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HRS4R Form | EURAXESS

GAP Analysis (Charter and Code Checklist)

Case number: 2018CZ354372

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GAP Analysis overview

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. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

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

- **GAP** : In case of --, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation.

- **Implementation impediments** : If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.
- **Initiatives undertaken/new proposals** : If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

Implementation (++ , +/- ,

Status	-/+, --)	GAP / Implementation impediments	Initiatives undertaken/new proposals
Ethical and Professional Aspects			
1. Research freedom	+/- almost but not fully i...	<p>Respondents of the survey are not fully aware of the following impending issues:</p> <ul style="list-style-type: none"> - there is no clear distinction between freedom to conduct research and UNI/CPS mandatory activities - the mission, vision and strategy of UNI/CPS and its research focus seems to be unclear <p>Legend to national legislation and organisational regulation is presented in the document "Comments"</p> <ul style="list-style-type: none"> 1) Sections 1,2,3 5) Art.2,3,34, Annex 4, Art.1,2,3 6) Art.2 7) Art.2 	<ul style="list-style-type: none"> - definition of boundaries for freedom to conduct research at UNI/CPS - arrangement of a communication system of mission, vision and strategies for UNI/CPS - introduction of the long-term strategies to clarify the professional focus of research at UNI/CPS - explanation of the freedom in R&D policy within implementation of individual projects. <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 1, Action 2.</p>

Implementation (++ , +/- ,

2. Ethical principles	+/- almost but not fully i...	<p>Respondents of the survey identified the following impending issues:</p> <ul style="list-style-type: none"> - the TBU Code of Ethics does not take into consideration UNI/CPS researchers - the TBU Code of Ethics, Appendix 4 to the TBU Statute is set for all TBU employees and students; however, researchers are not explicitly mentioned (only academic employees are explicitly included in the whole text) <p>1) Section 1 5) Art. 34, Annex 4, Art. 1,2,3 7) Art. 4</p>	<ul style="list-style-type: none"> - adaption of the TBU Code of Ethics to UNI/CPS conditions (see the European Code of Conduct of Research Integrity) - modification of the text of the TBU Code of Ethics so that researchers are explicitly included - improvement of the UNI/CPS researchers' awareness of the TBU Code of Ethics, e.g. training on sharing the values of UNI/CPS Code of Ethics in cooperation with TBU library (e-learning, on-line tests) <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 2.</p>
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Status	-/+ , --)	GAP / Implementation impediments	Initiatives undertaken/new proposals
3. Professional responsibility	+/- almost but not fully i...	<p>Respondents of the survey are not fully aware of the following issues:</p> <ul style="list-style-type: none"> - determination of workflow (work, research process - what, when, where) for UNI/CPS research work - TBU regulations and actions of carried out concerning plagiarism <p>2) Art. 6 3) Art. 6 5) Art. 30,31 Annex 4, Art. 3</p>	<ul style="list-style-type: none"> - setting workflow for UNI/CPS research work - intensive dissemination of the TBU policy / a system to prevent plagiarism among UNI/CPS staff <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 2.</p>
4. Professional attitude	+/- almost but not fully i...	<p>Respondents of survey from the group of researchers R1-R3 are not fully aware of the following issues:</p> <ul style="list-style-type: none"> - implemented project milestones, material, financial schedule of the project and/or contract research <p>9)</p>	<ul style="list-style-type: none"> - setting communication routes for dissemination of rules for preparation of a contract (contract, project) according to the TBU policy and regulations - establishing a system for sharing information within the particular research groups <p>The initiatives undertaken are mentioned in proposed Action Plan Action 1, Action 2.</p>

5. Contractual and legal obligations	+/- almost but not fully i...	<p>Respondents of the survey are not fully aware of the following impending issues:</p> <ul style="list-style-type: none"> - legal and contractual obligations related to research activities 4) 9) 	<ul style="list-style-type: none"> - establishment of communication routes among UNI/CPS researchers for effective sharing of information regarding contractual and legal obligations, e.g. rules related to intellectual property, news, publications, patents, new products <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 2.</p>
6. Accountability	+/- almost but not fully i...	<p>Respondents of the survey are not fully aware of the following issues:</p> <ul style="list-style-type: none"> - formal arrangement of the project implemented at UNI/CPS including workflow and responsibilities within the research groups 9) 10) 	<ul style="list-style-type: none"> - establishment of rules for UNI/CPS researchers to assume responsibility for the progress of the project / contract (milestones, material, time, financial) - establishment of the rules for vertical communication (control) for the course of the project / contract workflow - minimization of the administrative activities of researchers - improvement of the level of communication with the research group management and with the TBU Corporate Services department <p>The initiatives undertaken are mentioned in proposed Action Plan, Action1, Action 2.</p>
7. Good practice in research	+/- almost but not fully i...	<p>Respondents of the survey are not fully aware of the following impending issues:</p> <ul style="list-style-type: none"> - time implementations of the Occupational Safety and Health (OSH) training plan - definition of a responsibility for supervision and data protection 2) Art. 3, 6 3) Art. 3, 6 5) Annex 4, Art. 3 7) Art. 4 9) 11) 	<ul style="list-style-type: none"> - management of medium-term planning of OSH training at UNI/CPS workplaces - establishment of a system for supervising effective data protection for individual research groups or projects / contracts - definition of managers' responsibility for data protection within the structure of UNI/CPS <p>The initiatives undertaken are mentioned in proposed Action Plan, Action1, Action 2.</p>
8. Dissemination, exploitation of results	+/- almost but not fully i...	<p>Respondents of the survey are not fully aware of the following impending issues:</p> <ul style="list-style-type: none"> - the system of cooperation and sharing of research results is not entirely optimal - awareness of UNI/CPS researchers of the 	<ul style="list-style-type: none"> - establishment of rules for communication and sharing research results within UNI/CPS, TBU, with investors - increase awareness of the dissemination and exploitation of R&D results within UNI/CPS - activation, support of TTC UNI activities <p>The initiatives undertaken are mentioned in proposed Action</p>

Implementation (++ , +/- ,

		<p>dissemination and exploitation of R&D results</p> <p>1) Section 1</p> <p>2) Art. 8</p> <p>3) Art. 8</p> <p>6) Art. 212</p>	<p>Plan, Action1, Action 2, Action 14.</p>
9. Public engagement	+/- almost but not fully i...	<p>Respondents of the survey identified the following impending issues:</p> <ul style="list-style-type: none"> - shortcomings in the promotion (of work results) and communication by UNI/CPS with the public - dissemination of the results of UNI/CPS staff shall be considered part of the workload of researcher <p>1) Sections 1,2</p> <p>2) Art. 6</p> <p>3) Art. 3</p>	<ul style="list-style-type: none"> - establishment of UNI/CPS communication plan according to the target groups: professional public, non-professional public, TBU, investors - preparation of an annual plan for promotional events, UNI/CPS events (open days, exhibitions, fairs ...) - incorporation of activities focusing on communication and other “non-measurable” activities contributing to development of UNI/CPS into the job descriptions (workload) of staff <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 1, Action 2, Action 3.</p>
10. Non discrimination	++ fully implemented	<p>2) Art. 4</p> <p>3) Art. 4</p> <p>4) Sections 1a, 16, 279,319</p> <p>5) Annex 4 Art. 1, 3</p> <p>7) Art. 4</p>	<ul style="list-style-type: none"> - non-discrimination is a part of the UNI/CPS Code of Ethics - non-discrimination is a part of the Employee Handbook for all UNI/CPS staff, and for newcomers <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 1, Action 2.</p>
11. Evaluation/ appraisal systems	+/- almost but not fully i...	<p>Respondents of the survey are not fully aware of the following impending issues:</p> <ul style="list-style-type: none"> - current UNI/CPS work evaluation system appears to be unclear - this can lead to incomprehension from the side of researchers (especially R1-R3) <p>2) Art. 2</p> <p>3) Art. 2</p> <p>5) Art. 6</p> <p>13)</p>	<ul style="list-style-type: none"> - establishment of a transparent system of work evaluation as a motivational tool at UNI/CPS - formulation of new internal standard that will include who evaluates whom, the evaluation criteria, evaluation period, evaluation conclusion for qualification development, promotion and personal financial evaluation - a standard form should be created for evaluation - define the form of assessment as a face-to-face interview with the duration of ca. 30 minutes, in a separate room, in privacy, in a quiet environment - the obligatory self-review of the person under evaluation

			<p>should precede the evaluator's assessment (according to the same form)</p> <ul style="list-style-type: none">- establish a procedure for resolving comments on evaluations of work at UNI/CPS; who and how to deal with such appeals- define the evaluation of work as a part of manager's job description (middle management)- ensure that researchers are adequately informed about the UNI/CPS work evaluation system. <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 2, Action 4.</p>
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Recruitment and Selection - please be aware that the items listed here correspond with the Charter and Code. In addition, your organization also needs to complete the checklist on Open, Transparent and Merit-based Recruitment included in a separate section, which focuses on the operationalization of these principles.

Status	-/+ , --)	GAP / Implementation impediments	Initiatives undertaken/new proposals
12. Recruitment	+/- almost but not fully i...	<p>Respondents of the survey identified the following impending issues:</p> <ul style="list-style-type: none"> - internal TBU regulations for recruitment do not include researchers (i.e. research employees) <ol style="list-style-type: none"> 1) Sections 17, 77 2) Art. 2 3) Art. 2 5) Art. 5, 8) Art.1, 2, 3, 4 	<p>- adaption of TBU's internal regulations to suit UNI/CPS conditions for the recruitment of employees; this should include description of the required knowledge, skills, potential career growth, recruitment timetable, where the job vacancy will be published, number of job vacancies, selection criteria, etc.</p> <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 5, Action 6.</p>

<p>13. Recruitment (Code)</p>	<p>+/- almost but not fully i...</p>	<p>Respondents of the survey are not fully aware of the following impending issues:</p> <ul style="list-style-type: none"> - communication with potential applicants/candidates regarding the job vacancies for researchers at UNI/CPS on relevant job portals, such as Euraxess, LinkedIn, Researchgate; recruitment does not indicate potential career growth as a part of the job offer - stabilized structure of UNI/CPS job positions <p>8) Art. 1, 2, 3,4</p>	<ul style="list-style-type: none"> - formation of communication plan with target groups for staff recruitment - using relevant job portals/employment websites to recruit researchers <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 5.</p>
<p>14. Selection (Code)</p>	<p>+/- almost but not fully i...</p>	<p>Respondents of the survey are not fully aware of the following impending issues:</p> <ul style="list-style-type: none"> - system of selection procedure committees - composition of selection committees (composed of internal UNI/CPS members only) <p>4) Section 30</p> <p>8) Art. 1, 2, 3, 4</p>	<ul style="list-style-type: none"> - setting up an internal UNI/CPS standard for the selection procedure, specifying who appoints the selection committee, its composition, rules, etc. - ensuring the relevant training for members of the selection committee <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 7.</p>
<p>15. Transparency (Code)</p>	<p>+/- almost but not fully i...</p>	<p>Respondents of the survey are not fully aware of the following impending issues:</p> <ul style="list-style-type: none"> - system and extent of a feedback on strengths and weaknesses after completion of the selection procedure - data on criteria, number of job vacancies and prospects for other possible careers are unclear during the selection procedure <p>8) Art. 1, 2, 3, 4</p>	<ul style="list-style-type: none"> - revision of the candidate's selection procedure including information dissemination and feedback for the candidates after completing the selection procedure <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 7.</p>

Status	-/+ , --)	GAP / Implementation impediments	Initiatives undertaken/new proposals
16. Judging merit (Code)	+/- almost but not fully i...	<p>Respondents (especially researchers R1-R2) of the survey are not fully aware of the following impending issues:</p> <ul style="list-style-type: none"> - system of evaluation at UNI/CPS (indicators, parameters) <p>8) Art. 1, 2, 3, 4</p>	<ul style="list-style-type: none"> - novel evaluation system has been introduced at TBU, it will be extensively communicated towards UNI/CPS staff <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 7.</p>
17. Variations in the chronological order of CVs (Code)	+/- almost but not fully i...	<ul style="list-style-type: none"> - almost all of them are being implemented; however not formalized yet - UNI/CPS researchers' awareness by of this principle is limited <p>8) Art. 1, 2, 3, 4</p>	<ul style="list-style-type: none"> - formalization of the researcher's CV considering the applicant's CV changes in the timeline of researchers' CVs within the selection procedure, ensuring that they are aware of the validity of this process <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 7.</p>
18. Recognition of mobility experience (Code)	+/- almost but not fully i...	<p>Respondents of the survey identified the following impending issues:</p> <ul style="list-style-type: none"> - mobility evaluation is not formalized as a part of the selection procedure for researchers at UNI/CPS <p>8) Art. 1, 2, 3, 4</p>	<ul style="list-style-type: none"> - recognition of mobility as a corporate value, as a path to openness and internationalization at UNI/CPS, taking it into account in the selection process. <p>The initiatives undertaken mentioned in proposed Action Plan, Action 7.</p>
19. Recognition of qualifications (Code)	+/- almost but not fully i...	<ul style="list-style-type: none"> - researchers at UNI/CPS are not fully aware of this principle <p>8) Art. 1, 2, 3, 4</p>	<ul style="list-style-type: none"> - information and communication of principles for recognition of qualification, openness towards UNI/CPS researchers <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 7.</p>
20. Seniority (Code)	+/- almost but not fully i...	<p>Respondents of the survey are not fully aware of the following impending issues:</p> <ul style="list-style-type: none"> - no rules on the recognition and assessment of qualifications with regard to seniority and attribution of the achieved work results - awareness by UNI/CPS researchers of this principle is lacking <p>8) Art. 1, 2, 3, 4</p>	<ul style="list-style-type: none"> - information and communication of principles for respecting seniority, openness towards UNI/CPS researchers <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 7.</p>

<p>21. Postdoctoral appointments (Code)</p>	<p>+/- almost but not fully i...</p>	<ul style="list-style-type: none"> - the position of a holder of a doctorate (postdoc) at UNI/CPS and the rules for working with such a person are unambiguously defined - poor financial evaluation for holders of a doctorate - insufficient awareness of postdoctoral work positions <p>2) Art. 2 3) Art. 2</p>	<ul style="list-style-type: none"> - establishment of an internal standard for a postdoctoral post at the UNI/CPS (criteria, for how long, what conditions, further career, who is responsible for the position) - ensure that all UNI/CPS researchers are well-informed about the characteristics of the postdoctoral position - consider such a postdoctoral position as important potential for organizational development in the UNI/CPS development strategy <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 8.</p>
<p>Working Conditions and Social Security</p>			
<p>22. Recognition of the profession</p>	<p>+/- almost but not fully i...</p>	<p>Respondents of the survey are not fully aware of the following impending issues:</p> <ul style="list-style-type: none"> - the financial evaluation of holders of a PhD seems to be inadequate for their qualifications - the position of UNI/CPS laboratory technicians and the rules for working with them are not clearly defined <p>5) 6)</p>	<ul style="list-style-type: none"> - specify a UNI/CPS laboratory technician position - formalize the equal status of researchers (including holders of PhDs, postgraduate students and laboratory technicians) <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 6.</p>
<p>23. Research environment</p>	<p>+/- almost but not fully i...</p>	<ul style="list-style-type: none"> - data on certain laboratory instruments is not always available, depending on actual needs of the researchers <p>2) Art. 7 3) Art. 7 4) Sections. 101 - 106 6) Art.2 9) 10) 11)</p>	<ul style="list-style-type: none"> - maintenance of a good standard of material on UNI/CPS equipment - improvement of service for UNI/CPS researchers' remote work - providing the necessary training for UNI/CPS devices - ensuring that researchers are aware of the correct operation of laboratory equipment - providing the necessary support (service) for the professional work of the researchers (measurement, laboratory work, infrastructure). <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 6.</p>

Status	-/+ , --)	GAP / Implementation impediments	Initiatives undertaken/new proposals
24. Working conditions	+/- almost but not fully i...	<p>Respondents of the survey are identified the following impending issues:</p> <ul style="list-style-type: none"> - support of the off-the-job activities improving the work-life balance of researchers is currently insufficient - information dissemination to define working conditions (employment contract, insurance, OSH) - ensuring control of preventive medical examinations is ambiguous <p>2) Art. 7 3) Art. 7 4) Sections 224, 237 - 242 6) Art. 2 9) 10)</p>	<ul style="list-style-type: none"> - improvement and formalization of the support of the researchers' work-life balance (work-time balance, flexible working hours, etc.) - ensuring researchers are fully aware of working conditions - ensuring the quality and consistency of preventive medical examinations <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 6.</p>
25. Stability and permanence of employment	+/- almost but not fully i...	<p>Respondents of the survey are not fully aware of the following impending issues:</p> <ul style="list-style-type: none"> - conditions for conclusion of fixed-term contracts <p>2) Art. 2 3) Art. 2 4) Section 39 9)</p>	<ul style="list-style-type: none"> - communication of rules and criteria for the conclusion of fixed-term and permanent contracts - communication with the researchers about conditions for concluding fixed-term contracts. <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 6.</p>

Status	-/+ , --)	GAP / Implementation impediments	Initiatives undertaken/new proposals
26. Funding and salaries	-/+ partially implemented	<p>Respondents of the survey are not fully aware of the following impending issues:</p> <ul style="list-style-type: none"> - wages amount should be generally higher and based on seniority <p>Employee benefits shall be discussed in detail</p> <ul style="list-style-type: none"> - employee benefits (such as meal vouchers, vouchers, sick days, insurance allowance, housing allowance, transport, are not promoted sufficiently <p>4) Sections 109, 110 5) Art. 5 9) 10) 14)</p>	<ul style="list-style-type: none"> - consideration of the possibility of competitive financial evaluation of researchers in comparison with the average wage in the country, foreign research institutions and the regional business sphere - establishment of promotion system of employee benefits for UNI/CPS researchers <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 6.</p>
27. Gender balance	+/- almost but not fully i...	<ul style="list-style-type: none"> - differences in the financial evaluation of men and women for the same job - although it has been practically implemented in selection procedures, it is not formally integrated, and in some cases it is complex to solve <p>2) Art. 2 3) Art. 2 4) Section 16</p>	<ul style="list-style-type: none"> - establishment of an internal standard for equality in selection procedures (including the composition of selection committees) - continuation in the strategy of implementation of the same financial evaluation for both men and women for the same job <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 9.</p>

Status	-/+ , --)	GAP / Implementation impediments	Initiatives undertaken/new proposals
28. Career development	-/+ partially implemented	<ul style="list-style-type: none"> - a functional career structure is still being created - no criteria are known for researchers' career development - career progression is not the same for researchers according to the type of contractual relationship (fixed-term, permanent) 2) Art. 2, 6 3) Art. 2, 6 9)	<ul style="list-style-type: none"> - establishment of an internal standard (career system) for the career development of researchers (criteria, evaluation, advancements) - ensure that the researchers are well-informed about the UNI/CPS career system - introduce the concept of career meetings as a part of researchers' work evaluations - preparation of a range of advancement courses and training activities for the career development of researchers The initiatives undertaken are mentioned in proposed Action Plan, Action 10.
29. Value of mobility	+/- almost but not fully i...	Respondents of the survey are not fully aware of the following impending issues: <ul style="list-style-type: none"> - support and development of researchers' mobility - lack of information and communication on possibilities regarding mobility 2) Art. 2, 5 3) Art. 2, 5 15)	<ul style="list-style-type: none"> - improvement of the awareness of options for researchers' mobility and support (Erasmus+, Freemover, etc.) - improvement of the awareness of good experience and examples of UNI/CPS researchers' mobility The initiatives undertaken are mentioned in proposed Action Plan, Action 4.
30. Access to career advice	-/+ partially implemented	Respondents of the survey are not fully aware of the following impending issues: <ul style="list-style-type: none"> - information available on provision of career advice for researchers - TBU has a Counselling Centre, but it is not focused on researchers 2) Art. 4 3) Art. 4	<ul style="list-style-type: none"> - improvement of the awareness and communication on advisory options for UNI/CPS researchers - focus on increasing awareness by the researchers of services at the TBU Counselling Centre for all TBU staff and students. The initiatives undertaken are mentioned in proposed Action Plan, Action 6.

31. Intellectual Property Rights	+/- almost but not fully i...	Respondents of the survey are not fully aware of the following impending issues: - intellectual property protection within the use of R&D results 6) Art. 2, 5 12)	- informing of UNI/CPS staff about legal protection pertaining to the use of R&D results improve communication and cooperation between UNI/CPS researchers and TTC UNI - improvement of awareness of TTC UNI activities among the CPS researchers. The initiatives undertaken are mentioned in proposed Action Plan, Action 6.
32. Co-authorship	+/- almost but not fully i...	Respondents of the survey are not fully aware of the following impending issues: - co-authoring R&D results beyond the framework of the Code of Ethics 6) 12)	- establishment of conditions and rules for UNI/CPS for co-authorship on R&D results - improvement of communication and awareness of co-authorship among UNI/CPS research groups. The initiatives undertaken are mentioned in proposed Action Plan, Action 6.

Status	-/+ , --)	GAP / Implementation impediments	Initiatives undertaken/new proposals
33. Teaching	+/- almost but not fully i...	Respondents of the survey are not fully aware of the following impending issues: - conditions for researchers to participate in tuition and cooperation with students 6) Art. 2, 3	- formation of a training system for tuition as a part of the professional development of selected researchers, with prerequisites for application in the pedagogical process (i.e. transformation into academic workers in cooperation with other faculties) - improvement of awareness of the possibility to participate in giving tuition The initiatives undertaken are mentioned in proposed Action Plan, Action 4.
34. Complains/appeals	-/+ partially implemented	Respondents of the survey are not partially aware of the following impending issues: - formal procedure for filing/submitting a complaint in place - no "defender of rights" (ombudsman) is appointed - lack of procedure for dealing with complaints by PhD students and foreign researchers 5)	- establishment of a standard complaint procedure for UNI/CPS - provide UNI/CPS with information on the complaints procedure (especially international employees and doctoral students) - appoint a "defender of rights" for all TBU staff The initiatives undertaken are mentioned in proposed Action Plan, Action 6.

<p>35. Participation in decision making bodies</p>	<p>+/- almost but not fully i...</p>	<p>Respondents of the survey are not fully aware of the following impending issues:</p> <ul style="list-style-type: none"> - the system for representing relevant professional groups (middle management, senior/senior researcher, external) is not clearly defined in decision-making and management at UNI/CPS - no communication system for decision-making processes involving management and researchers has been established - decision procedures at the level of university department and their differences in comparison to faculties (defined by Czech legislation) <p>5) Art. 17, 26</p>	<ul style="list-style-type: none"> - strengthen in-house communication, primarily in the vertical direction from top to bottom with the need of relevant feedback - initiate the conditions for UNI/CPS to shift slightly from technocratic to anthropocentric (participative) management. The initiatives undertaken are mentioned in proposed Action Plan, Action 6.
<p>Training and Development</p>			
<p>36. Relation with supervisors</p>	<p>+/- almost but not fully i...</p>	<p>Respondents of the survey identified the following impending issues:</p> <ul style="list-style-type: none"> - irregular communication and feedback system in place between supervisors and researchers <p>9) 10)</p>	<ul style="list-style-type: none"> - establishment of a standard communications and feedback procedure between supervisors and researchers at UNI/CPS <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 11.</p>

Status	-/+ , --)	GAP / Implementation impediments	Initiatives undertaken/new proposals
37. Supervision and managerial duties	+/- almost but not fully i...	<p>Respondents of the survey identified the following impending issues:</p> <ul style="list-style-type: none"> - the position of middle management (research group leaders) is not always clearly defined as well as their competence and responsibility <p>4) Sections 11, 302</p>	<ul style="list-style-type: none"> - establishment of a feedback and supervision system -include it as a part of the manager's job description - include activities related to auditing, communication, consultancy and sharing knowledge in managers' work evaluations - establishment of conditions (competence, responsibility) for managing research groups. <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 11.</p>
38. Continuing Professional Development	+/- almost but not fully i...	<p>Respondents (especially R3 researchers) of the survey are not fully aware of the following impending issues:</p> <ul style="list-style-type: none"> - possibility of further professional development and advancement of other researchers' skills <p>2) Art. 2, 6 3) Art. 2, 6 4) Section 227</p>	<ul style="list-style-type: none"> - creation of an offer for further professional development of researchers - establishment of permanent professional development as a part of the work evaluation <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 12.</p>
39. Access to research training and continuous development	+/- almost but not fully i...	<p>Respondents of the survey are not fully aware of the following impending issues:</p> <ul style="list-style-type: none"> - possibilities of researchers' development <p>2) Art. 2, 6 3) Art. 2, 6</p>	<ul style="list-style-type: none"> - establishment of standard procedures, options and the involvement of researchers in continuous development (as a part of their work evaluations) through regular (six-monthly) discussion seminars, where all research groups can present their results ("Research Fridays") - strengthen the role of the TBU library in supporting the development of researchers. <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 13.</p>
40. Supervision	+/- almost but not fully i...	<p>Respondents of the survey are not fully aware of the following impending issues:</p> <ul style="list-style-type: none"> - responsibility of managers for control as a part of the description of their work - responsible, "professional" control of researchers <p>2)</p>	<ul style="list-style-type: none"> - specification of the competencies and responsibilities of heads of research groups in relation to control - define standard control procedures (who, whom, when, what conclusions) <p>The initiatives undertaken are mentioned in proposed Action Plan, Action 11.</p>

