

## **GAP ANALYSIS**

Case number: 2020CZ477972

Name Organisation under review: Institute of Atmospheric Physics of the Czech Academy of Sciences

Organisation's contact details: Boční II 1401, 141 00 Prague 4, Czech Republic

SUBMISSION DATE: 6.1.2021

DATE ENDORSEMENT CHARTER AND CODE: 9.1.2020

### **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

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

<p>1. Research freedom</p>	<p>++</p>	<p>According both to the questionnaire survey and personal interviews, senior staff, researchers and service staff think that researchers have enough liberty for their researches and exploration. No deficiencies have been found in this area; it is well covered by fundamental conceptual documents of the Czech Academy of Sciences (CAS).  <u>Documentation:</u>          Statutes of the Czech Academy of Sciences  <a href="https://www.avcr.cz/en/about-us/legal-regulations/statutes-of-the-czech-academy-of-sciences/">https://www.avcr.cz/en/about-us/legal-regulations/statutes-of-the-czech-academy-of-sciences/</a>          Code of Ethics for Researchers of the CAS  <a href="https://www.avcr.cz/en/about-us/legal-regulations/code-of-ethics-for-researchers-of-the-czech-academy-of-sciences/">https://www.avcr.cz/en/about-us/legal-regulations/code-of-ethics-for-researchers-of-the-czech-academy-of-sciences/</a>          Concept of Development of CAS's Activities  <a href="https://www.avcr.cz/opencms/export/sites/avcr.cz/.content/galerie-souboru/Koncepce_rozvoje_cinnosti_AVCR.pdf">https://www.avcr.cz/opencms/export/sites/avcr.cz/.content/galerie-souboru/Koncepce_rozvoje_cinnosti_AVCR.pdf</a></p>	
<p>2. Ethical principles</p>	<p>+/-</p>	<p>The researches obey the ethical principles set. All analyses have shown that it is a natural part of their work. The service staff members perceive this area in the same way. Though a constitutional document codifying these issues formally is lacking, they are fully covered by the analogous CAS's document.</p>	<p>A section containing links to documents valid for the whole CAS will be</p>

		<p><u>Documentation::</u> Code of Ethics for Researchers of the CAS <a href="https://www.avcr.cz/en/about-us/legal-regulations/code-of-ethics-for-researchers-of-the-czech-academy-of-sciences/">https://www.avcr.cz/en/about-us/legal-regulations/code-of-ethics-for-researchers-of-the-czech-academy-of-sciences/</a></p>	added to the webpage for IAP staff.
3. Professional responsibility	++	<p>The researchers are responsible for the results of their work, as well as for the corresponding efforts in terms of cooperation with the commercial sector. They consider natural that their work should be “relevant to the society”. Checking that they do not embark on an already explored area is an absolutely natural part of their work too so as to prevent undesirable research duplication.</p> <p><u>Documentation:</u> Statutes of the Czech Academy of Sciences <a href="https://www.avcr.cz/en/about-us/legal-regulations/statutes-of-the-czech-academy-of-sciences/">https://www.avcr.cz/en/about-us/legal-regulations/statutes-of-the-czech-academy-of-sciences/</a> Code of Ethics for Researchers of the CAS <a href="https://www.avcr.cz/en/about-us/legal-regulations/code-of-ethics-for-researchers-of-the-czech-academy-of-sciences/">https://www.avcr.cz/en/about-us/legal-regulations/code-of-ethics-for-researchers-of-the-czech-academy-of-sciences/</a> Foundation Deed of the Institute of Atmospheric Physics (IAP) <a href="http://www.ufa.cas.cz/DATA/files/zr_listina/zrizovaci_listina_aj.pdf">http://www.ufa.cas.cz/DATA/files/zr_listina/zrizovaci_listina_aj.pdf</a></p>	
4. Professional attitude	+/-	<p>The researchers are well acquainted with funding mechanisms, and they also responsibly inform their employers, the funding entities and their superior if a change in their project occurs during realization. However, a consistent and all-Institute, interconnected document on long-term strategic aims is lacking. The Institute’s strategy of 2017 is just a <i>de facto</i> description of the subject of research in the individual research fields without mutual interconnection. The computerization of projects lags behind; responsibilities and authority are not fully clear; communication strategy between the subordinate employees and the superior is not clearly given.</p> <p><u>Documentation:</u> None; just information on the Institute’s website.</p>	<p>Basic principles of professional responsibility will be summed up in the newly created New Staff Manual.</p> <p>A new director of the Institute shall assume office in spring 2021. After his/her adaptation period, a strategy will be drafted and set up for the Institute in conformity with the action plan partial steps.</p>

5. Contractual and legal obligations	++	<p>Intellectual property issue is well covered. This area is covered by the monitoring of EU and CR legislation provided by the CAS. The conditions of grant competition are given in advance and are observed.</p> <p><u>Documentation:</u>  “Method of Dealing Results of Research, Development and Innovation Activities” Guidelines  <a href="http://www.ufa.cas.cz/DATA/files/smernice/Smernice_201805_Nakladani_s_vysledky.pdf">http://www.ufa.cas.cz/DATA/files/smernice/Smernice_201805_Nakladani_s_vysledky.pdf</a></p>	
6. Accountability	++	<p>The researchers obey the grant conditions which clearly define the roles of each party engaged. Financial operations are arranged for by the Administrative Department based on instructions from project managers, or based on the rules of the project in question. The Administrative Department also checks cash flows and the accounting of project in total, in cooperation with the investigators. All documents are archived and are available for review if necessary.</p> <p><u>Documentation:</u>  Code of Ethics for Researchers of the CAS  <a href="https://www.avcr.cz/en/about-us/legal-regulations/code-of-ethics-for-researchers-of-the-czech-academy-of-sciences/">https://www.avcr.cz/en/about-us/legal-regulations/code-of-ethics-for-researchers-of-the-czech-academy-of-sciences/</a>  IAP Working Rules  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf</a>  IAP Organization System  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf</a>  Annual reports on activities and economic management  <a href="http://www.ufa.cas.cz/DATA/files/zpravy/vyrocní_zprava_19.pdf">http://www.ufa.cas.cz/DATA/files/zpravy/vyrocní_zprava_19.pdf</a></p>	
7. Good practice in research	++	<p>In their research, the researchers obey valid legislation and observe standards, rules and statutes of IAP and CAS. All employees receive regular training in occupational safety and health protection as well as in fire protection. Documentation archiving is provided centrally and deposited in the secretariat of the Institute’s director. Personal data protection is secured in conformity with GDPR.</p> <p><u>Documentation:</u>  Labour Code  <a href="https://www.zakonyprolidi.cz/cs/2006-262">https://www.zakonyprolidi.cz/cs/2006-262</a>  Occupational Safety, Health Protection and Fire Protection  <a href="http://www.ufa.cas.cz/DATA/files/smernice/0-Titulni%20list.pdf">http://www.ufa.cas.cz/DATA/files/smernice/0-Titulni%20list.pdf</a>  Personal Data Protection Rules  <a href="http://www.ufa.cas.cz/DATA/files/smernice/Smernice_GDPR_201901.pdf">http://www.ufa.cas.cz/DATA/files/smernice/Smernice_GDPR_201901.pdf</a></p>	

8. Dissemination, exploitation of results	-/+	<p>Scientific results of IAP researchers are published and presented above all at specialized conferences and professional seminars. Though the Institute focuses mainly on basic research, clearly defined communication conception is lacking, and the interconnection with the commercial sector is not systematically developed, either. Every department solves this area on its own. Systematically implemented PR work is lacking that may unify the outward presentation of the Institute and purposely establish contact with the commercial sector at the same time. This is partially due to the fact that the Institute is very heterogeneous. The cited guidelines only deal with the legal and administrative aspect of this issue.</p> <p><u>Documentation:</u>  “Method of Dealing Results of Research, Development and Innovation Activities”  Guidelines  <a href="http://www.ufa.cas.cz/DATA/files/smernice/Smernice_201805_Nakladani_s_vysledky.pdf">http://www.ufa.cas.cz/DATA/files/smernice/Smernice_201805_Nakladani_s_vysledky.pdf</a></p>	<p>Elaboration of the Institute’s Communication and Marketing Strategy</p> <p>Preparation of a Strategy for the popularization of the Institute’s activities</p> <p>Drawing rules of cooperation with the commercial sector</p> <p>Acquisition of new popularization equipment – the Planeterra device, retrofitting the lecture theatre at the Milešovka meteorological observatory</p>
9. Public engagement	-/+	<p>IAP participates in the popularization activities of the Academy as a whole (Open Days, Week of Science, Science Fair, Open Science – internships for students at research institutions), and organizes its own volunteer and leisure time activities. New web pages of the Institutes have been launched that take current marketing trends into account. However, major openness towards general public is lacking, and media presentation is insufficient too. Again, there is no clear strategy for the entire Institute; it depends on each department. The same thing as under Item 8 apply – systematically implemented PR work is lacking. Moreover, promotion on social networks must be strengthened too. Functioning of seminars and the cooperation with universities are set without problems.</p>	See Item 8
10. Non discrimination	+/-	<p>Neither the researchers nor service staff members feel any manifestations of discrimination, be it from the point of view of age, sex, or heterogeneous composition of the research teams. Senior researchers and applicants for grants make a commitment to</p>	Translations of important in-house documents into English

		<p>suppress discrimination; this point is an integral part of the project. The only area that could be improved is that of the language, CAS's working language being Czech, which makes participation of foreign staffers more difficult.</p> <p><u>Documentation:</u>  Labour Code  <a href="https://www.zakonyprolidi.cz/cs/2006-262">https://www.zakonyprolidi.cz/cs/2006-262</a>  CAS Career Development Rules  <a href="https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/">https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/</a>  IAP Working Rules  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf</a>  IAP Organization System  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf</a></p>	English courses
11. Evaluation/ appraisal systems	-/+	<p>At present, no functional system of regular employee appraisal is set though the majority of them would like to have one. The communication between superiors and their subordinates is not formalized even during the year. Now, only board certifications take place to evaluate the scientific and professional activities of each employee but the feedback provided is insufficient. The Institute does not have its own career development rules; it obeys that of the master organization.</p> <p><u>Documentation:</u>  CAS Career Development Rules  <a href="https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/">https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/</a></p>	<p>Setting a system and criteria for the evaluation of researchers and making a manual for senior employees</p> <p>The need for separate IAP career development rules will be subject to a questionnaire survey during the first two years of implementation. Should it result in its being necessary, it will be prepared during the next implementation period.</p>
<b>Recruitment and Selection</b>			
12. Recruitment	+/-	<p>Gradual recruitment and adaptation of students who write their bachelor's and master's theses with the support of the Institute's employees takes place without major problems, in spite of the fact that IAP suffers from lack of students in the relevant branches. A formal</p>	Elaboration of an internal regulation to regulate the recruitment and

		<p>process is especially lacking that may clearly define the individual steps and formalities which should be met by the recruitment system set. Certain fragmentation is obvious; each head of department/researcher in the project approaches this issue at his/her own discretion.</p>	<p>adaptation process (OTM-R)</p> <p>Publication of vacancies through EURAXESS; other publication possibilities on social networks</p>
13. Recruitment (Code)	+/-	<p>The separate position of a personnel officer has been recently created to oversee the whole recruitment process. However, the recruitment system is not supported in the procedural way for the time being; for now, it is individual managers' business. Job descriptions are not prepared for the Institute, except for positions marked O1-O6 (O means other staff – administrative, observers, technicians) in the annex to the payroll internal regulation. The staffing of the individual departments, including their size, number of employees and their career development, is difficult to plan in a scientific institution depending on grant policy.</p> <p><u>Documentation:</u>  IAP Working Rules  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf</a>  IAP Organization System  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf</a></p>	<p>Elaboration of an internal regulation to regulate the recruitment and adaptation process (OTM-R)</p>
14. Selection (Code)	+/-	<p>Gradual/natural recruitment is partially successful due to professional tutoring of bachelor's, master's and doctor's theses, in spite of the lack of students in the relevant branches. If such a student then starts working at IAP where the environment is known to him/her, his/her adaptation is much easier. Again, clear rules and a process covering the given issues are lacking. No criteria for the work of selection committees are defined, either.</p> <p><u>Documentation:</u>  IAP Working Rules  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf</a>  IAP Organization System  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf</a></p>	<p>Elaboration of an internal regulation to regulate the recruitment and adaptation process (OTM-R)</p> <p>Description of the selection process (procedure, criteria, providing feedback etc.)</p>

			According to the interest, an offer of trainings for selection staff or senior recruitment officers
15. Transparency (Code)	+/-	<p>It results from the questionnaire survey performed that neither the researchers nor the administrative staff members have any objections regarding the transparency of the selection procedures. A process covering these issues is lacking. The application of this principle has not been perceived yet as an important factor of the selection process. Selection criteria are not often specified explicitly – it is difficult given the character of the positions. The applicants are not informed sufficiently, and the obligation to provide them a feedback – to evaluate unsuccessful applicants – is lacking.</p> <p><u>Documentation:</u>  IAP Working Rules  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf</a>  IAP Organization System  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf</a></p>	Description of the selection process (procedure, criteria, providing feedback etc.)
16. Judging merit (Code)	+/-	<p>Due to the absence of a unified recruitment process, each manager approaches the evaluation of both professional and personal qualifications of a candidate at his/her own discretion. Not even basic criteria or key competences in the sphere of soft skills, which play an important role in the team cooperation and communication, are set.</p> <p><u>Documentation:</u>  IAP Working Rules  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf</a>  IAP Organization System  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf</a></p>	According to the interest, an offer of trainings for selection staff or senior recruitment officers
17. Variations in the chronological order of CVs (Code)	+/-	<p>This sphere depends on the consideration of each manager too; no unified procedure is set. This principle has not been perceived so far as an important factor of the recruitment process, either.</p> <p><u>Documentation:</u>  IAP Working Rules  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf</a>  IAP Organization System</p>	See Item 14



		<a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf</a>	
18. Recognition of mobility experience (Code)	+/-	<p>Mobility projects and internships are generally positively perceived; however, it depends on each manager how such experience of an applicant is taken into account. It is not obvious how these criteria are dealt with further.</p> <p><u>Documentation:</u> IAP Working Rules <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf</a> IAP Organization System <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf</a></p>	Description of the selection process (procedure, criteria, providing feedback etc.)
19. Recognition of qualifications (Code)	++	<p>There are no defects found in the recognition of qualifications; it is sufficiently transparent. Every researcher is acquainted with CAS Career Development Rules upon the commencement of employment, and knows his/her possibilities of professional growth.</p> <p><u>Documentation:</u> IAP Working Rules <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf</a> IAP Organization System <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf</a> CAS Career Development Rules <a href="https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/">https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/</a></p>	
20. Seniority (Code)	++	<p>No important deficiencies have been found in this point.</p> <p><u>Documentation:</u> IAP Working Rules <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf</a> IAP Organization System <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf</a></p>	
21. Postdoctoral appointments (Code)	+/-	<p>These issues are partially dealt with in IAP in-house documentation and correspond to the principles of equal opportunities, transparency, and intelligibility. At present, Institute's career development rules are missing; the issue is covered by the CAS Career Development Rules.</p> <p><u>Documentation:</u></p>	See Item 11 – IAP career development rules

		<p>IAP Working Rules  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf</a>  IAP Organization System  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Organizacni_rad_20190401.pdf</a></p>	
<b>Working Conditions and Social Security</b>			
22. Recognition of the profession	++	<p>The recognition of professional groups belongs to well worked principles. Formal classification of researchers in groups V1-V6 clearly defines their distinctive position, their role within the scientific team, as well as the conditions for career development.</p> <p><u>Documentation:</u>  IAP Payroll Rules  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Mzdovy_predpis_202006.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Mzdovy_predpis_202006.pdf</a>  CAS Career Development Rules  <a href="https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/">https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/</a>  Labour Code  <a href="https://www.zakonyprolidi.cz/cs/2006-262">https://www.zakonyprolidi.cz/cs/2006-262</a></p>	
23. Research environment	++	<p>The researchers have access to modern instrumental equipment, which is acquired mostly using grant sources. The employees obey the standards of occupational safety and health protection, and regularly attend occupational safety, health protection and fire protection trainings.</p> <p><u>Documentation:</u>  Labour Code  <a href="https://www.zakonyprolidi.cz/cs/2006-262">https://www.zakonyprolidi.cz/cs/2006-262</a>  Occupational Safety, Health Protection and Fire Protection  <a href="http://www.ufa.cas.cz/DATA/files/smernice/0-Titulni%20list.pdf">http://www.ufa.cas.cz/DATA/files/smernice/0-Titulni%20list.pdf</a>  IAP Working Rules  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf</a></p>	
24. Working conditions	+/-	<p>Basic working conditions for scientific work are set satisfactorily. It also resulted from the survey that work overload of some groups of employees sometimes occurs, which is, among other things, influenced by the setting of grant rules. The researchers welcome time flexibility, which, on the other hand, also involve the risk of overtime work. Active support of parents on maternal/parental leave is missing, e.g. a kindergarten on the premises. The</p>	<p>Annex to the Employment Contract regarding home office – solved in Q 3 and 4/2020</p>

		<p>current condition of the buildings does not enable to employ handicapped employees to a larger extent.</p> <p><u>Documentation:</u>  Labour Code  <a href="https://www.zakonyprolidi.cz/cs/2006-262">https://www.zakonyprolidi.cz/cs/2006-262</a>  IAP Working Rules  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf</a>  IAP Collective Agreement  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Kolektivni_smlouva_122019.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Kolektivni_smlouva_122019.pdf</a>  IAP Payroll Rules  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Mzdovy_predpis_202006.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Mzdovy_predpis_202006.pdf</a></p>	<p>for the majority of employees</p> <p>A new economic information system – introduction of electronic approval of economic documents – partially running, full operation from 2021.</p> <p>Translation of internal documents into English; website in English</p>
25. Stability and permanence of employment	+/-	<p>The stability of employment depends on the quantity of grants approved; it works on the basis of open competition among scientific institutions. Postgrads and postdocs pass through board certifications every 2 years. The researchers from V4 level have employment contracts for an indefinite period of time.</p> <p><u>Documentation:</u>  Labour Code  <a href="https://www.zakonyprolidi.cz/cs/2006-262">https://www.zakonyprolidi.cz/cs/2006-262</a>  IAP Working Rules  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf</a>  IAP Collective Agreement  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Kolektivni_smlouva_122019.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Kolektivni_smlouva_122019.pdf</a></p>	<p>Creation of files for sharing of information on the possibility of participation in projects</p> <p>Setting the process of regular annual appraisal within the department</p>
26. Funding and salaries	-/+	<p>The distribution of funds (both of the Institute and from grants) is not fully transparent. In the case of bonuses, it depends practically exclusively on the head of department; there is no unified remuneration system interconnected with the internal appraisal. Financial remuneration is comparable to other institutes. Benefits could be more attractive and closer to those in the commercial sector.</p> <p><u>Documentation:</u>  Labour Code  <a href="https://www.zakonyprolidi.cz/cs/2006-262">https://www.zakonyprolidi.cz/cs/2006-262</a>  IAP Payroll Rules</p>	<p>Setting the process of regular annual appraisal within the department; preparing a paper with recommendations how the heads of departments should proceed in the</p>

		<a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Mzdovy_predpis_202006.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Mzdovy_predpis_202006.pdf</a> CAS Career Development Rules <a href="https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/">https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/</a>	remuneration of employees
27. Gender balance	++	<p>It results from all main activities of the project that no gender discrimination occurs in IAP. All researchers make this commitment when signing the contract on the solution of the project. The setup of the working team as well as that of its target groups corresponded to this, too.</p> <p><u>Documentation:</u>  Current IAP statistics  IAP Working Rules  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf</a>  Labour Code  <a href="https://www.zakonyprolidi.cz/cs/2006-262">https://www.zakonyprolidi.cz/cs/2006-262</a>  Employment Act  <a href="https://www.zakonyprolidi.cz/cs/2004-435">https://www.zakonyprolidi.cz/cs/2004-435</a></p>	
28. Career development	+/-	<p>The work with human resources lacks the basic conceptual document. An analysis of the educational needs is lacking, as well as the interconnection with the internal appraisal system. Board certifications are necessary for the development of further scientific career. This area depends on the activity of the individual managers and their attitude to education and development. It is often understood as a personal matter of each employee.</p> <p><u>Documentation:</u>  IAP Payroll Rules  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Mzdovy_predpis_202006.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Mzdovy_predpis_202006.pdf</a>  IAP Working Rules  <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf</a>  CAS Career Development Rules  <a href="https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/">https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/</a></p>	Creation of an “education fund” and drawing up a document stating the possibilities of development of researchers’ knowledge and competences
29. Value of mobility	++	<p>No deficiencies have been found in this sphere. The Institute encourages study stays of PhD students abroad; information on them is regularly updated. The researchers’ participation in international conferences and fairs is supported as well.</p> <p><u>Documentation:</u>  IAP Payroll Rules</p>	Strategy of international cooperation and a internationalization

		<a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Mzdovy_predpis_202006.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Mzdovy_predpis_202006.pdf</a> IAP Working Rules <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf</a> CAS Career Development Rules <a href="https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/">https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/</a>	
30. Access to career advice	+/-	These issues are formally dealt with only by description of qualification degrees for scientific positions; the issues of advice and support to employees are not dealt with. It is substituted by the role of the manager, and it is not included in the system of education and appraisal, either. <u>Documentation:</u> IAP Payroll Rules <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Mzdovy_predpis_202006.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Mzdovy_predpis_202006.pdf</a> IAP Working Rules <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/pracovni_rad_20201009_s_podpisem.pdf</a> CAS Career Development Rules <a href="https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/">https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/</a>	Working out a manual for newly hired employees, including the role of a mentor
31. Intellectual Property Rights	++	As far as legislation and administration is concerned, the sphere of intellectual property is treated in a separate guideline, and we have not found any deficiencies within the questionnaire survey. <u>Documentation:</u> "Method of Dealing Results of Research, Development and Innovation Activities" Guidelines <a href="http://www.ufa.cas.cz/DATA/files/smernice/Smernice_201805_Nakladani_s_vysledky.pdf">http://www.ufa.cas.cz/DATA/files/smernice/Smernice_201805_Nakladani_s_vysledky.pdf</a>	
32. Co-authorship	+/-	Taking the differing spheres of research of the individual departments into account, scientific outputs are often results of the given department only. Technical communication between the departments is relatively weak for the same reason. Authorship is recognized according to ethical principles for scientific work, in compliance with the Code of Ethics for Researchers of the CAS. <u>Documentation:</u> Code of Ethics for Researchers of the CAS <a href="https://www.avcr.cz/en/about-us/legal-regulations/code-of-ethics-for-researchers-of-the-czech-academy-of-sciences/">https://www.avcr.cz/en/about-us/legal-regulations/code-of-ethics-for-researchers-of-the-czech-academy-of-sciences/</a>	Working out a manual for newly hired employees

33. Teaching	+/-	The Institute enables its employees to organize their working hours so that they can teach. This initiative is purely individual; it is not centralized in any way by the Institute. The consequence of low numbers of students in the relevant branches at universities is that universities do not support researchers' efforts to take part in teaching. The Institute grants bonuses for tutoring of master's and dissertation theses.	Setting the process of regular annual appraisal within the department
34. Complaints/ appeals	-/+	This area shows some undesirable deficiencies – unfriendly and unprofessional behaviour on the part of some employees occurred in several departments. Procedures to review complaints of researchers or to solve work conflicts and disputes are not set. A trade union organization exists at the Institute; it is an advisory and supporting association of employees which should contribute to the strengthening of good relationships between the employees and the employers. The organization sees to the observance of employees' legal rights in the sphere of law, social security, occupational safety and health protection; it can provide legal assistance and advice in the form of counselling to employees. The position of the ombudsman is not established, and no independent person to review complaints is appointed, either. These roles are partially supplied by the trade union organization.	Description of the conflict solving process  Further development in this sphere will be fully within the remit of the new director of the Institute, who should start in 1.Q/2021  Development of managerial competences of senior executives
35. Participation in decision-making bodies	++	This area is dealt with in the Statutes of the Czech Academy of Sciences. A researcher can vote and be elected to the Science Council and to the Academy Assembly, and within the Institute to the Institute Board. No deficiencies have been found in this area. <u>Documentation:</u> Statutes of the CAS <a href="https://www.avcr.cz/en/about-us/legal-regulations/statutes-of-the-czech-academy-of-sciences/">https://www.avcr.cz/en/about-us/legal-regulations/statutes-of-the-czech-academy-of-sciences/</a> Electoral Regulations of the Institute Board <a href="http://www.ufa.cas.cz/DATA/files/dokumenty/Volebni_rad_Rada.pdf">http://www.ufa.cas.cz/DATA/files/dokumenty/Volebni_rad_Rada.pdf</a>	
<b>Training and Development</b>			
36. Relation with supervisors	-/+	The system of professional supervision or mentoring is not set in a unified way though professional supervision of starting researchers is in place in most departments. For example, the Institute does not organize all-Institute conferences or other activities of this	Development of managerial competences of senior executives

		type; there is no unified approach. Again, a system of regular feedback is missing in this area.	Setting the process of regular annual appraisal within the department  Working out a manual for newly hires employees
37. Supervision and managerial duties	-/+	We see the absence of managerial competences as one of the main causes of deficiencies in several thematic areas of the GAP analysis. In general, building of relationships, clear definition of roles, responsibilities and powers, and the definition of managerial culture are missing. Regular meetings are not established in all departments. It is necessary to strengthen managerial competences of the heads of departments.  The Director of the Institute solves problems with the heads of departments, with the trade union representative, with the scientific secretary and with the deputy director at regular meetings of the Board of Directors. If necessary, he organizes individual appointments with the heads of the individual departments or other employees where specific problems concerning the participants are solved. However, this approach is not systematically pursued at lower levels within all the departments.	See Item 36
38. Continuing Professional Development	-/+	This area lacks a conception and any system. It relies a lot on the individual approach of each employee towards his/her development. Even a summary of development activities organized (seminars, conferences etc.) is not available.  The initiative "from below" is relied upon very much, and then it depends on the stance of the senior executive on such activities.  <u>Documentation:</u> CAS Career Development Rules <a href="https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/">https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/</a>	See Item 36  Creation of an "education fund" and drawing up a document stating the possibilities of development of researchers' knowledge and competences
39. Access to research training and continuous development	-/+	This area lacks a conception and any system. It relies a lot on the individual approach of each employee towards his/her development. Taking limited financial sources into account, it can influence the researchers' motivation to develop themselves systematically. The interconnection with the internal appraisal system is also lacking.	See Item 36  Creation of an "education fund" and drawing up a document stating the possibilities of

			development of researchers' knowledge and competences
40. Supervision	-/+	The principle of professional supervision or mentoring is not set in any way. Feedback mechanisms, internal appraisal systems and a clearer structure of positions and their competences are missing. It is relied a lot on "free" building of personal contacts and relationships and on the initiative from below.	See Item 36