

TEMPLATE 2 – GAP ANALYSIS - OVERVIEW

Case number: 2018CZ362368

Name Organisation under review: Faculty of Arts, University of West Bohemia

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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			
Status: to what extent does this organisation meet the following principles?	Implementation: ++ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented -- = insufficiently implemented	In case of --, -/+, or +/-, please indicate the actual “gap” between the principle and the current practice in your organisation. If relevant, list any national/regional legislation or organisational regulation currently impeding implementation	Initiatives undertaken and/or suggestions for improvement:
Ethical and Professional Aspects			
1. Research freedom	++	<p>Current state of UWB:</p> <p>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.</p> <p>The management of UWB supports the research and development activities relevance and contribution to the well-being of humankind in accordance with national methodology used for research institutions evaluation (s.c. Methodology 17+, Criterion of ‘Social relevance’).</p>	

	<p>Current state of the Faculty:</p> <p>The freedom of research at FA follows the principles reflected in the Statute of UWB and the Code of Conduct of UWB that also define the general limits of ethics in research. The limitations for the research subject or research procedure result from current focus of the institution, or from specific form and instruments of research support (themes and funding of research projects, grants, etc.). However, these limitations are natural and do not contradict the recognized ethical principles.</p> <p>Simultaneously, FA fully respects the principles of ethics in research reflected in the Act 111/1998 Coll., the Higher Education Act and the Ethical Framework of Research, approved by Resolution 1005 of the Government of the Czech Republic.</p> <p>The FA researchers freely choose the methods and approaches they use in their research, as is apparent from the results of the HR Award survey: 55% of the FA researchers consider the research activities to be free, 29% consider them to be mostly free, 4% mostly not free, 2% not free, 9% did not answer.</p> <p>As for conducting the research for the well-being of humankind, the activities of individual departments of the Faculty are carried out in compliance with national methodology used for research institutions evaluation (Methodology 17+), more specifically Module 3 – ‘Social Relevance’: research results that are relevant for state and public administration and the sphere of cultural policies, and secondly the research and activities results that have positive effect on the society regarding awareness raising, and other benefits in the social sphere. The</p>	
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		<p>data concerning the research results are collected on a regular basis and evaluated in relation to society's needs. Specific instruments that would allow further determination of the relevance of the science and research outputs for the well-being of humankind and widening the frontiers of scientific knowledge have not yet been clearly defined at the FA; the evaluation of the relevance and benefits of the research results is addressed in the Methodology 17+.</p>	
2. Ethical principles	+/-	<p>Current state of UWB:</p> <p>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.</p> <p>UWB GAP:</p> <p>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.</p> <p>Current state of the Faculty:</p> <p>According to survey results, almost 80% of respondents consider the existing ethical norms at UWB to be beneficial for their work. More than half of respondents believe there are no ethical misconducts or wrongdoings at the FA. Nevertheless, the results imply that some of the respondents encountered unethical behaviour. Several specific complaints were mentioned about violation of the principles of research and</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [UWB] Prepare functional procedures for reporting and addressing suspected unethical behaviour, including e.g. independent assessment of suspected breaches of ethical principles and provision of confidential, informal assistance. • [UWB] Train staff on how to proceed with suspicion of unethical behaviour. • [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. • [FA] Acquaint the FA researchers with the updated Code of Conduct of UWB and with the mechanism of reporting unethical behaviour. • [FA] Ensure that the PhD students

		<p>publication ethics (plagiarism, research stealing, citation cartels, intentional avoidance of citing, publishing in predatory journals, etc.). These issues were confirmed also by the focus groups results.</p> <p>The aim of FA is to follow ethical rules while conducting research, the researchers are therefore informed of the updated Code of Conduct of UWB that is mandatory for all UWB employees and students, and of the Ethical Framework of Research, approved by Resolution 1005 of the Government of the Czech Republic.</p> <p>Compliance with ethical principles of research valid for various disciplines (mainly the ethical principles applied in field research, questionnaires and work with respondents' sensitive data) depends on the morality of individual employees. Each researcher adopts these principles during the studies and other educational processes; respecting them is a good practice in every discipline. Violation of the research principles can be a breach of the legislation of the Czech Republic and UWB and may have serious implications for the researchers. At the Faculty level, offences of young researchers, or students, against ethics are examined by the FA Disciplinary Committee.</p> <p>FA GAP: The survey and focus groups imply difficulties with solving publication misconducts. Researchers do not know how to proceed in such cases.</p>	<p>and young researchers are informed about their responsibilities, rights and processes through relevant activities.</p>
3. Professional responsibility	+/-	<p>Current state of UWB:</p> <p>Protection of intellectual property in the Czech Republic is</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [UWB] It is important to better utilise the strengths of the

		<p>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.</p> <p>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.</p> <p>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.</p> <p>Professional responsibility is closely related to the observance of ethical principles (see the Code of Conduct of UWB, which also addresses plagiarism).</p> <p>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</p>	<p>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.</p> <ul style="list-style-type: none"> • [UWB] Review job descriptions so they better define the responsibilities and powers relevant to the position. • [UWB] Add to the offer of training courses the topics of professional responsibility for researchers, ethics of R&D, whistleblowing, and protection of intellectual property. • [UWB] Add to the offer the training in improving management skills of supervising employees. • [FA] Implement the principles of Career Development Regulations of UWB and FA (evaluation of employees, plans for career development, job descriptions) to the level of individual departments and employees. • [FA] Strengthen mutual
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		<p>Career Development Regulations), it will be possible to better combine the employees' goals with the goals of UWB.</p> <p>UWB GAP: Job descriptions are not systematically anchored in the legislation; this type of legislation is being prepared (Personnel Directive).</p> <p>The principles of new Career Development Regulations are not fully implemented on the level of individual University parts.</p> <p>Current state of the Faculty:</p> <p>Basic principles of research usefulness are set out in the Code of Conduct of UWB. As part of the scientific work of various fields at FA (e.g. Anthropology – the AAA Code of Ethics), there are several standards of professional ethics that deal with researcher's responsibility toward the public, students, scientific community or investigated population.</p> <p>The basic scope of powers, responsibilities and tasks is specified by internal regulations and the Organisational Regulations of FA. The principles of UWB Career Development Regulations (rules for evaluation, career development) are implemented in the new FA Career Development Regulations (10/2019). For all supervising employees, at all levels, the functional powers and responsibilities are stipulated by internal regulations. Faculties and departments often address the delegation of powers, tasks and responsibilities individually, depending on the approach of the supervising employees. The powers of every employee are specified in the job description according to their job classification. Delegation of powers within a research project is</p>	<p>information on the scientific and research results to prevent the risk of infringing intellectual property rights.</p>
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		<p>based on a careful selection of the team, experience and qualification.</p> <p>The survey results show that regarding the research ethics and results publication (for instance, the problem of plagiarism), more than half of the respondents consider this issue non-existent. At the same time, however, many critical comments were made (in focus groups as well) in relation to plagiarism and citation ethics, including the question of unethical behaviour of scholars towards their doctoral students (young researchers).</p> <p>FA GAP: The principles of both UWB/FA Career Development Regulations (evaluation of employees, plans for career development, job descriptions) are not fully implemented at the level of individual departments and employees.</p>	
4. Professional attitude	+/-	<p>Current state of UWB:</p> <p>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.</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [UWB] Improve support activities in the area of technology transfer and contract research. • [FA] Standardize process of reporting on non-standard situations during projects implementation.

		<p>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.</p> <p>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, Specification of operation originators, budget managers, and head accountants at UWB.</p> <p>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.</p> <p>Current state of the Faculty:</p> <p>FA defined its research strategic goals in the Strategic Plan of the Faculty of Arts. This plan is followed by annual action plans (Plans for Realisation of Strategic Plan). Strategic goals are discussed by relevant boards (Dean's Board, FA Academic Senate, FA Scientific Board, and Council of Partners) and the strategic documents are consequently published on the Faculty website to make them accessible to every FA employee. The heads of departments usually communicate the strategic goals to their employees at regular meetings.</p> <p>FA fully implemented the University legislation on payment</p>	
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5. Contractual and legal obligations	+/-	<p>Current state of UWB:</p> <p>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.</p> <p>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.</p> <p>Relevant service units provide the support to the departments</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [UWB] Revise Rector’s Directive “Project Administration” and related documents. • [UWB] Standardize translation of UWB documents and forms into English. • [FA] Standardize process of translation of faculty legislation, forms and other documents into English.

	<p>in national, sectoral and institutional regulations interpretation and implementation. Service units responsibilities are stipulated within the Organisational Structure of UWB.</p> <p>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/.</p> <p>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.</p> <p>UWB GAP: The legislation is not fully available in English language. The translation process is not standardized.</p> <p>Current state of the Faculty:</p> <p>FA fully implements the University procedures in this sphere.</p> <p>The information on the options of trainings in intellectual property rights and all the above-mentioned issues and processes are shared within the Dean's Board, Secretary's Board and departments meetings.</p> <p>FA GAP: The legislation is not fully available in English language. There is no standardized procedure for translation of newly developed legislation.</p>	
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6. Accountability	+/-	<p>Current state of UWB:</p> <p>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).</p> <p>UWB has also established the Internal Audit Division which carries out independent internal audits within UWB. The division controls adherence 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.</p> <p>Executive researchers are responsible for project investigation as for its goals and conditions towards the support provider.</p> <p>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.</p> <p>Current state of the Faculty:</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [UWB] Revise job descriptions at the UWB level to define more precisely the responsibilities and powers of the respective job. • [FA] Implement the principles of the FA Career Development Regulations on the level of departments and individuals, incorporate the popularization of science into work loads and report data on popularization activities and third mission properly. • [FA] Incorporate the topic of societal responsibility into FA employees work loads through popularization of science and third mission. • [FA] Increase researchers’ awareness of social relevant research. • [FA] Improve data collection methods and methods of reporting on popularization of science.
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		<ul style="list-style-type: none"> • The issue of social relevance and responsibility toward the society is not sufficiently reflected and understood by the researchers. • The principles of UWB and FA Career Development Regulations are not fully implemented to the level of individual departments and employees, especially in the area of responsibilities and powers. 	
7. Good practice in research	+/-	<p>Current state of UWB:</p> <p>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 have an obligation to provide such training for their subordinate employees. UWB 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.), UWB 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. UWB 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</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [FA] Unify procedures of storing backup project data of FA projects and update software for research and field research work. • [FA] Develop a communication strategy for the FA, including a communication plan with relevant stakeholders through the popularization of science.

		<p>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/.</p> <p>The Risk Management System, coordinated by the Department for Quality Assurance, has been implemented at UWB 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.</p> <p>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</p>	
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		<p>principles of secure use of information technology available to employees and students: https://support.zcu.cz/index.php/Kategorie:Bezpe%C4%8Dnost.</p> <p>Current state of the Faculty:</p> <p>All employees are engaged in the occupational health, safety, and fire protection process, the personal data protection and IT security, and they follow university-wide procedures and instructions. The risk management at FA is an integral part of the UWB risk management.</p> <p>FA monitors all projects; the projects data are centrally collected and closed projects are evaluated and used for further improvement. To a limited extent, various software solutions (including UWB and CESNET cloud storages) are used for supporting the project management. FA uses a data storage (for research data and data for teaching), employees are obliged to use it; this obligation is constantly communicated via responsible boards (the Dean's Board, the Secretary's Board). Research activities containing the data that enable potential personal identification standardly includes data anonymization; informants provide a written or a verbal consent with the research methods (e.g. recording) and with the manner of data publication.</p> <p>FA GAP:</p> <p>In the area of storing backup project data and updating the software used for scientific work or within field research activities, there are no consistent procedures of the FA project teams.</p>	
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<p>8. Dissemination, exploitation of results</p>	<p>++</p>	<p>Current state of UWB:</p> <p>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.</p> <p>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: https://transfer.zcu.cz/transfer.html. 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 Facebook page: https://www.facebook.com/boostupzcu/.</p> <p>The Department of External Relations plays a important 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</p>	
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		<p>informs the Rector about significant achievements of UWB employees.</p> <p>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).</p> <p>Current state of the Faculty:</p> <p>FA focuses strongly on publication and accessibility of research results and their introduction to various target groups. Scientific community is informed about the research project mainly by means of presentations at conferences and publications of monographs or papers in academic journals. Popularization of research findings is ensured by individual researchers and heads of departments, whereas the activities are coordinated through the Vice-Dean for External Relations and the work of FA External Relations Division. Researchers also share the progress and results of research projects with international partners and at various events abroad (conferences, internships, etc.) which are strongly supported at FA. Dissemination of findings is pursued also through the Council of Partners (advisory body of the Dean of FA composed of the representatives of the public, private and non-profit sector).</p> <p>The nature of Faculty's disciplines implies limited possibilities of results commercialization (in comparison to technologies), individual departments still develop applied research conducted in direct cooperation with subjects of public and private sphere or by means of knowledge transfer to the public. Various</p>	
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		<p>department centres significantly contribute to these activities (e.g. Centre for Applied Anthropology and Field Research, Centre for Regional Policy Analysis etc.). Dissemination and use of findings comply with the procedures and regulations of UWB and the funders.</p>	
9. Public engagement	+/-	<p>Current state of UWB:</p> <p>Direct social and expert engagements of UWB (“third role”) are defined in the Strategic Plan_of UWB 2016-2020 (Part Six).</p> <p>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 UWB.</p> <p>Institute of Lifelong Learning and Distance Education permanently offers the course for science popularization: https://czv.zcu.cz/nabidka-kurzu/kurzy-pro-zamestnance-zcu/stala-nabidka-on-line-kurzu/.</p> <p>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.</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [FA] Develop communication strategy including the plan of its implementation that will include systematic and targeted popularization of research outcomes to relevant stakeholders (groups and organizations from the public, non-profit and private sectors).

		<p>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.</p> <p>Current state of the Faculty:</p> <p>Direct social and expert engagements of FA (“third role”) are defined in the Long-term Strategic Plan of FA 2016-2020 and its updates.</p> <p>Popularization of research results is coordinated by the Vice-Dean for External Relations and by the External Relations Division whose activities pursue the dissemination of the results to the general public through various instruments (comments in the media, lectures at schools or public institutions, social media, internet channels, videos, etc.). In the area of external relation and the third role, the Faculty focuses on the coordination with the city/district/region in the form of projects, public lectures or workshops, organizing meetings with experts, exhibitions, etc. To raise awareness among the interested public and focus the priorities of research activities towards the public needs, there is also the Partners Board - advisory body of the Dean of FA composed of the representatives of the public, private and non-profit sector.</p> <p>The conducted research indicates that nearly 30% of respondents recognise the potential in improving the presentation of results to the public. FA prepared an analysis of the social media image and is currently developing measures for improving the media image of FA and the results it presents.</p> <p>FA GAP: Systematic and targeted popularization of selected research</p>	
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		findings toward specific groups (groups and organizations from the public, non-profit and private sector, or the public itself) is not internally reflected by FA. Reaching the public and adapting to the needs of target groups is limited.	
10. Non discrimination	+/-	<p>Current state of UWB:</p> <p>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.</p> <p>UWB GAP:</p> <ul style="list-style-type: none"> • 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 <p>Current state of the Faculty:</p> <p>The survey conducted suggests that 76% of the respondents have not experienced any discrimination. 23% have experienced some kind of discrimination. The most perceived forms of discrimination mentioned were related to fixed-term employment contracts established intentionally, and to the</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [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 on • [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). • [FA] Develop the methodics for human resources management at FA and ensure that it is implemented by the heads of departments in the evaluation of researchers (taking into account the financial limits of the department).

		<p>issue of gender, which was confirmed by the results of the focus groups. Discrimination based on personal preferences of supervising employees was also mentioned. Within the focus groups, it was also argued that personal preferences of supervising departments can affect, for instance, the compensation scheme that can be discriminating for some employees since it is non-transparent and dependent on the supervising employee.</p> <p>FA generally supports complying with the principles of non-discrimination stipulated in the Code of Conduct of UWB. Other mechanisms of systemic discrimination prevention are not established at FA.</p> <p>FA GAP: Human resources management at FA is dependent primarily on the will of supervising departments. The focus groups and the survey indicate that researchers are bothered mostly by non-transparent decision making with regard to the compensation system and employment contracts.</p>	
11. Evaluation/ appraisal systems	-/+	<p>Current state of UWB:</p> <p>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</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [FA] Fully implement Career Development Regulations on the level of evaluation of employees.

		<p>activities and support their excellence.</p> <p>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.</p> <p>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.</p> <p>Current state of the Faculty:</p> <p>Basic criteria for evaluation are stipulated in the FA Career Development Regulations adopted in 2019.</p> <p>Regular evaluation of all FA researchers is conducted every two years by the Faculty management based on documentation about research, education and other activities carried out by the employee during the reference period. Part of the evaluation process is the employee’s interview with the Dean and Vice-Deans.</p> <p>Annual evaluation of employees’ activity is conducted at individual departments by the head of the department. The evaluation process is based on evaluating the implementation of the creative activities plan and on the assessment of other</p>	
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		<p>activities which is based on the supporting documentation on educational activity (general performance, students' courses evaluation) and other documentation provided by the employee.</p> <p>77% of the respondents characterized the way of evaluating the performance at FA as fully transparent or rather transparent. However, the results of the focus groups might indicate entirely different practice and subsequently different view of transparency and fairness of evaluation and compensation at different departments. Some participants were very critical to the method of evaluation due to an overly strong role of the head of department and vaguely defined (or not defined) criteria for evaluation. At the same time, it is obvious that the FA employees mostly identify evaluation with compensation.</p> <p>FA GAP: Not all departments have fully implemented the process of evaluation stipulated by the FA Career Development Regulations.</p>	
Recruitment and Selection			
12. Recruitment	+/-	<p>Current state of UWB:</p> <p>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</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [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.

		<p>researchers. No central support for recruitment of R&D employees is currently available.</p> <p>UWB GAP:</p> <ul style="list-style-type: none"> • 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. <p>Current state of the Faculty:</p> <p>When recruiting research and pedagogical staff, FA follows the university-wide norms; mainly the Selection Procedure Regulations for UWB Academic Staff Recruitment Directive. Job vacancies are advertised mostly in Czech language on the UWB website in the Career section. Eventually, if required by the department, the announcements can be published in a foreign language or through a public job web portal (e.g. jobs.cz) or nation-wide press.</p> <p>FA has not established unitary admission and recruitment norms for hiring researchers. The selection procedure however always considers whether the potential career trajectory outlined in the applicant's CV corresponds with the minimal standards set for the relevant job position in the FA Career Development Regulations.</p>	<ul style="list-style-type: none"> • [UWB] Ensure availability of relevant documents of UWB in English and regular translations. • [FA] Set the minimum standards for admission to a particular job position. • [FA] Advertise all free research positions in English and publish them on the Euraxess portal. • [FA] Implement the UWB processes in recruitment and selection of employees regarding the gender-sensitive and non-discrimination approach.
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13. Recruitment (Code)	-/+	<p>Current state of UWB:</p> <p>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.</p> <p>Requirements for the recruitment of new staff (qualification) are established in accordance with the Internal Payroll Regulations of UWB.</p> <p>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.</p> <p>UWB GAP:</p> <ul style="list-style-type: none"> • 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 <p>Current state of the Faculty:</p> <p>In the process of hiring researchers and pedagogical staff, FA follows the norms of the University; especially the Selection Procedure Regulations for UWB Academic Staff Recruitment</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [UWB] Develop a template for advertising free job positions (or use templates from specialized portals). • [UWB] Ensure the availability 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] Regularly update Career Development Regulations of FA and subsequently use the description of job positions in the recruitment process. • [FA] Translate internal legislation of FA in English and ensure their availability for recruitment and selection process.
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		<p>Directive. Job vacancies are advertised mostly in Czech language for the 30-day period on UWB website in the Career section. Eventually, the foreign language form can be published, or a public job seeking portal (e.g. jobs.cz) or a national press can be used.</p> <p>For the most part, job vacancies notifications contain a brief description of required specialized competencies (e.g. specific research focus or subjects taught) and standard benefits. Working conditions, rights of employees and career prospects are not given adequate attention in the published notifications. However, these questions are discussed with the applicants during interviews that are a part of every selection procedure.</p>	
14. Selection (Code)	-/+	<p>Current state of UWB:</p> <p>At recruitment of new academic employees, the UWB faculties follow the Selection Procedure Regulations for UWB Academic Staff Recruitment. This internal regulation document also specifies the composition and activities of the recruitment committee. The selection committee (of no less than 3 members); for the hiring procedure is nominated by the originator together with a notification on the commencement of the hiring procedure (see Article 3 - Selection Procedure Regulations for UWB Academic Staff Recruitment).</p> <p>UWB GAP:</p> <ul style="list-style-type: none"> • 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 	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [UWB] Develop an internal regulation for Researchers recruitment. • [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.

		<ul style="list-style-type: none"> • 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) • UWB has not implemented any suitable system to address objections (OTM-R checklist) <p>Current state of the Faculty:</p> <p>In the process of hiring researchers and pedagogical staff, FA follows the norms of the University; especially the Selection Procedure Regulations for UWB Academic Staff Recruitment Directive.</p> <p>The gender balance is not specifically being pursued when establishing selection committees, other disciplines or sectors are often not represented, nor is it customary to have foreign experts on the committee. Nevertheless, the survey indicates that the majority of respondents participating in a selection procedure at FA in the last two years did not experience insufficiently formulated requests or any form of unfair discriminatory behaviour.</p>	<ul style="list-style-type: none"> • [UWB] Adopt OTM-R Policy and project it into UWB Strategic Plan. • [FA] Regularly update Career Development Regulations of FA and subsequently use the description of job positions in the recruitment process. • [FA] Specify the rules for and standardize the process of composing the selection committees.
15. Transparency (Code)	-/+	<p>Current state of UWB:</p> <p>The procedure for informing the applicants is not consistent; the departments organizing the respective selection process are in charge of informing the applicants. The HR Department only posts the job vacancies notification in the Career section of the UWB website.</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [UWB] Develop an internal regulation for Researchers recruitment. • [UWB] Adopt OTM-R Policy. • [UWB] Improve the methodological assistance provided by Human Resources

	<p>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.</p> <p>UWB GAP:</p> <ul style="list-style-type: none"> • 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 <p>Current state of the Faculty:</p> <p>At FA, this issue and related procedures are not embedded in legislation or further specified.</p> <p>The survey indicates that most of the respondents participating in a selection procedure at FA in the last two years did not experience insufficiently formulated requests or any form of unfair discriminatory behaviour. However, unsuccessful candidates were not included in the survey.</p>	<p>Department to faculties and units during the recruitment process and increase the awareness of candidates during the process.</p> <ul style="list-style-type: none"> • [FA] Update the Career Development Regulations regularly and subsequently use of the job descriptions in the selection process. • [FA] Publish the set selection and evaluation criteria for recruitment of new employees. • [FA] Establish a system for informing unsuccessful candidates.
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16. Judging merit (Code)	-/+	<p>Current state of UWB:</p> <p>Practical experience of the candidates is considered on every occasion during the selection procedure; however, assessment of merit is not explicitly amended as per the Code.</p> <p>UWB GAP:</p> <ul style="list-style-type: none"> • 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 <p>Current state of the Faculty:</p> <p>The FA selection committees follow the criteria of the Charter and Code.</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [UWB] Setting evaluation criteria for the selection of researchers and subsequent development of a new internal regulation. • [UWB] Adopt OTM-R Policy. • [UWB] Implement regular training of senior employees in interviewing and applying the selection criteria.
17. Variations in the chronological order of CVs (Code)	-/+	<p>Current state of UWB:</p> <p>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.</p> <p>UWB GAP:</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [UWB] Revise the internal regulation of employees' recruitment in order to comprehensively reflect their career development. • [UWB] Implement regular training of senior employees in

		<ul style="list-style-type: none"> • 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 <p>Current state of the Faculty:</p> <p>Evaluation of submitted CVs and other documents providing evidence of the applicant’s education and job experience is part of every selection procedure at FA. The following personal interview of the candidate and the committee allows to eliminate all ambiguities related to career breaks or career path anomalies.</p> <p>Even though the legislation does not formally recognize career breaks caused by parental leave or other life events, generally the principle of equal opportunities is being followed. This was also reflected in the focus groups debates and the prevailing opinion that inequalities lie more in results than in opportunities.</p>	<p>interviewing and applying the selection criteria.</p> <ul style="list-style-type: none"> • [UWB] Adopt OTM-R Policy. • [FA] Develop the methodics for human resources management at FA, including the recognition of career break and disseminate it among the member of selection committees, heads of departments and FA staff.
<p>18. Recognition of mobility experience (Code)</p>	<p>-/+</p>	<p>Current state of UWB:</p> <p>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.</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [UWB] Revise the internal regulation of employees’ recruitment in order to comprehensively reflect their mobility experience. • [UWB] Implement regular

		<p>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.</p> <p>UWB GAP:</p> <ul style="list-style-type: none"> • 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 <p>Current state of the Faculty:</p> <p>The FA selection committees take into consideration candidates' experiences with geographical, interinstitutional, intersectoral, interdisciplinary and virtual mobility. All these types of mobilities are considered beneficial to professional careers of employees, PhD students and other FA students. Enhancement of competences and personal development provided by various types of mobilities is supported by the Faculty which can be demonstrated with the survey results showing that more than 80% of respondents is satisfied with the mobility support.</p>	<p>training of senior employees in interviewing and applying selection criteria including mobility experience (planned for 2020).</p> <ul style="list-style-type: none"> • [UWB] Adopt OTM-R Policy.
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<p>19. Recognition of qualifications (Code)</p>	<p>+/-</p>	<p>Current state of UWB:</p> <p>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).</p> <p>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.</p> <p>UWB GAP:</p> <ul style="list-style-type: none"> • 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 <p>Current state of the Faculty:</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [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.
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		<p>Evaluation of formal and informal qualifications is part of every selection procedure at FA. The committee do so on the basis of submitted CVs and other documents providing evidence of the applicant’s education and job experience. The following personal interview of the candidate and the committee allows to eliminate all ambiguities that could affect the selection process.</p>	
20. Seniority (Code)	+/-	<p>Current state of UWB:</p> <p>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.</p> <p>At the same time, the Internal Payroll Regulations set rules for compensation of newly hired employees based on their completed education.</p> <p>UWB GAP:</p> <ul style="list-style-type: none"> • 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 <p>Current state of the Faculty:</p> <p>The level of qualifications required is in line with the needs of a</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [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.

		<p>job position at FA. 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.</p>	
<p>21. Postdoctoral appointments (Code)</p>	<p>-/+</p>	<p>Current state of UWB:</p> <p>The position of postdoctoral researcher is not fully anchored within the UWB system.</p> <p>UWB GAP:</p> <ul style="list-style-type: none"> • 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 regarded as post-doctoral researcher positions. <p>Current state of the Faculty:</p> <p>At FA, 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.</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [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 individual working positions.
<p>Working Conditions and Social Security</p>			

<p>22. Recognition of the profession</p>	<p>+/-</p>	<p>Current state of UWB:</p> <p>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).</p> <p>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.</p> <p>UWB GAP:</p> <ul style="list-style-type: none"> • 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. <p>Current state of the Faculty:</p> <p>The FA Career Development Regulations defines and describes the position of a research and academic worker (research is an integral part of his/her work activities). FA respects all stages of researcher’s career and acknowledges positive potential of junior researchers that, among other things, results from the age and qualification structure of the FA departments and the</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [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). • [FA] Fully implement Career Development Regulations on the level of job descriptions of individual FA researchers.
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		<p>Faculty as a whole. The status of researcher is supported with financial and non-financial benefits. Young talented master's and doctoral students are included in research projects and are part of research teams. Significant non-financial benefits include research mobility support for postgraduate students.</p> <p>FA GAP: Research and academic workers' job roles do not correspond with current FA Career Development Regulations.</p>	
23. Research environment	+/-	<p>Current state of UWB:</p> <p>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.</p> <p>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.</p> <p>All employees of UWB undergo medical (initial, periodical,</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [UWB] Examine the possibility of streamlining support provided for research activities by relevant departments of Rectors' office.

	<p>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.</p> <p>UWB GAP: Researchers are subject to major administrative workload and cannot fully focus on creative activities.</p> <p>Current state of the Faculty:</p> <p>FA ensures compliance with UWB regulations in specific areas. FA also grants its employees appropriate working environment, access to infrastructure, information and the latest technology necessary for research.</p> <p>Science and research at FA are carried out at individual departments and affiliated centres (Centre for Applied Anthropology and Field Research, Centre for Regional Policy Analysis, Centre for African Studies, Centre for Japanese Studies, Centre for Central European and Eurasian Studies. These centres are focused on practice, internationalization and/or research aiming for intensification of linkages between teaching and research activities, and for enhancement of contract research and activities directed towards the public. At the FA, there are laboratories of biological anthropology and archaeology that are equipped with modern instrumentation and technologies complying with research requirements. Necessary infrastructure is also available for the needs of field research. The infrastructure is continually updated based on</p>	
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		<p>research needs and trends in research methods. Remote collaboration is enabled and supported among others by video conference rooms at the Faculty and installed streaming device. Adequate equipment is also provided by the library (including online sources and open source). The conducted survey confirms that over 80% of respondents view the working conditions adequate for the performance of their work.</p>	
24. Working conditions	+/-	<p>Current state of UWB:</p> <p>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.</p> <p>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</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [UWB] Relate the institute of sabbatical leave to all researchers employed at UWB (regardless of current working position). • [FA] Develop the methodics for human resources management at FA, 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).

		<p>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).</p> <p>UWB allows the adoption of flexible working hours and home-office.</p> <p>UWB GAP: The sabbatical leave on the level of UWB is specified for academic staff, not for non-academic researchers and developers.</p> <p>Current state of the Faculty:</p> <p>In this area, FA primarily follows the conditions and options of the University. FA provides its employees with working conditions that grant them academic freedom in compliance with all national, University or Faculty regulations. FA allows the adoption of flexible working hours and home-office. The FA 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 directives in the new FA Career Development Regulations include planning and evaluation of employees with respect to various life events of researchers, such as motherhood/parenthood. The survey and focus groups suggest frequent difficulties with combining work and private and family life, whereas motherhood is often viewed as inequality in opportunities to achieve working goals.</p>	
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		<p>FA GAP: Regarding practical measures, FA does not support engagement of researchers and lecturers in research or teaching activities right after their return from parental leave; various life events (including motherhood/parenthood) are not given due consideration in the process of planning or employees' evaluation.</p>	
25. Stability and permanence of employment	+/-	<p>Current state of UWB:</p> <p>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.</p> <p>All employees, be they under fixed-term or permanent contracts, enjoy equal rights and working conditions.</p> <p>Current state of the Faculty:</p> <p>The performance evaluation of researchers is regulated within the Evaluation System within Career Development Order, which does not link the fixed-term contracts extensions to meeting specific goals in the area of researchers' performance.</p> <p>FA continually increases the number of permanent contracts at the expense of fixed-term contracts. The fixed-term contracts are used primarily for projects and for initial phases of scholars' career.</p> <p>In the FA survey, half of the respondents stated that they have a fixed-term contract. The role of fixed-term contracts was</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> [FA] Develop the strategy of fixed-term and permanent contracting in human resource management at FA and disseminate the strategy among employees.

		<p>perceived mostly negatively in the survey and focus groups. Such contracts were mentioned in relation to discrimination and unequal treatment on the part of supervising department.</p> <p>FA GAP: There is no consistent faculty-wide strategy of fixed-term or permanent employment communicated to the employees.</p>	
26. Funding and salaries	-/+	<p>Current state of UWB:</p> <p>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.</p> <p>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).</p> <p>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</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> [UWB] Revise the system of financial and non-financial benefits and consider implementation of new forms of benefits (eg. the contribution to pension insurance).

		<p>employees, possibility to use a company flat, etc.</p> <p>UWB GAP:</p> <ul style="list-style-type: none"> • 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. <p>Current state of the Faculty:</p> <p>FA fully implements University regulations regarding compensation. As on the University level, FA lacks complex compensation system that would set motivational financial conditions for academic staff (especially at the start of their career).</p> <p>The Dean of FA, as part of his/her powers, shall ensure that the compensation arrangements fully comply with national or University regulations in the area. He/she also ensures that extra bonuses paid at various departments are substantiated by the head of the department. Requirements for transparency of criteria that serve as the basis for employees' compensation are stipulated in the FA Professional Development of Pedagogical Staff.</p> <p>Within the focus groups, the salary conditions were criticized, which was linked mostly to the system of science and research funding and to the situation in society. Benefits offered by UWB to the employees were rated as insufficient, some forms of benefits (Flexi Pass) as redundant.</p>	
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27. Gender balance	-/+	<p>Current state of UWB:</p> <p>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.</p> <p>In May and June 2019, two workshops concerning gender took place at UWB in order to familiarize all UWB staff with the gender issues.</p> <p>UWB GAP:</p> <p>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.</p> <p>Current state of the Faculty:</p> <p>Gender equality is generally supported at FA with the legislation created in the spirit of equal opportunities for all. However, there is no system to ensure gender equality; FA implements neither any quotas for ensuring gender balance in various University bodies and authorities, nor mechanisms for regular monitoring of gender equality at FA.</p> <p>The academic staff selection procedures at FA follow the University-wide Selection Procedure Regulations for UWB Academic Staff Recruitment. Generally, the principle of equal opportunities is respected; however, gender balance is not embedded in the legislation.</p> <p>Survey and focus groups results showed differences and discrepancies in perceiving gender stereotypes among the FA researchers. Unequal conditions at FA are viewed as a result of</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [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] Create the rules and procedures of reviewing the gender balance of selection committees' composition. • [UWB] regularly organize the seminars and discussions aiming at raising awareness of gender equality issues. • [FA] Develop the methodics of human resources management at FA including the recognition of the right to a career break and disseminate methodics among FA employees. • [FA] Offer researchers the possibility of short-term care for small children so they can gradually reintegrate in teaching and research activities. • [FA] establish regular monitoring of the proportion of men and women participating on administrative tasks connected
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		<p>structure; mostly, this concerns the marginalization of women at the workplace with respect to the extent of employment contract or type of contract (young female researchers get part-time jobs contracts or face problems with regaining full-time contracts after their return from maternity leave) or to women taking parental leave (which can concern men to the same extent). In the focus groups, there was a prevailing opinion that inequalities are reflected mostly in results, not in causes, which mean, that the starting position is the same for everyone, but women often encounter problems when returning from maternity leave. Their reintegration into the working process is problematic, as well as the gap in research activities caused by parental leave.</p> <p>The survey also indicates that researchers with children have trouble with integrating into research and teaching activities, often because they do not have a babysitter for their children.</p> <p>FA GAP:</p> <ul style="list-style-type: none"> • Currently there is no formal recognition of career breaks caused by taking a parental leave within the FA legislation. Regarding practical measures, FA does not actively support integration of researchers and lecturers into research and teaching activities immediately after the return from parental leave. • FA does not systematically monitor the ratio of men and women doing administrative work in science, e.g. within projects. 	<p>with research activities of FA.</p>
28. Career development	-/+	<p>Current state of UWB:</p> <p>UWB Career Development Regulations regulates basic</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [FA] Fully implement Career Development Regulations at all

	<p>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. Career Development Regulations also stipulates basic tools for career development of UWB employees and applies to all UWB employees.</p> <p>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).</p> <p>Current state of the Faculty:</p> <p>FA implements the Career Development Regulations that defines basic instruments for career development of researchers and other employees. Career development of the researchers is systematically scheduled by the Individual Career Development Plan that includes the goals, tools and time specifications of development. Career planning is followed by annual evaluation of plan implementation. Planning and evaluation of researchers via the OPKR / PCDP is a competence of individual departments and complies with general rules stipulated by the FA Career Development Regulations. The FA</p>	<p>the departments of FA.</p>
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		<p>system of planning and evaluation promotes the principles of career development established on the University level.</p> <p>Support and counselling for personal and professional development of FA researchers is not currently institutionally nor legislatively reflected. Researchers can use the services of UWB career counselling.</p>	
29. Value of mobility	+/-	<p>Current state of UWB:</p> <p>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.</p> <p>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</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> [FA] Increase awareness of FA staff on the value, benefits and technical options of virtual mobility through best practice examples (time saving, reconciliation of work and family life, environmental benefits, etc.).

		<p>(webinars).</p> <p>Current state of the Faculty:</p> <p>The survey conducted at FA indicates that mobility in the sense of international travels is sufficiently supported at FA. This fact points to the significance and value of mobilities in the assessment of professional development of the researchers as a tool for increasing scientific knowledge. At the same time, there is a problem of inadequate or weak financial support to mobilities that does not allow all researchers to travel abroad. Young researchers (doctoral students) have the option of funding within Erasmus and Inter programmes; however, the financial support does not cover the expenses of traveling to pricier or more distant destinations. Therefore, FA or individual departments assist with funding selected mobilities.</p> <p>FA does not operate with a standardized instrument for the recognition of interdisciplinary and intersectoral mobility. Experiences from the private sector are not significantly reflected in, for example, acknowledgement to the researcher within a complex department evaluation. Recognition is mostly symbolic. Neither does FA employ nor register virtual mobilities. Nevertheless, focus groups suggest that the introduction of virtual mobilities is considered an additional and somehow unnecessary burden, and that virtual mobility cannot substitute the importance of physical mobility.</p> <p>FA GAP:</p> <p>FA researchers do not appreciate the value of virtual mobilities and are critical to the possibility of its implementation as a</p>	
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		standard tool for mobilities. Possible reason for this may be inexperience or lack of information about this type of mobility.	
30. Access to career advice	+/-	<p>Current state of UWB:</p> <p>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.</p> <p>Current state of the Faculty:</p> <p>At FA, 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, FA is dependent on UWB solutions.</p>	
31. Intellectual Property Rights	+/-	<p>Current state of UWB:</p> <p>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.</p> <p>Technology Transfer Department has at its disposal experts on protection of Intellectual Property Rights (IPR) and Technology Transfer. Also, the Technology Transfer Council with</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [UWB] Increase promotion of existing courses on intellectual property rights for UWB staff.

		<p>representation of experts from the industry has been established.</p> <p>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.</p> <p>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.</p> <p>Current state of the Faculty:</p> <p>In accordance with UWB regulations, FA fully uses the Database of research outcomes that serves as a basis for the protection of intellectual property rights, including copyright. At the same time, the Rector's Directive on publishing has been implemented, as well as other University regulations.</p> <p>In terms of operational provisions, UWB does not systemically regulate the protection of intellectual property rights; neither UWB nor FA has adopted policies or practices in this area specifying the rights of the researchers on their individual level.</p> <p>The awareness of intellectual property rights protection is</p>	
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		<p>generally quite poor among the FA employees (more than 30% of survey respondents stated that they are not fully – or at all – aware of such regulations). At the same time, employees do not consider this a key issue since the demand for training in this area was only marginal within the survey.</p>	
<p>32. Co-authorship</p>	<p>++</p>	<p>Current state of UWB:</p> <p>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.</p> <p>Current state of the Faculty:</p> <p>Individual departments support the activities of research teams that naturally result in co-authorship. The FA Career Development Regulations accents the value of co-authorship, especially in case of international research teams.</p> <p>Supervising employees continuously monitor and evaluate the activities of all researchers and stay updated on their involvement in research activities. In case someone is denied their co-authorship within a collective of authors, the head of department is free to intervene and grant the authorship. Formally, he/she does so by adjusting the record in the OBD system (by adding additional author). He/she also deals with</p>	

		<p>authorship denial as a serious misconduct against ethical standards of creative work.</p> <p>The determination of reward for research results respects the real share of work of the co-authors.</p> <p>The activities of doctoral students are monitored and evaluated separately; special attention is paid to ensuring that they are involved in collective research activities and not denied their authorship in case they actually contributed to the results.</p> <p>The survey showed respondents' sporadic notions of the supervisors unjustifiably claiming the credit for their students' publications. The statements suggested these issues to be a matter of individual failure, rather than a systemic problem.</p>	
33. Teaching	+/-	<p>Current state of UWB:</p> <p>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-zamestnance-zcu/pedadesk/.</p> <p>Furthermore, one-time events are organized – lectures and workshops conducted by internal, local or international experts on pedagogy of higher education.</p> <p>Special courses and mentoring provided by the internal team</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [FA] Fully implement standards of Career Development Regulations of FA in the field of teaching capacity at all the department of FA. • [FA] Regularly evaluate teaching activities of FA staff in line with procedure anchored by FA Career Development Regulations.

		<p>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.</p> <p>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 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.</p> <p>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.</p> <p>Current state of the Faculty:</p> <p>FA respects the character of the University as an institution combining two missions – to educate and to conduct research. Both types of activities are considered equal and the assessment of employees according to the FA Career Development Regulations is based on information about research, as well as teaching activities.</p>	
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34. Complains/ appeals	-/+	<p>Current state of UWB:</p> <p>Code of Conduct of UWB stipulates basic rules for dealing with breaches of UWB ethical standards. The University has established special e-mail address etikom@rek.zcu.cz 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.</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [UWB] Adopt the Rules of procedure of Ethics Committee specifying the procedures of assessment of potential violations of ethical standards and misconduct. • [FA] Develop and standardize the process complaints submission and assessment in the field of potential violation of ethical

		<p>UWB GAP</p> <ul style="list-style-type: none"> Specified procedures for dealing with reported unethical behaviour are absent. <p>Current state of the Faculty:</p> <p>Part of responsibilities of supervising departments is dealing with employees' complaints. In case the complaint concerns the work of the department, it shall be directed to the Dean of FA. The confidentiality of shared information is accented within the process of dealing with the complaints.</p> <p>In case the complaint concerns suspected breach of ethical standards, the head of department shall assess the situation based on the Code of Conduct of UWB. In particularly serious cases, or cases difficult to assess, the head of department or the Dean pass the suggestion to the UWB Ethics Committee.</p> <p>FA GAP:</p> <p>The process of filing complaints is not formalized nor uniformly communicated across FA.</p>	standards and misconduct.
35. Participation in decision-making bodies	+/-	<p>Current state of UWB:</p> <p>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</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> [FA] Fully implement the procedures of planning and evaluating of researchers' activities which take into account acting in executive positions.

		<p>Information System for Academic Staff Members' Performance Evaluation, the involvement in various authorities is one of the criteria for assessment.</p> <p>Current state of the Faculty:</p> <p>Participation in elected authorities is part of the right for academic autonomy that is fully respected at FA and supported on the informal level. Participation in executive and advisory bodies is reflected in the evaluation of the employees and is also taken into consideration when planning the workers' activities.</p> <p>FA GAP:</p> <p>According to the FA Career Development Regulations, the processes of evaluation and planning of activities of the employees reflecting the participation in decision-making bodies have not yet been fully implemented at all departments.</p>	
Training and Development			
36. Relation with supervisors	+/-	<p>Current state of UWB:</p> <p>The relationship with supervising employees within research is always managed by relevant University part that ensures realization of specific doctoral programme and research activities.</p> <p>Current state of the Faculty:</p> <p>FA employs experienced researchers who participate in the formation of new researchers, especially in the role of students'</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [FA] Specify the role of doctoral students' supervisors in the field of providing the feedback to doctoral students. • [FA] Clarify the different roles of researchers with regard to their obligations and responsibilities towards students and young researchers, relevant stakeholders and colleagues.

		<p>supervisors and investigators of projects that include the participation of young researchers. Evidence and plans related to academic development of a doctoral student are recorded in the individual plan that is negotiated between the student and supervisor and assessed by the programme's Doctoral board. Feedback on academic development and growth is mostly verbal, not always standardized or regular. Young researchers who have the statute of academic worker or researcher (employment contract) with the load of work higher than 0,5 full-time equivalent draw up personal plans for career development and are regularly assessed by the head of department.</p> <p>FA GAP: FA lacks the specifications of supervisors' duties in relation to doctoral students and detailed records from doctoral students' evaluations that would include the reflection on their progress.</p>	<ul style="list-style-type: none"> • [FA] Consider the benefits and limits of the current settings of the employees' evaluation system, including identification of benefits for individual departments and researchers. Implement system modification if needed.
37. Supervision and managerial duties	+/-	<p>Current state of UWB:</p> <p>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.</p> <p>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</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [FA] Support activities aimed at increasing the skills of FA management in the field of counselling directed toward career development of researchers and performing the role in science communication. • [FA] Increase awareness of the possibilities of improving managerial skills.

		<p>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.</p> <p>Current state of the Faculty:</p> <p>There are several research teams and project groups active at FA, led by experienced researchers who, in various roles (researcher, lead investigator, team leader, etc.) attends (whenever possible) to starting researchers involved in research teams and projects. Members of project and research teams often have significant experiences not just from their academic work but from the area of project management as well. Research projects include also doctoral and master's students (novice researchers) in various roles. Selected project teams are based on the principle of interdisciplinarity. Researchers are part of project teams in different roles, they partake in the management, coordination and project findings popularization. Research and project teams cooperate closely with administration section of departments (especially with Secretaries and secretariats) and Dean's office (mainly the project department and the Secretary); nevertheless, experienced researchers are often overloaded with various administrative duties related to project management and research work (e.g. reporting), which reduces the time for attending intensively to novice researchers. Researchers (novice or experienced) are encouraged to participate in various workshops and trainings, may it be within the University (mainly events organized by the Institute of Lifelong Learning and Distance Education or outside.</p>	
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		<p>FA GAP:</p> <ul style="list-style-type: none"> • Experienced researchers lack adequate competences for high-level management, including the competences of managing employees in the area of counselling leading to the career development of their subordinates or take on the role of science communicators. • Although there are courses and trainings for professional development of managing employees on the University level, FA managing employees do not use them sufficiently. 	
38. Continuing Professional Development	+/-	<p>Current state of UWB:</p> <p>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.</p> <p>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</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [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.

		<p>programmes related to methodology of developing electronic study materials and realization of e-learning.</p> <p>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 offers courses focused on supervising employees.</p> <p>Current state of the Faculty:</p> <p>Researchers at FA have the opportunity of permanent professional development of their competences and skills through participation in projects and grants, workshops, seminars and trainings. Certain extent of development is brought by the confrontation of research results with the scientific community outside UWB by means of peer review, or networking of researchers and exchange of knowledge at local or international conferences or international cooperation. Furthermore, the development is ensured by mobilities that can be used by researchers for their academic development or improvement of their language skills. Additionally, researchers can use specialized courses of the Institute of Lifelong and Distance Education, or e-learning that is being offered.</p> <p>Planning of professional development is also connected with planning of creative and teaching activities. The FA Career Development Regulations, or the included Personal Plan of Career Development, enables to plan the career development individually with each employee which, in the long run, leads to</p>	
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		more effective use of opportunities for professional development.	
39. Access to research training and continuous development	+/-	<p>Current state of UWB:</p> <p>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.</p> <p>Current state of the Faculty:</p> <p>The professional development of distinguished researchers at FA is assisted by the support of mobilities, internationalization, conferences, etc. Employees are regularly offered courses of the Institute of Lifelong and Distance Education. FA also has the Department for Science and Projects that, in cooperation with the UWB Project Centre, ensures the search for appropriate grants and subsequent support of grant and project activities. Young researchers, or doctoral students, are systemically supported (there are individual doctoral study plans controlled by doctoral boards), however the support is dependent on</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [UWB] regularly revise and update the options of lifelong education for researchers. • [FA] Encourage doctoral boards in regular checking the compliance of doctoral students study activities with their individual study plans. Any discrepancy will be reported to the Doctoral boards. The procedure of informing the student on the results of evaluation and necessity of correction (including specific deadlines) will be developed. • [FA] Develop the procedure of systematic searching for career development opportunities for doctoral students and young researchers. The dissemination of information among doctoral students will be included into the procedure. • [FA] Prepare the series of surveys focused on early-stage researchers' requirements and expectations in the field of

		<p>individual approaches of supervisors and study programme guarantors. Number of young researchers after graduating leave UWB since they are not offered any position (on the other hand, it is not reasonable to assume that the Faculty has the capacity to employ all its students or doctoral absolvents). There is no control and assessment of existing provisions. Some of the courses available to researchers require evaluation, however not a complex feedback, and it is not being verified whether the existing methods of support genuinely develop the researchers in a professional way.</p> <p>FA GAP:</p> <ul style="list-style-type: none"> • Doctoral boards for PhD studies do not rigorously monitor the fulfilment of individual study plans. • The documentation related to doctoral study does not reflect the requirements for continuous development of young researchers. • Although there are courses and trainings for professional development of doctoral students and young researchers on the University level (at the Institute of Lifelong and Distance Education), FA students are not properly informed of them and do not use them. • FA does not have a mechanism for regular analysis of young researchers' demands and expectations. 	<p>professional development and employability.</p> <ul style="list-style-type: none"> • [FA] Develop and implement the methodics of human resources management and disseminate it among the FA staff. • [FA] Clarify the role of Ph.D. students' supervisors, Doctoral Boards, Educational Councils and other relevant bodies within doctoral studies at FA.
40. Supervision	++	<p>Current state of UWB:</p> <p>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</p>	<p>Proposals for improvement:</p> <ul style="list-style-type: none"> • [UWB] Clarify the role of Ph.D. thesis supervisors and leading researchers in the field of providing feedback to early-stage researchers. The specific duties

	<p>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.</p> <p>Current state of the Faculty:</p> <p>At FA, 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; by FA standards, the position of doctoral supervisors can be held only by habilitated associate professors or, in exceptional cases, PhD holders who are also experts in the field. The workload of a supervisor is regulated by the Dean's Decision No. 1D/2018 on the number of thesis supervised simultaneously. In case of employees, the supervising person is the direct superior, more precisely the head of department. However, the mechanism is mostly based on personal trust. Counselling is not institutionalized in any way.</p>	<p>and responsibilities will be included into job descriptions of relevant researchers.</p>
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