GAP Analysis

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation’s GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter’s implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation.
### European Charter for Researchers and Code of Conduct for the Recruitment of Researchers: GAP analysis overview

<table>
<thead>
<tr>
<th>Status: to what extent does this organisation meet the following principles?</th>
<th>++ = fully implemented</th>
<th>+/- = almost but not fully implemented</th>
<th>-/+ = partially implemented</th>
<th>-- = insufficiently implemented</th>
</tr>
</thead>
<tbody>
<tr>
<td>In case of --, -/+ or +/-, please indicate the actual “gap” between the principle and the current practice in your organisation. If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initiatives already undertaken and/or suggestions for improvement:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Ethical and Professional Aspects

<table>
<thead>
<tr>
<th>1. Research freedom</th>
<th>++</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current state of UWB:</strong></td>
<td></td>
</tr>
<tr>
<td>Freedom of research is generally guaranteed by the Statute of UWB (see the Preamble to the Statute, Article 3: Subject of the University of West Bohemia and Part Eight: Stipulation of the Rights and Duties of Academic Staff and Other Employees of UWB). The freedom of thought and research is anchored also in the Code of Conduct of UWB (see Part two: Relationship of academic freedoms and rights to the code of conduct). The Code of Conduct of UWB applies to all staff members of UWB. The management of UWB supports the research and development activities relevance and contribution to the wellbeing of humankind in accordance with national methodology used for research institutions evaluation (s. c. Methodology 17+, Criterion of 'Social relevance').</td>
<td></td>
</tr>
<tr>
<td><strong>Current state of the Faculty:</strong></td>
<td></td>
</tr>
<tr>
<td>Freedom of research at the FL is based on the principles contained in the Statute of the University of West Bohemia and the Code of Ethics, which defines the general limits of ethics in research. At the same time, the FL respects the ethical principles in the research contained in Act No. 111/1998 Coll., Universities and in the Ethical Framework of Research</td>
<td></td>
</tr>
</tbody>
</table>
The FL Statute defines academic staff and creative time off. Nearly 93% of employees consider the research activity at FL UWB to be sufficiently free.

| 2. Ethical principles | -/+ | **Current state of UWB:**
| In accordance with the Ethical Framework of Research (approved by the resolution of the government of the Czech Republic), UWB prepared the Code of Conduct of UWB that passed the consultation process and was published on the UWB website in November 2018.
| The Rules of Procedure of the University of West Bohemia were established, the composition of the Ethics Committee is defined by the Rector’s decision.
| The popularization campaign of the Code of Ethics is ready and will be launched in 03/2020.
| In the academic year 2019/2020, a series of training sessions aimed at detecting unethical behavior (full-time and e-learning) takes place.

**UWB GAP:**
Employees across all parts of the University stated in the survey that they did not know whom to contact with a suspected breach of ethical principles. On the University level, the ethical principles have not yet been sufficiently popularized.

**Current state of the Faculty:**
In the area of law, there are no specific ethical requirements beyond the framework set out above.
From the survey conducted, nearly 80% of FL employees consider the ethical standards of research and relevant codes of ethics to be beneficial to their work.

**FL GAP:**
The scientific teams at the faculty are knowledgeable in legislation and know most of the way to proceed.

**Proposals for improvement:**
- [UWB] Popularize the principles of ethical behaviour across the whole University. Information on reporting the violence of ethical principles will be a part this popularizing campaign.
- [FL] Ensure that it is possible to consult selected ethical aspects of research and to agree its compliance with ethical rules prior to the start of research.
| 3. Professional responsibility | +/− | **Current state of UWB:** Protection of intellectual property in the Czech Republic is addressed in several legal acts. In accordance with legislation, protection of intellectual property at UWB is governed by the Rector’s Directive on Protection of Intellectual Property and Transfer of Knowledge. The administrator of intellectual property protection is the Technology Transfer Department that is in charge of methodical assistance and other activities related to transfer.

The Technology Transfer Department has at its disposal experts on protection of Intellectual Property Rights (IPR) and Technology Transfer. Also, the Technology Transfer Council with the representation of experts from the industry has been established.

Offer of employees’ training on the protection of intellectual property is systematically advertised on the website and Facebook page of the Institute of Lifelong Learning and Distance Education (czv.zcu.cz), employees are motivated to participate in these training courses also via the press release at info.zcu.cz. Furthermore, the training offers address the heads of departments and individual employees who expressed interest in being informed of any updates in the past.

Professional responsibility is closely related to the observance of ethical principles (see the Code of Conduct of UWB, which also addresses plagiarism).

Based on periodic evaluation of UWB employees (anchored in the Rector’s Directive Career Development Regulations) it is also necessary to improve the use of individual employees’ strengths and to consider them when assigning tasks. By means of the Individual career development plan (also anchored in the employees and consider them during the setting of tasks. It is necessary to allow better profiling of employees so they can identify with the goals of the department, part, and University. It is also important to continuously work on the improvement of management skills of supervising employees.

**UWB GAP:** Job descriptions are not systematically anchored in the legislation; this

<table>
<thead>
<tr>
<th>Proposals for improvement:</th>
</tr>
</thead>
<tbody>
<tr>
<td>[UWB] The strengths of individual workers need to be better exploited and taken into account when setting tasks. Greater profiling of workers should be allowed in order to identify themselves with the goals of the workplace, part and university. It is also necessary to work continuously to improve the managerial skills of executives.</td>
</tr>
<tr>
<td>[UWB] Revise job descriptions to more accurately define responsibilities and powers related to the job.</td>
</tr>
<tr>
<td>[UWB] Include training courses on the professional responsibility of researchers, R&amp;D ethics, whistleblowing and intellectual property protection.</td>
</tr>
<tr>
<td>[UWB] Include training in managerial skills improvement.</td>
</tr>
<tr>
<td>[FL] Implement the principles of the Career Code for the evaluation of individual academic staff.</td>
</tr>
<tr>
<td>[FL] Increase awareness about plagiarism among academics.</td>
</tr>
</tbody>
</table>
The type of legislation is being prepared (Personnel Directive). The principles of new Career Development Regulations are not fully implemented on the level of individual University parts.

**Current state of the Faculty:**
The basic scope of powers and responsibilities and tasks is determined by the internal regulations and the FL Statute. For executives at all levels, the powers and responsibilities arising from the function are defined in the internal regulations.
The delegation of powers within the research project is based on careful selection of the team of employees, experience and qualifications.

**FL GAP:**
The results of the research at FL are internally recorded annually in the Annual Report of the FL and in the Reports of individual departments. The principles of the Career Code are not yet fully implemented at departmental and individual staff levels.

<table>
<thead>
<tr>
<th>4. Professional attitude</th>
<th>+/-</th>
<th><strong>Current state of UWB:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>The principal strategic goals of UWB are specified in the Strategic Plan of UWB and in the Plan for Realisation of Strategic Plan of UWB. The UWB strategy is communicated on the principle of line management in which the UWB management passes the information about the strategy to the UWB Academic Senate, the Rector’s Board (the members being the Deans and the directors of University parts) and the Bursar’s Board (the members being the Secretaries of University parts). Members of these boards from various University parts ought to pass the gained information to their parts. The professional approach conforms to the methods defined in the internal regulation Rules of quality assurance to educational, creative, and related activities. These rules define the activities and specify the tools for the assessment of their quality at UWB. Standardization of the processes for submission and fulfilment of projects and contract research, including their funding, is defined by the Rector’s Directives on Project Management, Non-economic and economic activities,</td>
</tr>
</tbody>
</table>

**Proposals for improvement:**
- [UWB] Improve support activities in the area of technology transfer and contract research.
- [FL] Standardize process of reporting on non-standard situations during projects implementation.
<table>
<thead>
<tr>
<th>Specification of operation originators, budget managers, and head accountants at UWB.</th>
</tr>
</thead>
</table>
| **UWB GAP:**  
The focus groups organized in preparation for the HR AWARD at various University parts indicate that the activities of the Technology Transfer Department should be developed, optimized and promoted. |
| **Current state of the Faculty:**  
Research at FL is carried out by individual departments. Administrative support is provided by the Dean's Office - Science and Research Department. At the Dean's level, strategic planning in the area of projects is taking into account the current requirements of interested parties (clients, partners, call providers). The area of key competencies is defined. Specific principles of cooperation with partners are solved in the framework of contract research individually and in a specific research team. |
| **FL GAP:**  
Processes for ongoing project management (delays, changes, closure) are not standardized and result from general responsibility. |
| **5. Contractual and legal obligations** | **Current state of UWB:**  
UWB employees have their employment contracts signed properly. The Institute of Lifelong and Distance Education of UWB, in cooperation with the Technology Transfer Department, organises courses in protection of intellectual property and copyrights that are offered to UWB employees free of charge in form of e-learning sessions.  
UWB has implemented procedures for project submissions, fulfilment of contractual research, teaching, theses and dissertations. In the view of finance controlling and accounting, relevant directives are implemented (assigning originators/administrators of financial operations, document cover sheets, and publication of contracts). The information about these procedures are passed to the employees lineally.  
Relevant service units provide the support to the departments in national, |
| Proposals for improvement:  
- [UWB] Standardize translation of UWB documents and forms into English.  
- [UWB] Systematic translation of UWB documents and forms into English.  
- [FL] Systematic translation of faculty internal regulations and internal standards into English. |
sectoral and institutional regulations interpretation and implementation. Service units responsibilities are stipulated within the Organisational Structure of UWB. The trainings for new employees (including managers) are ready and ongoing; the same applies to the training in intellectual property protection and copyrights (see above). Offer of the trainings is available at the Institute of Lifelong Learning and Distance Education courses offer: https://czv.zcu.cz/nabidka-kurzu/kurzy-pro-zamestnance-zcu/. There is also a training for new and current employees in personal data protection (in the form of e-learning sessions). New employees are reached via e-mail and offered relevant trainings. The rules for the translation of internal legislation are laid down in the Rector’s decision.

**UWB GAP:**
The legislation is not fully available in English language.

**Current state of Faculty:**
The faculty fully implements university rules in this area, sending its staff to the training required by legislation. The Faculty fully supports further education of its employees. The information is sent to employees by the Dean’s Office.

**FL GAP:**
The legislation is not fully available in English language.

| 6. Accountability | +/- | **Current state of UWB:**
UWB uses an internal control system to deliver an environment for economically effective and efficient performance of activities, and for timely identification and minimisation of potential risks (Rector’s Directive 41R/2005 Internal Control System). UWB has also established the Internal Audit Division which carries out independent internal audits within UWB. The division controls adherence to the legislation. |

**Proposals for improvement:**
- [UWB] Revise job descriptions at university level to more accurately define responsibilities and powers related to the job.
- [FL] Review the workload of academic staff of the Faculty in...
to legislation and internal regulations and norms of the University; verifies whether the data in financial, accounting, and other documents truly represents the assets, the funding sources, and their management (finance audit); examines on a random basis whether operations are economical, effective, and efficient, as well as the appropriateness and effectiveness of the internal control system.

The responsibility of researchers for the objectivity, reliability, and accuracy of their research and for efficient and effective use of resources provided for their research is codified in the Code of Conduct of UWB. Executive researchers are responsible for project investigation as for its goals and conditions towards the support provider.

**UWB GAP:**
Currently, there is not always a clear connection of job positions to related responsibilities; only some faculties and units provide complete description of job positions.

**Current state of the Faculty:**
All faculty employees are acquainted with their rights and duties defined in their job descriptions.

The project solution at the faculty is transparent and respects the principles of responsibility towards the sponsor, the university and the public.

**FL GAP:**
Define the specifics of duties and rights in relation to research in the field of Law and Jurisprudence or Public Administration.

| 7. Good practice in research | ++ | **Current state of UWB:**
Occupational Health and Safety (H&S), and continuous improvement of the working environment represent basic obligations of the employer; these obligations are codified by the Work Code, by the Collective Agreement of UWB (Article 7), and by Rector's Directive Occupational Health and Safety. Employees undergo periodic medical examinations. UWB organises periodical training in H&S and fire protection for executive employees; they | **Proposals for improvement:**  
- [FL] FL risks are regularly evaluated. |
have an obligation to provide such training for their subordinate employees. UW also organises annual independent H&S assessments, periodical inspections of electric devices, etc. In accordance with the implementation EU Directive 2016/679 (General Data Protection Regulation), effective since May 25, 2018, and subsequent national legislation (Act No. 110/2019 Coll.), UW has mapped the locations where personal data is processed, and a registry recording the activities of personal data processing has been established and is annually updated. UW has its own internal regulations codifying the rules for information management, rules for personal data protection, and the scope of activities of Data Protection Officer. It provides cooperation and counselling to all employees in the area of personal data protection, among others in relation to research activities; additionally, the procedures for processing applications for the execution of rights of the data subjects are codified. On the UBW website, the Personal Data Protection section has been set up: https://zcu.cz/cs/University/GDPR/.

The Risk Management System, coordinated by the Department for Quality Assurance, has been implemented at UW since 2007, including the Risk Management Committee. The Department for Quality Assurance provides, processes, keeps, updates, and assesses the impact of risks on the University. A map of risks is prepared, which also includes the bearers of the risks – executive employees of the University and its parts. They identify the risks and submit them to the Risk Management System. The risks are subsequently investigated and assessed by the Risk Management Committee; proposals for the management of those risks are submitted to the management of UWB. The management of UWB then decides on the method of management of those risks, among others specifies measures for the mitigation or reduction of their impact and decides on the need of informing the University units.

The University provides researchers with access to cloud data storage with adequate capacity and security (especially the AFS and Alfresco cloud data storages). The Information Technology Centre includes the Computer Systems Laboratory that carries out the security strategy and binding rules in the area of Information Technology Centre and implements necessary
technological measures, monitors and assesses the security risks, and in liaison with the management enforces necessary measures for reducing them. On the website administrated by Information Technology Centre, there is also a handbook on principles of secure use of information technology available to employees and students: https://support.zcu.cz/index.php/Kategorie:Bezpe%C4%8Dnost.

**Current state of the Faculty:**
All employees are involved in the process of occupational safety and fire and IT protection. There is no increased risk in research in Law and Jurisprudence or Public Administration.
All projects are evaluated at the central level and are part of the UWB risk management system.

**FL GAP:**
The faculty risk management is part of the university system. It would be appropriate to separate these systems and set up a single system for managing important risks, taking into account human resources at the FPR.

<table>
<thead>
<tr>
<th>8. Dissemination, exploitation of results</th>
<th>++</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current state of UWB:</strong></td>
<td></td>
</tr>
<tr>
<td>The conditions for publication and usage of research results are stipulated by the contracts with funders (national and international grants), and in the Rules for the System of Quality Assurance and Internal Evaluation of the Quality of Educational, Creative, and Related Activities of UWB of July 13, 2017, see Part Six: Assurance and Assessment of Quality of Creative Activities.</td>
<td></td>
</tr>
<tr>
<td>Commercialisation of research findings at UWB is supported through the Transfer and Contract Research Department that is responsible for the coordination of transferring knowledge and technologies, and methodically controls and coordinates the contract research at UWB. Overview of offered services is available at: <a href="https://transfer.zcu.cz/transfer.html">https://transfer.zcu.cz/transfer.html</a>. UWB also has the BoostUp Business Innovation Club that provides counselling to young researchers starting their business, and that cooperates with companies as well. Current offer of events is available on the BoostUp</td>
<td></td>
</tr>
</tbody>
</table>
The Department of External Relations plays a key role in the area of results medialization. UWB has established a system of informing about significant results, the important part being the External Relations Division that communicates with the PR representatives of all faculties and units on a regular basis; together they coordinate the process of informing about significant results of University employees. The External Relations Division also ensures the communication with regional and national media in order to adequately publicize major results outside of UWB. The Department also regularly informs the Rector about significant achievements of UWB employees.

UWB signed the Berlin Declaration on open access to knowledge in the sciences and humanities. In compliance with this commitment, UWB is working on the expansion of open digital storage for sharing the results of scientific and research results (dspace.zcu.cz).

**Current state of the Faculty:**
Dissemination and exploitation of results takes place in accordance with UWB regulations. Media coverage is realized in the form of direct cooperation with the Department of External Relations of UWB. The professional public is informed about research projects by presentations at conferences, seminars or publications in professional journals. Since 2017, the Faculty has been publishing the specialized journal *Právnické listy* (Legal Lettres). The results of research projects are presented to the general public through the press, web, social networks or regional TV.

<table>
<thead>
<tr>
<th>9. Public engagement</th>
<th>++</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current state of UWB:</strong></td>
<td></td>
</tr>
<tr>
<td>UWB operates the External Relations Division which provides communication with the public, advertising, and presentation of UWB. It also engages in several activities to improve information flow within and beyond the institution, to participate in establishing a good reputation of</td>
<td></td>
</tr>
</tbody>
</table>
Institute of Lifelong Learning and Distance Education permanently offers the course for science popularization: https://czv.zcu.cz/nabidka-kurzu/kurzy-pro-zamestnancezcu/stala-nabidka-on-line-kurzu/.

Research results are presented to the wide (non-expert) public, during popular information events, such as Science and Technology Days, cooperation with the Techmania Science Centre, Fun with Science web portal, Scientist Night events, Czech Innovation events, in the press, regional TV stations, social media, etc. Support is provided to interactive events, dialogue with the public, and in exchange with other institutions organising popularisation events (Techmania), with other schools and education institutions, etc.

Simultaneously, the UWB Communication Strategy has been established. This strategy will be continuously updated, and the final version will be presented in the second quarter of 2021.

**Current state of the Faculty:**
The promotion of the faculty is carried out in accordance with the communication strategy of the University of West Bohemia, in cooperation with the Dean's Office with the Department of External Relations and the Department of Lifelong and Distance Education of the University of West Bohemia.

The survey shows that 86% of respondents believe that the research results are sufficiently presented.
| 10. Non discrimination | +/- | **Current state of UWB:**
UWB is an open, multi-disciplinar education institution whose mission is to offer equal opportunities for education and creative activities (see the Statute of UWB, the Code of Conduct of UWB, and Collective Agreement - Article 2). UWB offers equal opportunities to everyone, regardless of gender, age, ethnic, national, or social heritage, religion or belief, sexual orientation, language, physical disability, political views, or social and economic conditions, which is embedded in the Collective Agreement and the Code of Conduct of UWB.

**UWB GAP:**
- Employees across University faculties and units often do not know whom to contact with suspected breaches of ethical principles.
- Absence of University-wide OTM-R policy
- Absence of a directive on selection procedures of researchers

**Current state of the Faculty:**
The Faculty fully respects the principles of creating an environment where no discrimination is tolerated and where equal opportunities are offered to all. The Faculty promotes equal conditions for men and women. The survey shows that 93% of respondents have not encountered any kind of discrimination in the workplace. Further analysis did not identify any interest group that would be relevant to the issue.

**FL GAP:**
The faculty does not internally cover the issue of non-discrimination.

**Proposals for improvement:**
- [UWB] Provide an independent assessment on accusation of discrimination and ensure confidential support during the process of solving such situations – ensures the Ethical Committee of UWB.
- [UWB] Adopt OTM-R policy.
- [UWB] Formulate a directive regulating the process of recruitment and selection for the research positions and for the technical and economic positions.
- [UWB] Conduct training on equal treatment in the selection process (planned for 2020).
- [FL] Develop the methodics for human resources management at FL and ensure that it is implemented by the heads of departments in the evaluation of researchers.
| 11. Evaluation/appraisal systems | ++ | **Current state of UWB:**
Compensation of UWB employees is governed by the Internal Payroll Regulations of UWB and reflected in the UWB Career Development Regulations, which requires the compensation to be based on transparent and merit-based evaluation. In accordance with Act 130/2002 Coll., Support of Research, Experimental Development, and Innovation Act, UWB uses a motivation system to reward creative activities. The goal of the motivation system, detailed in a Rector’s Directive, is to motivate UWB employees and students to intensify research. Rector’s Directive 03R/2015 describes the motivational systems supporting doctoral students, graduates from doctoral study programs (post-doc) and achieving prestigious results in research, development, and innovation. Records of the results of creative activities are recorded in the OBD information system. Basic rules for evaluating all UWB employees are laid down in Part II of the UWB Career Development Regulations. To individual University faculties and units, UWB provides the tool for evaluating academic staff and researchers – i.e. the Information System for Academic Staff Members’ Performance Evaluation. The system is used at several faculties of UWB. Evaluation of academic staff and researchers is directly linked to the national R&D evaluation system.

**Current state of the Faculty:**
The faculty is part of and uses the information system for the Evaluation of Academic and Scientific Workers (IS HAP). In addition, it has an internal system for evaluating employees in the field of creative activities.

**GAP FPR:**
Evaluate employees regularly.

**Proposals for improvement:**
- [FL] Evaluate employees regularly.
Recruitment and Selection – please be aware that the items listed here correspond with the Charter and Code. In addition, your organisation also needs to complete the checklist on Open, Transparent and Merit-Based Recruitment included below, which focuses on the operationalization of these principles.

| 12. Recruitment | +/- | Current state of UWB: |

The process of hiring academic staff at UWB is addressed by the policy of Selection Procedure Regulations for UWB Academic Staff Recruitment. Job vacancies are posted on the UWB website, in the Career section (‘Kariéra’ in the Czech language) and sometimes also on the Euroaxess website. The Selection Procedure Regulations for UWB Academic Staff Recruitment does not include admission and recruitment norms for researchers. No central support for recruitment of R&D employees is currently available.

**UWB GAP:**
- UWB does not have an internal norm for recruitment of researchers which would define how new researchers should be recruited and which principles the procedure should follow. There is no central support to recruitment of foreign researchers. Employees, who have, for any reason, taken a break in their research, do not experience any official obstacles upon their return; at the same time however, there is no targeted support of their return after a career break.
- OTM-R policy is not formulated.

**Current state of the Faculty:**
During the selection procedure, the Faculty follows the requirements of the University and the applicable legislation. Job vacancies are published on the University’s website in the Job Vacancies section. The Faculty has not established a uniform procedure for selection procedures. The selection depends on the candidate’s CV and fulfillment of the minimum requirements for the job.

**FL GAP:**
The selection is not systematically captured.

| Proposals for improvement: |

- [UWB] Regular training of executives in leading interview interviews (planned to be created in 2020)
- [UWB] Creating a Recruitment Guidelines
- [UWB] Ensuring availability of relevant UWB documentation in English - ongoing translations.
- [FL] Implement uniform rules for selection procedures with regard to gender policy and non-discriminatory access.
| 13. Recruitment (Code) | -/+ | **Current state of UWB:**  
The process of hiring academic staff at UWB is addressed by the policy of Selection Procedure Regulations for UWB Academic Staff Recruitment. The academic staff recruitment procedure is standardized, each procedure is recorded in a report of the process and results, which is deposited at the Department of Human Resources.  
Requirements for the recruitment of new staff (qualification) are established in accordance with the Internal Payroll Regulations of UWB.  
Job vacancies are advertised on the UWB website in the Career section, where they are available for no less than one month prior the applications closing date, and on the EURAXESS website.  

**UWB GAP:**  
- Job vacancies for researchers are published on foreign job seeker portals only in some cases (e.g. Euraxess – if relevant faculty or unit requests it)  
- Notifications of selection procedures on the UWB website are posted only in Czech and are sometimes very brief; the structure is not consistent  
- Absence of University-wide OTM-R policy  

**Current state of the Faculty:**  
In the process of hiring researchers and pedagogical staff, FL follows the norms of the University; especially the Selection Procedure Regulations for UWB Academic Staff Recruitment Directive. Job vacancies are advertised only in Czech language for the 30-day period on UWB website in the Career section. Advertisements are not inserted into EURAXESS.  

**FL GAP:**  
The selection is not systematically captured. There is no record of the applicant's data on his / her origin and representation of women. |
| Proposals for improvement:  
- [UWB] Develop a template for advertising free job positions (or use templates from specialized portals).  
- [UWB] Ensure the availability of of relevant documents of UWB regarding the process of recruitment or employee benefits in English.  
- [UWB] Implement regular training of senior employees in interviewing and applying the selection criteria (planned for 2020).  
- [UWB] Develop an internal regulation for Researchers recruitment.  
- [UWB] Adopt OTM-R Policy.  
- [FA] Translate internal legislation of FL in English and ensure their availability for recruitment and selection process.  
- [FL] Implement uniform rules for selection procedures with regard to gender policy and non-discriminatory access.  
- [FL] Introduce measurement of the proportion of candidates in competitions concerning the origin and representation of women. |

| 14. Selection (Code) | -/+ | **Current state of UWB:**  
At recruitment of new academic employees, the UWB faculties follow the  

**Proposals for improvement:**  
- [UWB] Develop an internal |
<table>
<thead>
<tr>
<th>15. Transparency (Code)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current state of UWB:</td>
</tr>
<tr>
<td>The procedure for informing the applicants is not consistent; the departments organizing the respective selection process are in charge of Proposals for improvement:</td>
</tr>
<tr>
<td>[UWB] Develop an internal regulation for Researchers recruitment.</td>
</tr>
<tr>
<td>-/+</td>
</tr>
<tr>
<td>Current state of the Faculty:</td>
</tr>
<tr>
<td>The Faculty adheres to the individual provisions of the Rules of Selection Procedure for filling positions of academic staff. The composition of the selection board is carefully chosen so that recruitment is transparent and equal.</td>
</tr>
</tbody>
</table>

- [UWB] Implement regular training of senior employees in interviewing and applying the selection criteria (planned for 2020).
- [UWB] If possible, ensure that the selection committees will be complemented by external experts in the field.
- [UWB] Develop monitoring of the structure of selection committees (see OTM-R checklist) and measure and project it into UWB Strategic Plan.
- [UWB] Adopt OTM-R Policy and project it into UWB Strategic Plan.
- [FL] Specify the rules for and standardize the process of composing the selection committees.

- Members of the selection committees are not trained in job interviews
- There is low engagement of experts outside UWB in its selection committees
- Absence of University-wide OTM-R policy
- Selection Procedure Regulations for UWB Academic Staff Recruitment do not specify any rules for composition of the committee, apart from the minimum number of three members. The balance of the committees is not stipulated, required, or subsequently monitored (see the OTM-R checklist) and UWB has not implemented any suitable system to address objections (OTM-R checklist).
informing the applicants. The HR Department only posts the job vacancies notification in the Career section of the UWB website. Whenever required, the HR Department, in accordance with the Organizational Structure of UWB, provides methodological assistance to University parts in the area of new employees’ recruitment. The parts can request assistance from the HR Department with advertising job vacancies and publishing them on Czech and international job websites. Upon request, HR Department employees can participate in selection procedures conducted at various University parts.

**UWB GAP:**
- At UWB, there are no specifications set for approaching applicants during and after the selection process, e.g. familiarizing the applicants with the strengths and weaknesses of their candidacy
- Candidates, especially those who failed in the selection procedure, are not always familiarised with the reasons for their failure
- Recruitment notifications at the UWB website are sometimes very brief and do not deliver detailed information on the possibilities of career development

**Current state of the Faculty:**
This issue is not specifically addressed at the faculty. The survey showed that employees evaluate selection procedures at UWB as sufficiently clear and fair.

**FL GAP:**
Transparency is not consistently systemically captured.

| 16. Judging merit (Code) | +/- | **Current state UWB:**
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Practical experience of the candidates is considered on every occasion during the selection procedure; however, assessment of merit is not</td>
</tr>
</tbody>
</table>

**Proposals for improvement:**
- [UWB] Adopt OTM-R Policy.
- [UWB] Improve the methodological assistance provided by Human Resources Department to faculties and units during the recruitment process and increase the awareness of candidates during the process.
- [FL] Publish the set selection and evaluation criteria for recruitment of new employees.
- [FL] Establish a system for informing unsuccessful candidates.
explicitly amended as per the Code.

**UWB GAP:**
- At UWB, there is no specification for the assessment criteria used in the selection of researchers, e.g. quality and quantity assessment of the candidates’ merit, nor does it indicate the obligation of the faculties and units to establish such criteria where the particularities of the faculty and unit need to be taken into account
- Absence of OTM-R policy
- Absence of an internal regulation for the procedures within the recruitment of academic staff

**Current state of the Faculty:**
The faculty assesses the principles of the Charter and the Code. Internal rules are not set.

<table>
<thead>
<tr>
<th>Variations in the chronological order of CVs (Code)</th>
<th>Current state of UWB: Practical experiences of the candidates are considered on every occasion; however, approach to candidates’ CVs with respect to career breaks or seemingly unusual changes in the CV are not embedded in UWB legislation. Assessment of such issues lies purely in competence of the selection committee.</th>
<th>Proposals for improvement:</th>
</tr>
</thead>
<tbody>
<tr>
<td>-/+</td>
<td>UWB GAP: UWB do not explicitly specify the manner of assessing candidates based on their professional career, e.g. career break. Absence of OTM-R policy Absence of internal norms dealing with the procedures of academic staff selection with respect to the assessment of career breaks or with the interpretation of seemingly unusual changes in candidate’s career</td>
<td>- [UWB] Revise the internal regulation of employees’ recruitment in order to comprehensively reflect their career development.</td>
</tr>
<tr>
<td></td>
<td>Current state of UWB: Practical experiences of the candidates are considered on every occasion; however, approach to candidates’ CVs with respect to career breaks or seemingly unusual changes in the CV are not embedded in UWB legislation. Assessment of such issues lies purely in competence of the selection committee.</td>
<td>- [UWB] Implement regular training of senior employees in interviewing and applying the selection criteria (planning for 2020).</td>
</tr>
<tr>
<td></td>
<td>Proposals for improvement: - [UWB] Revise the internal regulation of employees’ recruitment in order to comprehensively reflect their career development. - [UWB] Implement regular training of senior employees in interviewing and applying the selection criteria (planning for 2020). - [UWB] Adopt OTM-R Policy. - [FL] Develop the methodics for human resources management at FL, including the recognition of career break and disseminate it among the member of selection committee.</td>
<td>- [UWB] Adopt OTM-R Policy. - [FL] Develop the methodics for human resources management at FL, including the recognition of career break and disseminate it among the member of selection committee.</td>
</tr>
</tbody>
</table>
Current state of the Faculty:
The job offer advertisement always includes a requirement to send CV and other documents documenting the applicant's education and work experience. The CV and other documents are evaluated during a job interview, where, in case of doubt, any questions concerning career breaks or changes in the CV’s timeline are specified. Internal rules are not set.

Proposal for improvement:
- [UWB] Revise the internal regulation of employees’ recruitment in order to comprehensively reflect their mobility experience.
- [UWB] Implement regular training of senior employees in interviewing and applying selection criteria including mobility experience (planned for 2020).
- [UWB] Adopt OTM-R Policy.

Current state of UWB:
The UWB Career Development Regulations stipulates that mobilities in the sense of Code and Charter standards are one of the basic instruments of career development of UWB employees. Mobilities are nonetheless understood rather in the geographical sense and associated with staying abroad.
The approach to candidates’ CVs with regard to the recognition of mobility experiences is not reflected on the University level due to differences in needs of the faculties and units. Assessment of this issue lies purely in competence of the Faculty or unit selection committees.

UWB GAP:
- UWB does not explicitly specify assessment of candidates in consideration of their mobility experience (e.g. international exchanges, changes of the field or industry during the researcher’s career). Assessment of the mobility experience is at the discretion of the members of the selection committees.
- Absence of OTM-R policy
- Absence of internal norms dealing with the procedures of academic staff selection with respect to the assessment of mobility experiences

Current state of Faculty:
When selecting new staff at the faculty, experience with mobility is taken into account.
The survey conducted at the faculty showed that 85% of workers perceive
<table>
<thead>
<tr>
<th>19. Recognition of qualifications (Code)</th>
<th></th>
<th>mobility as sufficiently supported.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current state of UWB:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The establishment of qualification requirements for specific job position and their documentation is internally addressed in the Internal Payroll Regulations of UWB, Article 4 (1) (b). The Legal Department has drawn up an opinion on the recognition of foreign higher education and qualification; in accordance with this, equivalence of qualification is no longer requested from the incoming international employees which was a lengthy bureaucratic and costly procedure. International job applicants have the option to demonstrate their education and qualification through other mechanisms, such as through scholarly articles, journals, etc., where the information about the highest level of education is usually included, or through records of various workshops, conferences, etc., where the foreign applicant gave lectures. The UWB HR Department does not require the equivalence of qualification from international job applicants.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UWB GAP:</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| • The UWB Selection Procedure Regulations do not explicitly specify the method for assessment of academic and professional qualification, especially regarding international and occupational mobility.  
• Absence of internal norms dealing with the procedures of academic staff selection with respect to the assessment of education and qualification  
• Absence of OTM-R policy |
| **Current state of the Faculty:**      |          |                                   |
| Evaluation of formal and informal qualifications is part of every selection procedure at FL. The committee do so on the basis of submitted CVs and other documents providing evidence of the applicant’s education and job experience. |
| **Proposals for improvement:**         |          |                                   |
| • [UWB] Adopt and implement internal regulation that regulates the procedure of selection of researchers with regard to the assessment of their international as well as occupational mobility.  
• [UWB] Strengthen of role of the Personnel Department in the field of recognition of qualifications (in accordance with the Czech legislation and the international system of recognition of qualifications ENIC-NARIC).  
• [UWB] Adopt OTM-R policy. |
### 20. Seniority (Code)

**Current state of UWB:**
UWB has not codified the method for the assessment of candidate’s seniority and other evaluation criteria within the selection process. The assessment of applicant’s seniority and the decision on its value is the responsibility of University faculties and units.

At the same time, the Internal Payroll Regulations set rules for compensation of newly hired employees based on their completed education.

**UWB GAP:**
- At UWB, there is no codified method for the assessment of candidate’s seniority and other evaluation criteria within the selection process. Such internal norm would set mainly the requirement of proportionality; the qualification required should correspond with the type of the job position offered.
- Absence of OTM-R policy

**Current state of the Faculty:***
The level of qualifications required is in line with the needs of a job position at FL. The committee’s evaluation is based on the assessment of the results in academic, research and other creative activities currently being achieved by the candidate.

**Proposals for improvement:**
- [UWB] Adopt and implement internal regulation that regulates the procedure of selection of researchers with regard to the assessment of their seniority (based on qualification, skills and achievements).
- [UWB] Introduce a system of regular trainings of executives in conducting the interview, including examples of seniority assessment (planned for 2020).
- [UWB] Adopt OTM-R policy

### 21. Postdoctoral appointments (Code)

**Current state of UWB:**
The position of postdoctoral researcher is not fully anchored within the UWB system.

**UWB GAP:**
- The Selection Procedure Regulations for UWB Academic Staff Recruitment or other internal regulations do not explicitly stipulate the appointment of postdoctoral researchers. No other regulations are established at UWB for the recruitment and appointment of postdoctoral researchers.
- UWB does not have a clear definition of which positions are

**Proposals for improvement:**
- [UWB] Define the status of postdoctoral researchers.
- [UWB] Adopt and implement the internal regulation that regulates the procedure for selection of researchers in postdoctoral category.
- [UWB] adopt OTM-R policy.
- [UWB] Adopt the directive that regulates job descriptions of
regarded as post-doctoral researcher positions.

**Current state of the Faculty:**
At FL, there is no formal codification of the postdoctoral position in any internal regulation and no selection procedures are conducted for these positions. Doctors are usually hired for the positions of Junior Researchers or Assistant Professors shortly after graduation.

<table>
<thead>
<tr>
<th>Working Conditions and Social Security</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>22. Recognition of the profession</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Current state of UWB:</strong></th>
</tr>
</thead>
</table>
| Internal Payroll Regulations of UWB define the categories of researchers and their classification into pay grades (in accordance with their qualification background, education, and the framework characteristics of the position responsibilities).  
All researchers, regardless of the stage of their career, have equal access to equipment needed for their scientific and research work, taking into account financial capacities of the department. Young researchers (level R1 and R2) are free to enter research projects and their participation in projects are embedded in internal UWB legislation – UWB motivation system is designed to include young researchers in every research.  
**UWB GAP:**  
- The definition of researcher in the Internal Payroll Regulations does not fully conform to the definition of researcher in the Frascati Manual; therefore, UWB does not use job positions according to the HR Excellence in Research (i.e. R1-R4).  
- Absence of job positions descriptions on UWB level.  
**Current state of the Faculty:**  
At present, only academic staff are employed at the faculty, whose positions are based on the internal legislation of UWB. For the time being, the faculty does not perceive the need to define the position of researcher in internal legislation.  
**Proposals for improvement:**  
- [UWB] Clarify the definition of researcher used within UWB according to Frascati Manual and determine which University employees fit within the definition (will be regulated by Rectors’ Personell Directive).}
Workers can earn extraordinary financial benefits to support creative activity designed to help achieve prestigious results in research, development and innovation.

| 23. Research environment | +/- | Current state of UWB: The UWB management supports continuous creation of environment and infrastructure suitable for research activities; the UWB property is renovated and modernized regularly, and a European Centre of Excellence has been established. The system of investment management supports the development of environment favourable to research activities. However, with respect to equipment and resources, the UWB research environment cannot be assessed as a whole due to diversity and different demands of various faculties and units. The maintenance of existing equipment and the purchase of new equipment is a competence of individual faculties and units. Health and Safety has its legal framework stipulated by the Work Code, by the Collective Agreement of UWB, and corresponding Directives issued by the Rector of UWB and by the Deans of individual faculties of UWB. Working conditions in the research environment are governed by the operating policies of the individual laboratories. All employees of UWB undergo medical (initial, periodical, exceptional, final, and follow-up) examinations and participate in regular training in Health and Safety and Fire Protection. Observance of regulations on health and safety in research is closely monitored through appointed H&S specialists at the University as well as at its individual faculties. | Proposals for improvement: • [UWB] Examine the possibility of streamlining support provided for research activities by relevant departments of Rectors’ office. |
| --- | --- | --- |

UWB GAP:
- Researchers are subject to major administrative workload and cannot fully focus on creative activities.

Current state of the Faculty:
In accordance with the university regulations, the Faculty provides its employees with a safe and comfortable working environment, access to infrastructure, information and legal systems.
Science and research are carried out individually at the departments. From the point of view of the subject of research there is no need for special laboratories or equipment. The survey confirms that 85% of employees perceive working conditions as adequate for the performance of their work.

| 24. Working conditions | +/- | **Current state of UWB:**
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Care for employees is modified by the Collective Agreement established between the management of the University and the trade unions; the Collective Agreement specifies employee benefits (extra holiday, modification of working hours, and days off for sole-parent employees or employees looking after a person requiring special care, etc.). The employees have an opportunity to rent a company flat. UWB Social Fund has been established receiving contributions from all UWB faculties and units. The Statute of UWB also regulates the sabbatical leave. A day-care centre has been opened for the children of UWB employees. Classes of sport and relaxation activities at special prices and the University library are also available to the employees. Institute of Lifelong and Distance Education provides the employees with number of free courses that can be completed in person or in the form of e-learning. In compliance with the Rector’s Directive 34R/2018 – Staff Catering, UWB provides their employees with meal allowances (in the form of meal vouchers or meal discounts in UWB canteens). UWB has concluded a collective agreement with the trade unions. UWB buildings have wheelchair access and in accordance with the legislation, the University employs people with reduced ability to work (RWA), 4% in total. In case the quotas for employing RWA are not met, UWB must pay the corresponding amount to the national budget. UWB allows the adoption of flexible working hours and homeoffice.</td>
</tr>
</tbody>
</table>

**GAP ZČU:**
The sabbatical leave on the level of UWB is specified for academic staff, not for non-academic researchers and developers.  

<table>
<thead>
<tr>
<th><strong>Proposals for improvement:</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>[UWB] Relate the institute of sabbatical leave to all researchers employed at UWB (regardless of current working position).</td>
<td></td>
</tr>
<tr>
<td>[FL] Develop the methodics for human resources management at FL, including the support for the reintegration of researchers to research or teaching activities immediately after returning from parental leave, and examples of planning career development and evaluating a researcher in various life situations (including maternity/parenthood).</td>
<td></td>
</tr>
</tbody>
</table>
Current state of the Faculty:
In this area, FL primarily follows the conditions and options of the University. FL provides its employees with working conditions that grant them academic freedom in compliance with all national, University or Faculty regulations. FL allows the adoption of flexible working hours and home-office. The FL buildings are usually designed as wheelchair accessible. All employees are encouraged in professional growth and further education. Individual development plans are typically part of the evaluation and career planning of employees. The FL dissociates itself from any form of discrimination. The conditions for all employees are transparent and equal. The survey confirms that all respondents have a reconciled working and family life thanks to working conditions.

FL GAP:
Establish support measures for academic staff in relation to their workload, research and teaching activities with respect to life situations.

25. Stability and permanence of employment

Current state of UWB:
UWB holds a large number of fixed-term contracts; this is caused by project financing of science and research. Rules for multiple fixed-term contracts extensions are stipulated by the UWB Collective Agreement in accordance with the Work Code. All employees, be they under fixed-term or permanent contracts, enjoy equal rights and working conditions.

Current state of the Faculty:
When hiring new staff, the Faculty respects university rules and applicable legislation. In accordance with Council Directive 1999/70/EC, all fixed-term workers are subject to the same conditions as workers of indefinite duration. The stability of employment is evidenced by low staff turnover. The faculty consists mainly of employees with an indefinite contract of employment.
26. Funding and salaries

<table>
<thead>
<tr>
<th>Current state of UWB:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial compensation of employees is stipulated in the Internal Payroll Regulations of UWB. Apart from the base salary, there are bonuses for a long-term performance, exceptional achievements or anniversaries (as described in the Internal Payroll Regulations and Collective Agreement). Personal bonus is determined by the managing employee with respect to work tasks of the employee in question. Rector’s Directive 03R/2015 describes the motivational systems to support doctoral students, graduates from doctoral study programs (POSTDOC) and achieving prestigious results in research, development, and innovation (publishing in impacted journals). The status of researcher at UWB is supported with financial and non-financial benefits. An extraordinary financial benefit is represented by the possibility to obtain support from the Motivational System of UWB for creative activities which rewards prestigious achievements in research, development, and innovation for young talented master’s and doctoral students and for young doctoral graduates. Non-financial selective benefits include mobility support for selected employees, possibility to use a company flat, etc. Negotiations are underway to introduce a new employee benefit system (cafeteria system).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GAP ZČU:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Compensation criteria are set differently at the Faculties. They are based on University regulations in force; individual conditions are at the discretion of the management of the Faculties, it is not the competence of UWB management to order University parts how to set the compensation mechanisms.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current state of the Faculty:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financing and wages are set in accordance with the framework defined by UWB.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FL GAP:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career plans for every employee are not used. Employees are not regularly</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Proposals for improvement:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• [UWB] Revise the system of financial and non-financial benefits and consider implementation of new forms of benefits (e.g., the contribution to pension insurance).</td>
</tr>
<tr>
<td>• [FL] Introduction of regular staff evaluation.</td>
</tr>
<tr>
<td>• [FL] Training of executives in conducting evaluation interviews</td>
</tr>
</tbody>
</table>
| 27. Gender balance | -/+ | **Current state of UWB:**
Formally, from the viewpoint of internal legislation at UWB, gender discrimination is non-existent; internal regulations have been prepared in the spirit of equal opportunities.
In May and June 2019, two workshops concerning gender took place at UWB in order to familiarize all UWB staff with the gender issues.

**UWB GAP:**
The University lacks the Gender Equality in Academia and Research (GEAR) tool, i.e. a systematic instrument to put the Gender Equality Plan into practice.

**Current state of the Faculty:**
There are no forms of discrimination in the faculty's working environment. There is a balance between men and women.
UWB offers equal employment opportunities regardless of gender. The faculty promotes a gender balance policy, which is reflected in the balance, for example, in selection committees to fill vacancies or in the representation of women in management.
In managerial positions, women have the same chances as men. Women at the faculty have the same conditions and opportunities for professional growth as men. |

| 28. Career development | -/+ | **Current state of UWB:**
UWB Career Development Regulations regulates basic principles of career development of UWB employees. University faculties and units remain free to implement specific measures for ensuring career development that can be tailored to the needs of University faculties and units and their employees. According to new Career Development Regulations, annual employees’ evaluation entails the formation of individual career development plan by which the employees, in agreement with their supervisor, set goals for the development of their career for the following year. |

| **Proposals for improvement:** |
- [UWB] Examine the gender balance of employees at different levels of management of UWB and individual faculties and units and introduce the practice of regular publication of the proportion of women and men at individual management levels.
- [UWB] Introduce rules and monitoring the gender composition of selection boards (see paragraph 14 of the analysis).
- [UWB] Regularly organize seminars to raise awareness of gender issues at UWB.
- [UWB] Resubmit GILIRO project application (by GEAR tools). |

| **Proposals for improvement:** |
- [FL] Regularly evaluate employees
- [FL] Use career plans for each employee
- [FL] Staff training in soft skills / human resources |
year. Career Development Regulations also stipulates basic tools for career development of UWB employees and applies to all UWB employees.

**UWB GAP:**
- Discussion on the career and further development, including the necessary support, should be part of the regular assessment of employees; however, this is not always present. Nonetheless, the UWB Career Development Regulations already codifies the creation of individual career development plan (see above).

**Current state of the Faculty:**
A comprehensive career development at the faculty is not planned. Partial activities are carried out mainly in the creative field. Within the framework of lifelong learning, the Faculty uses a set of courses for employees, especially in the form of e-learning. The courses offered are accessible to employees free of charge and online. The development of language skills of employees is also realized in the form of the International Summer Language School or courses provided by the Institute of Language Preparation. Training of occupational safety and fire protection, drivers of referential vehicles etc. is realized centrally. Employees can also use the services of the University Library, access to international full-text databases, wireless internet, STAG, INIS, Magion, practice collaboration portal, process portal, and printed materials published by the External Relations Department for personal and professional growth. Furthermore, employees can attend professional courses, trainings, conferences, internships, etc.

**FL GAP:**
There are no comprehensive career plans for every faculty employee. Employees are not regularly evaluated. Soft skills / human resources qualifications needed.

| 29. Value of mobility | ++ | Current state of UWB: |
Mobility of academic staff, researchers and doctoral students at UWB, including mobility between the private and public sectors, is generally considered a major component of their career development. In case of existing employees, regardless of their career stage, UWB regularly supports international mobility travels of their own choice under the ERASMUS+ programme. For the ERASMUS+ mobility, employees are selected once a year within their department based on the International Office call and internal selection procedure with a written record. Department of Human Resources deals with specific situations requiring the transfer of the social protection measures abroad (e.g., the issue of international differences in bank or national holidays and employees’ entitlements to retake them). Department of Human Resources is ready to provide the University faculties and units with cooperation when dealing with disputable issues arising from mobility arrangements. UWB supports employees in mobility and in gaining experience outside the University environment. Additionally, the UWB Institute of Lifelong Learning and Distance Education provides central support to the organization and technical provisions of virtual mobilities (webinars).

**Current state of the Faculty:**
Mobility experience is considered to be a valuable employee contribution at the faculty. The mobility of employees and students is encouraged at the faculty as it is considered an important element of personal development. The mobility also includes visits of important domestic and foreign experts. The survey shows that almost 85% of respondents perceive sufficient support for mobility to foreign institutions.

| 30. Access to career advice | +/- |

**Current state UWB:**
UWB Career Development Regulations specifies that individual career counselling for all UWB employees can be provided by the Department of Human Resources when requested. It is a competence of UWB faculties and units to provide professional counselling with respect to discipline specifics of the given part.
### Current state of the Faculty:
At FL, there is no institutionalised system of career counselling or a possibility of professional assistance for finding employment. This issue is addressed on an informal level, for instance, by means of consultations with supervising employees or colleagues. In this regard, FL is dependent on UWB solutions.

### 31. Intellectual Property Rights

<table>
<thead>
<tr>
<th>Current state of UWB:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protection of Intellectual Property is, in compliance with legislation, regulated by the Rector’s Directive Protection of Intellectual Property and Transfer of Knowledge. The administration of the protection of intellectual property is ensured by the Technology Transfer Department that is responsible for methodological assistance and other activities in the area of this directive. Technology Transfer Department has at its disposal experts on protection of Intellectual Property Rights (IPR) and Technology Transfer. Also, the Technology Transfer Council with representation of experts from the industry has been established. The UWB Institute of Lifelong Learning and Distance Education in cooperation with the Technology Transfer Department organizes courses on the protection of intellectual property rights and copyrights that are available to the UWB employees free of charge in the form of e-learning.</td>
</tr>
</tbody>
</table>

**UWB GAP:**
- There is a rather low awareness of researchers in the field of intellectual property protection rights, commercialisation of results of research and development. Therefore, free training activities on intellectual property and copyright have been established. The offer is available on the Institute of Lifelong Learning and Distance Education website.

**Current state of the Faculty:**
The Faculty respects the intellectual property policy of UWB. Risks are continuously monitored, analyzed and, if necessary, appropriate measures

### Proposals for improvement:
- [UWB] Increase promotion of existing courses on intellectual property rights for UWB staff.
32. Co-authorship | ++ | **Current state of UWB:**
UWB operates with the OBD database, which serves for the registration of research and creative work into the database of results and into the Registry of Information on State-Supported Research and Development (RIV). Co-authors are registered and shown in the database of results with the percentage of their contribution. In case the tool for the evaluation of researchers and academic workers IS HAP is used, co-authorship is also taken into account completely.

**Current state of the Faculty:**
There is no specificity at the Faculty. It fully reflects the internal legislation of UWB. 86% of respondents from the survey do not see a problem related to the publication of research results.

33. Teaching | ++ | **Current state of UWB:**
All UWB employees (mainly the academic staff, with respect to this point) are entitled to participate in free courses enhancing a wide spectrum of pedagogical-psychological competencies; subsequently, they can use the gained knowledge in teaching. Permanent offer of courses is available to the public on the Institute of Lifelong and Distance Education website: https://czv.zcu.cz/nabidka-kurzu/kurzy-pro-zamestnancezcu/pedadesk/. Furthermore, one-time events are organized – lectures and workshops conducted by internal, local or international experts on pedagogy of higher education.
Special courses and mentoring provided by the internal team for higher education pedagogy are available to the scholars and academics at the beginning of their career, which is a unique approach in the Czech Republic. The offer of courses is specifically promoted on the websites and Facebook profile of the Institute of Lifelong Learning and Distance Education; employees are encouraged to participate in the courses also via the press release at info.zcu.cz. Additionally, training offers address directly the

**Proposals for improvement:**
- [FL] Employee Career Plan for each faculty employee
- [FL] Introduction of regular staff evaluation in relation to teaching
heads of departments and individual employees who expressed interest in being informed of any updates in the past. There are also personal meetings of the Institute of Lifelong and Distance Education worker with the heads of departments who are presented with options of enhancing pedagogical-psychological competencies of young UWB employees; the Institute worker also introduces the support that is provided by UWB to young researchers in this area. The UWB Career Development Regulations – part II specifies that tasks related to teaching are also assessed. Students have the opportunity to provide feedback to their teachers by means of the quality evaluation carried out on a regular basis.

**Current state of the Faculty:**
At the faculty, academic staff are involved in teaching activities at all levels of study (bachelor, master and doctoral). Employees are offered courses and training for teaching and learning activities. The survey shows that more than 21% of respondents do not have sufficient opportunities to provide student instruction and research activities.

**FL GAP:**
Employees are not regularly evaluated. Career plans are not used.

<table>
<thead>
<tr>
<th>34. Complains/appeals</th>
<th>Current state of UWB:</th>
</tr>
</thead>
<tbody>
<tr>
<td>-/+</td>
<td>Code of Conduct of UWB stipulates basic rules for dealing with breaches of UWB ethical standards. The University has established special e-mail address <a href="mailto:etikom@rek.zcu.cz">etikom@rek.zcu.cz</a> for students and employees to report suspected ethical misconduct. This e-mail is administered by the President of the Ethics Committee who presents received suggestions at the meetings of Ethics Committee. See also point No. 2 of the GAP analysis.</td>
</tr>
</tbody>
</table>

**UWB GAP**

**Proposals for improvement:**
- [FL] Develop and standardize procedures for dealing with reporting of unethical conduct and handling complaints and appeals for potential violations or abuse of ethical rules.
Specified procedures for dealing with reported unethical behaviour are absent.

**Current state of the Faculty:**
The faculty has no specifics in this area. It reflects the legislation of UWB. The survey found that 92% of respondents had sufficient opportunities to complain if they witnessed any unfair behavior.

**FL GAP:**
The process of reporting unethical behavior is neither formalized nor communicated within the faculty.

| 35. Participation in decision-making bodies | ++ | **Current state of UWB:**
Activities of academic staff and other employees (researchers) within bodies and committees specified by law and other legislative regulations represent an important component of their rights deriving from the position of UWB employees (membership in the Academic Senate, the Scientific Board, the Accreditation Committee, the Review Committee, Educational Councils, Council for Internal Evaluation, and number of other bodies). Within tools for evaluation of academic workers and Information System for Academic Staff Members' Performance Evaluation, the involvement in various authorities is one of the criteria for assessment. Researchers cannot vote and cannot be elected to the Academic Senate of UWB, which reduces their share in management and decision-making on the strategic direction of the parent organization, which is determined by legislation. In accordance with the valid legislation of the Czech Republic, an academic worker must perform both pedagogical and creative activities; therefore, if the relevant non-academic researcher does not carry out pedagogical activities, he/she is not subject to academic rights defined by Section 4 of the Higher Education Act.

**Current state of the Faculty:**
Where possible, faculty staff are involved in decision-making bodies (in addition to the boards of the faculty or UWB, courts, prosecutors' offices,
<table>
<thead>
<tr>
<th>Training and Development</th>
</tr>
</thead>
</table>

### 36. Relations with supervisors

**Current state of UWB:**
The relationship with supervising employees within research is always managed by relevant University part that ensures realization of specific doctoral programme and research activities.

**Current state of the Faculty:**
The faculty runs a doctoral study program in which each student is assigned a supervisor. Researchers are recruited from PhD students, with whom structured contacts are usually maintained. However, systematic planning and evaluation of progress is lacking for these persons. It is partially implemented.

**FL GAP:**
There is no career plan for every researcher. Employees are not regularly evaluated.
The duties and rights of doctoral students and young scientists and their trainers are defined in general.

**Proposals for improvement:**
- [FL] Define the role of the PhD student in terms of his/her supervisory role and the feedback provided.
- [FL] Clarify the different roles in research with respect to the rights and obligations of students, researchers, participating groups and colleagues.
- [FL] A survey of the requirements and expectations of doctoral students and young researchers in their professional development
- [FL] Regularly evaluate employees
- [FL] Use career plans for each employee

### 37. Supervision and managerial duties

**Current state of UWB:**
Researchers at UWB are classified into pay grades according to their education; general specification of the range of their R&D activities is specified for those grades. A detailed account of their activities is provided in the job description.
The Institute of Lifelong Learning and Distance Education operates with the tool for staff educational needs that is distributed annually by the management of all UWB faculties and units. By means of this tool, supervising employees have the opportunity to share the objectives of various trainings focused on the development of competences of managing and other workers (leadership, project management, information systems,
legislation, science and research, quality assurance, etc.). If there is a general interest, courses tailored to the needs of individual University parts can be prepared and carried out. Definition and adjustments of researchers’ roles described in this point are fully under the responsibility of UWB parts.

**Current state of the Faculty:**
There are research teams at the Faculty that are involved in research projects. Team members have different knowledge of project management. The research teams involve both early-stage researchers and PhD students.

| 38. Continuing Professional Development | +/- | **Current state of UWB:**
The UWB Career Development Regulations stipulates the framework for career development of all UWB employees with respect to the specifics of the work of academic staff, researchers and other employees. Important part of career development is the individual career development plan through which the goals for career developments are set, in cooperation of the employee and employer, for the following year. This individual plan shall be discussed within the evaluation interview.
UWB has established the Institute of Lifelong Learning and Distance Education that continually ensures the opportunities for further education of all UWB employees regardless of the stage of their career, coordinates the projects of lifelong education in cooperation with University parts, updates the offer of trainings and courses, creates and conducts educational programmes related to methodology of developing electronic study materials and realization of e-learning.

**UWB GAP:**
- Certain shared areas of development are not addressed on a sufficiently systemic level, e.g. skill development for executive and supervising employees in the domain of supervision and management of employees, and courses for new employees. The Institute of Lifelong Learning and Distance Education already

|  | **Proposals for improvement:**
- [UWB] Regularly revise and update the options of lifelong education for researchers.
- [UWB] prepare and implement the training for UWB executives aimed at developing managerial skills.
- [FL] Employee Career Plan for each faculty employee
- [FL] Introduction of regular staff evaluation in relation to teaching
- [FL] Staff training in soft skills / human resources
| 39. Access to research training and continuous development | ++ | **Current state of UWB:**  
Support of career development of the employees through systematic lifelong education is accomplished most especially via relevant educational activities organised by the Institute of Lifelong Learning and Distance Education, or directly by individual UWB parts, and via allowing professional study stays and participation of employees in local or foreign conferences. The Institute of Applied Language Studies supports language training of UWB employees. The Institute of Lifelong Learning and Distance Education responds flexibly to demand for educational events and also assesses (by collecting feedback after finishing the courses) the effectiveness of courses and their usefulness for the improvement of ability, skill, and employability of researchers. | **Proposals for improvement:**  
- [UWB] Regularly revise and update the options of lifelong education for researchers  
- [FL] Clarify the role of Ph.D. students’ supervisors, Doctoral Boards, Educational Councils and other relevant bodies within doctoral studies at FL.  
- [FL] Prepare the series of surveys focused on early-stage researchers’ requirements and expectations in the field of professional development and employability. |
| **Current state of the Faculty:**  
Researchers of the Faculty have further education opportunities. Above all |
| **FL GAP:**  
Comprehensive career plans for every employee are not used. Evaluation is not regular. Soft skills / human resources qualifications needed. |
It concerns doctoral students and their dissertation, which is elaborated under the guidance of an experienced supervisor. Development is supported mainly by forms of participation in conferences, training courses, language courses, e-learning or lifelong learning courses. The duties and rights of doctoral students and young scientists and their trainers are defined in general.

| 40. Supervision | ++ | Current state of UWB:  
For doctoral students, the supervising person is their supervisor. For all employees, the supervising person to specify their obligations, performance assessment, and provide feedback is their line supervisor/manager. For researchers, this role is typically held by their team leader; see also the point No. 37 of this GAP analysis dealing with the codification of the role of experienced researcher.  
Current state of the Faculty:  
At FL, there is no specified person who would provide counselling to young researchers. In case of doctoral students, this function is performed by the supervisors. Their competence as supervising persons is based on their professional qualification. |
| --- | --- | --- |
|  |  | Proposals for improvement:  
- [UWB] Creation of an internal standard with the working title Personnel Directive, which will include a description of job positions at UWB. |