newly created or updated CZU internal documents and ensuring the implementation of newly set systems / rules / procedures (principle 2, 4).
37. Supervision and Managerial Duties	+/- = **almost but not fully** implemented	Absence of a systemic approach to the education of managers in the field of Human Resources Management and in the field of pedagogical skills and in the field of leadership of beginning researchers. In practice, AR managers do not have sufficient time to lead beginning researchers (especially post-doctoral fellows) or are not authorised to do so.	Survey results: For 70% of interviewed AR workers, the support of doctoral students / beginning researchers is part of their work. Consultation and guidance of beginning researchers and doctoral students represents on average only 8% of the total working time of SR and teaching staff. Only slightly more than half of the AR workers (55%) in charge of doctoral students or beginning researchers declare that they have enough time for them in their work activities. The vast majority of AR workers perceive their superior positively. 88% of all employees appreciate that their superior treats them fairly and with respect. A similar share of respondents views their superior as a person suitable for the given post. Action: A set of training for experienced AR workers will be created focusing on managerial skills, leadership and people management, motivation, effective feedback, avoiding bossing, coping with stressful situations in the workplace, burnout identification, project management, etc. Training of supervisors in managerial and pedagogical skills will be systematically included in the educational strategy of CZU employees and a system of comprehensive training. Incorporation of cooperation with subordinates and management of beginning AR workers into the System of Evaluation of AR workers.
38. Continuing Professional Development	+/- = **almost but not fully** implemented	The professional development of AR workers in the area of key competencies is not systematically and conceptually addressed at CZU. Individual Faculties deal with education systems independently, which is very inefficient, they often encounter low interest and motivation. The professional development of AR workers is not effectively linked to the System of Evaluation of employees and their career development.	Current situation: The professional development of CZU AR workers is realised by a combination of external and internal education. Survey results: it can be concluded that the setting of procedures with regard to continuous professional development is not entirely optimal within CZU. Only 38% of the surveyed AR workers have a strategy for further career development with their superiors. 84% of seniors support their AR workers in expanding their professional qualifications. On the other hand, in the last year, only 55% of the AR workers attended some form of training, seminar or workshop. 60% agree with the statement that activities for personal development do not bring much benefit and therefore do not actively seek them out. **Action:** Creation of an educational strategy and system of complex training: A training system that will reflect the requirements of the Adaptation Process and the Career Code, i.e. the training offered will enable the effective implementation of the Adaptation Process / Onboarding System and will be structured in such a way as to enable effective and practical

			career development. Within the new Intranet, a central record of training and trained individuals will be introduced.
39. Access to Research Training and Continuous Development	-/+ = **partially** implemented	Career development and further education / continuous development are not systematically taken into account within CZU, which leads to low interest in training among AR workers. Training is not centrally coordinated, which can lead to collisions and reduce the effectiveness of the training itself. The suitability of the training programme for given AR workers is assessed by the immediate superior, but the assessment of suitability is not systematically addressed (e.g. connection to career development, evaluation). Apart from training courses within specific projects, in which the contracting authority requires this, there is no central record of training, courses and workshops.	Current situation: Doctoral students are motivated and guided by their supervisor, or by the recommendations of the Subject Council. Survey results: • 84% of interviewed AR workers state that they are supported by their superiors in activities that expand their professional qualifications. • 38% state that the offer of training and similar activities is not sufficient for their personal development. • 37% state that CZU does not sufficiently inform them about the offer of educational activities for a possible extension of their professional qualifications. • 30% state that CZU does not sufficiently inform them about the so-called foreign mobilities. • 60% state that personal development activities do not bring much benefit and therefore do not actively seek them out. **Action:** The given topic will be systematically included in the educational strategy of AR workers of CZU and implemented in the form of individual development plans, which will increase AR workers' own career opportunities. In cooperation with individual Faculties, a list of mandatory training for AR workers at various levels required for their work will be defined. Mechanisms / principles for assessing the relevance of educational programmes and their registration for individual AR workers will be proposed.
40. Supervision	+/- = **almost but not fully** implemented	CZU does not have an official system of mentoring.	Current situation: CZU has set up a hierarchical structure of the AR workers System of Supervision, which is based not only on quality control of the research work of AR workers, but also on the evaluation and setting of plans for the research activities of young AR workers. The binding document in which the structure and rules of doctoral studies are established is the CZU Study and Examination Rules for studies in doctoral study programmes. Survey results: 22% of the surveyed AR workers have a mentor, supervisor or personal advisor. Approximately one half of those who do not have such person would appreciate it. 55% of AR workers in charge of doctoral students or beginning researchers declare that they have enough time for them in their work activities. **Action:** Defining the role of mentors and advisers in connection with the planned creation of the Career Code and setting up the Adaptation Process / Onboarding System.

List of Abbreviations

EN	English Language
AS CR	Academy of Science Czech Republic
AR worker	Academic-Research worker
OHS	Occupational Health and Safety
C&C	The European Charter for Researchers and Code of Conduct for the Recruitment of Researchers
CZ	Czech Language
CR	Czech Republic
CZU	Czech University of Life Sciences Prague
GDPR	General Data Protection Regulation
MEYS	Ministry of Education, Youth and Sports
OTM-R	Open, Transparent and Merit-Based Recruitment
FO	Fire Safety
Rules of the SP	Rules of the Selection Process
SR	Science and Research