

# GAP ANALYSIS

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## GAP ANALYSIS

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Name Organisation under review: **Global Change Research Institute CAS - CzechGlobe**

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## ORGANISATIONAL PROFILE

Though the Institute has officially been established in 2016, its history dates back to 1992 to a single research team and its international research activities, largely funded by EU funds.

The long-term vision of this research group has formed in 2010 the new interdisciplinary European Centre of Excellence (predecessor of the current institute) focused on global change effects, i.e. atmosphere, ecosystems and socio-economic systems and searching for new possibilities of research results provision in innovations.

Nowadays, the Institute has 303 employees and operates a spatially distributed research infrastructure of more than 20 research sites spread across the Czech Republic.

## 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>
<h3>Ethical and Professional Aspects</h3>			
<p>1. Research freedom</p>	<p>+/- = <b>almost but not fully</b> implemented</p>	<p>Individual interviews and workshops have shown that at the department level there is a different approach to the scope of limitations regarding research freedom, especially in the career stages R2 and R3. Some workers have less research freedom due to the fact that they are more intensely involved in fundraising through grants than other colleagues working at the same career level and position in the organization. These employees can dedicate themselves in research to a lesser extent than their colleagues.</p>	<p>Action 6: INTERNAL GRANT SCHEMES DEVELOPMENT AND PILOT CALL FOR PROPOSALS</p> <p>Action 10: EXTERNAL NETWORKING SPEED UP</p> <p>Action 11: OPEN SCIENCE FOR BETTER SCIENTIFIC PERFORMANCE</p>

		<p>The main requirements for individual research positions are described in internal regulation No. 6/2017 – the Career regulations of GCRI 2017, valid from 1st December 2017; partial aspects are described in internal regulation No. 2 – Doctoral Studies at GCRC. Internal regulation No. 9/2016 – the Organizational Code describes the institutional structure and the specification of the labour legislation is described mainly in the Working regulations valid from 2nd January 2014. From the protection of intellectual property point of view, this issue is regulated in internal regulation No. 7/2011 – the Handling of Intellectual Property, internal regulation No. 3/2011 – the Way to Handle New Results and internal regulation No. 4/2011 - Principles of the Patent Policy.</p> <p>At this point, the online self-assessment survey revealed the level of awareness regarding this topic to be around 70-80%. Some workers mentioned in their comments that they were confused by the boundaries in the field of intellectual property rights, while another group of workers pointed out that they had never</p>	
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		even thought about research freedom and the boundaries that define it.	
2. Ethical principles	+/- = <b>almost but not fully</b> implemented	<p>No problems were identified during individual interviews and group meetings. The issue of ethical aspects of research is dealt with through the Code of Ethics of the CAS. This all-academic code is further elaborated and especially extended to all CzechGlobe employees (i.e. not only researchers, but also, for example, technical-administrative staff) in internal regulation No. 1/2017 – the Code of Ethics. The preparation of this internal code has been thoroughly consulted.</p> <p>The online survey evaluated the awareness of research ethics and its application in CzechGlobe to be about 80%; scientists commented that they were not very familiar with the Code of Ethics of the Czech Academy of Sciences, or that they had not encountered any ethical issues themselves so far.</p>	Action 11: OPEN SCIENCE FOR BETTER SCIENTIFIC PERFORMANCE
3. Professional responsibility	+/- = <b>almost but not fully</b> implemented	The level of implementation of this criterion at individual level was assessed by the researchers at 90%, while the mentioned issues in the comments	<p>Action 6: INTERNAL GRANT SCHEMES DEVELOPMENT AND PILOT CALL FOR PROPOSALS</p> <p>Action 8: CZECHGLOBE MODERN INTRANET</p>

		<p>included questions related to the use of SW and SW licences. Although scientists did not show great interest in the subject of patenting and commercializing research results in the online survey, individual interviews showed that they were generally not very familiar with the issue itself (although some workplaces generate patentable or already patented know-how).</p> <p>From the intellectual property point of view this issue is regulated in internal regulation No. 7/2011 – the Handling of Intellectual Property; internal regulation No. 3/2011 – the Way to Handle New Results; and internal regulation No. 4/2011 - Principles of the Patent Policy.</p>	<p>Action 10: EXTERNAL NETWORKING SPEED UP</p> <p>Action 11: OPEN SCIENCE FOR BETTER SCIENTIFIC PERFORMANCE</p> <p>Action 12: CHALLENGES OF PROJECT FINANCING – DEVELOPMENT AND INTERNALIZATION OF GRANT MANAGEMENT AND ADMINISTRATION SKILLS</p>
4. Professional attitude	+/- = <b>almost but not fully</b> implemented	<p>The evaluation of this criterion in the online survey was among the lowest rated criteria which did not achieve 90%. Overall, the topic was rated at 88%. In the comments, scientists reported that the low levels of awareness in the area are the result of their lack of interest in the subject, not the unavailability of information.</p>	<p>Action 6: INTERNAL GRANT SCHEMES DEVELOPMENT AND PILOT CALL FOR PROPOSALS</p> <p>Action 10: EXTERNAL NETWORKING SPEED UP</p>

		<p>The question is whether to assign a lower rating to this criterion in view of the large variability in responses and the relatively high levels of financial risk associated with unfamiliarity with this area.</p> <p>Financial rules are governed in particular in individual grant contracts or decisions and relevant grant organization documents.</p>	
5. Contractual and legal obligations	+/- = <b>almost but not fully</b> implemented	<p>Scientists have assessed their knowledge and familiarity in the given field at nearly 93%. Comments on the criterion were basically narrowed down to one that concerned the issue of copyright versus property rights to the employer's research results. Again, the issue of dealing with the results of intellectual property appeared.</p> <p>Individual interviews showed the insufficient familiarity of some scientists with the area of wages and knowledge of the Labour Code, and comparison with the internal conditions of CzechGlobe. On the other hand, more experienced researchers evaluated their working conditions compared to the Czech average as above-standard (group workshops).</p>	<p>Action 6: INTERNAL GRANT SCHEMES DEVELOPMENT AND PILOT CALL FOR PROPOSALS</p> <p>Action 8: CZECHGLOBE MODERN INTRANET</p> <p>Action 11: OPEN SCIENCE FOR BETTER SCIENTIFIC PERFORMANCE</p> <p>Action 12: CHALLENGES OF PROJECT FINANCING – DEVELOPMENT AND INTERNALIZATION OF GRANT MANAGEMENT AND ADMINISTRATION SKILLS</p>

		<p>Wage aspects are defined in Director’s decision No. 2/2017 (R) – the Decision on Detailed Conditions for Determining Wages in the tariff classification. The main requirements for the individual research positions are described in internal regulation No. 6/2017 – Career Regulations, and in particular regulation No.2 – Doctoral Studies at GCRC. Internal regulation No. 9/2016 – the Organizational Code, describes the institutional structure, and the specification of the labour legislation is described mainly in the Working regulations. Protection of intellectual property is regulated in regulation No. 7/2011 – the Handling of Intellectual Property, regulation No. 3/2011 – the Way to Handle New Results, and regulation No. 4/2011 - Principles of the Patent Policy.</p>	
6. Accountability	+/- = <b>almost but not fully</b> implemented	<p>The evaluation of this criterion shows that it belongs to the group of weaknesses of the researchers in CzechGlobe (88%). Respondents did not comment on the criterion, but problems can be expected similar to those found with the previous criteria - unfamiliarity with the field of</p>	<p>Action 6: INTERNAL GRANT SCHEMES DEVELOPMENT AND PILOT CALL FOR PROPOSALS</p> <p>Action 11: OPEN SCIENCE FOR BETTER SCIENTIFIC PERFORMANCE</p>



		<p>financial management and lack of interest in such information, which, from the scientists' point of view, has no direct impact on their work (see comments in the <i>CzechGlobe Development Strategy</i> point).</p> <p>The legislation is similar to that in the above mentioned paragraph No. 1.</p>	
7. Good practice in research	-/+ = <b>partially</b> implemented	<p>This subject was the one most commented on – the unavailability of training in English, the limited offer of dates and the overall quality of training in relation to the specific needs of workers (e.g. for workers working at heights, etc.). In connection with occupational safety, free vaccinations against tick-borne encephalitis were positively perceived. The online ranking was at 91%.</p> <p>Compulsory training is based mainly on labour-law legislation and is clearly specified in internal regulation No. 9/2016 – the Organizational Code, and in the Working regulations valid from 2nd January 2014.</p>	<p>Action 5: CZECHGLOBE COMMUNICATION HUB ACTIONS</p> <p>Action 8: CZECHGLOBE MODERN INTRANET</p> <p>Action 9: PhD EDUCATION FOR CZECHGLOBE'S FUTURE</p> <p>Action 10: EXTERNAL NETWORKING SPEED UP</p> <p>Action 11: OPEN SCIENCE FOR BETTER SCIENTIFIC PERFORMANCE</p>
8. Dissemination, exploitation of results	+/- = <b>almost but not fully</b> implemented	<p>Again, this criterion was one of the lower rated ones – the level of knowledge</p>	<p>Action 5: CZECHGLOBE COMMUNICATION HUB ACTIONS</p>

		<p>evaluated at only 85%. These are essential issues that are closely related to the results of research activities carried out within CzechGlobe. As publications are the most common form of dissemination, it would be advisable to develop a scientific communication training programme that would combine the following two basic areas - scientific English and strategies for the successful writing of scientific publications (including sharing best practice examples from more experienced colleagues) and verbal communication and presenting skills.</p> <p>Described in internal regulation No. 6/2017 – the Career Regulations of GCRI 2017, with partial aspects mainly in internal regulation No.2 – Doctoral Studies at GCRC. From the intellectual property point of view, this issue is regulated in internal regulation No. 7/2011 – the Handling of Intellectual Property, internal regulation No. 3/2011 – the Way of Handling New Results, and internal regulation No. 4/2011 - Principles of the Patent Policy.</p>	<p>Action 7: CZECHGLOBE SCIENTIFIC DATABASE</p> <p>Action 8: CZECHGLOBE MODERN INTRANET</p> <p>Action 9: PhD EDUCATION FOR CZECHGLOBE'S FUTURE</p> <p>Action 10: EXTERNAL NETWORKING SPEED UP</p> <p>Action 11: OPEN SCIENCE FOR BETTER SCIENTIFIC PERFORMANCE</p>
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<p>9. Public engagement</p>	<p>+/- = <b>almost but not fully</b> implemented</p>	<p>In an online survey, respondents awarded this criterion 89%. It is therefore apparent that, despite intensive communication with the public, there is a group of CzechGlobe scientists who do not have much experience with the topic. Variability in responses was between 50% and 100%.</p> <p>Individual interviews have shown that they are usually the same workers who are often involved in this type of communication activity (this is often work outside working hours, which requires preparation, and it limits the time for their own scientific work). Although these activities are part of the scientist's scope of work, there should be a clear strategy at the level of the department, stating how workers are rewarded for these above-standard activities (the comment on unfamiliarity with the strategies of reward provision and their amount).</p> <p>The principles of media presentations are set out in Director's decision No. 1/2019 (R) – the PR Code of Conduct for CzechGlobe employees.</p>	<p>Action 5: CZECHGLOBE COMMUNICATION HUB ACTIONS</p>
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10. Non-discrimination	++ = <b>fully</b> implemented	<p>In this area, all scientists were 100% convinced that the working environment and relationships within CzechGlobe are completely non-discriminatory (workshop results - 100%).</p> <p>Stipulated in Czech working legislation and additionally in internal regulation No. 1/2017 – the Code of Ethics. In terms of gender equality, CzechGlobe also signed up to the Antwerp Charter on Gender Sensitive Communication in 2015, and in 2017 we signed up the Charter on Gender Sensitive Leadership in Research Institutions and Universities.</p>	Action 5: CZECHGLOBE COMMUNICATION HUB ACTIONS
11. Evaluation / appraisal systems	+/- = <b>almost but not fully</b> implemented	<p>Scientists expressed their opinion on this criterion, which targets requirements for the institution, in group workshops. The answers were divided into two groups - scientists were either fully satisfied with the system and had no comments (100%), or ranged between 50% - 70% on the rating scale.</p> <p>Described in internal regulation No. 6/2017 – the Career Regulations of GCRI 2017, valid from 1st December 2017.</p>	Not selected for the implementation in the Action plan.

Recruitment and Selection			
12. Recruitment	++ = <b>fully</b> implemented	CzechGlobe, as one of the CAS institutes, is governed by Act No. 341/2005 Coll. on Public Research Institutions, which includes a provision concerning the recruitment of new researchers. To complement these regulations it has its own internal directive, specifying the recruitment procedure at the Institute (Directive 4/2015). Additionally, CzechGlobe relies on its internal Career Code (Directive 6/2017) and the Code of Ethics (Directive 1/2017), which are both based on the general principles of the Czech Academy of Sciences and which are regularly checked, not only by the CAS Head office (e.g. within the regular evaluation carried out once every 5 years according to the above-mentioned Act No. 341/2005 Coll.), but also by its internal supervisory authorities. Based on an extensive analysis carried out during the implementation of the EU FP EGERA project, and particularly by means of analysing documents over the past year (including a legal analysis carried out by an external law firm), as well as through personal interviews and questionnaires, it	Not selected for the implementation in the Action plan.

		<p>was concluded, in further discussions of the relevant management bodies of the Institute (the Board of the Institute, the Collegium of the Director, the Team Heads and the Director, a staff meeting of CzechGlobe) that the recruitment process is carried out in accordance with the Code of Conduct for Recruiting Researchers, although there is still space for improvement as specified below.</p>	
13. Recruitment (Code)	+/- = <b>almost but not fully</b> implemented	<p>The respondents were satisfied with the recruitment process; employees (former candidates) expressed their feeling that they had been satisfactorily informed of the position and had had sufficient information in advance regarding the position offered. However, the survey showed that within the recruitment procedure there was no room to discuss either the employees' career growth options or the support system in career development in CzechGlobe.</p> <p>CzechGlobe, as one of the Institutions of the Academy of Sciences, is governed by Act No. 341/2005 Coll. on Public Research Institutions, which includes a provision for the recruitment of new researchers, and</p>	Not selected for the implementation in the Action plan.

		<p>also has its own complementary internal regulation specifying the recruitment procedure for the Institute (regulation No. 4/2015). Furthermore, CzechGlobe relies on the the Career Regulations of GCRI (regulation No. 6/2017) and the Code of Ethics (regulation No. 1/2017), which are also based on the general principles of the Academy of Sciences.</p>	
14. Selection (Code)	++ = <b>fully</b> implemented	<p>Given that almost every research position advertised by CzechGlobe requires a different level of expertise and experience, it is difficult to standardize here. Traditionally, CzechGlobe assembles its recruitment selection committees based on the specific position offered, and the composition of the committee includes a wide range of experts who assess the candidates from different angles. With regard to the successful implementation of the EGERA project (Effective Gender Equality in Research and the Academia), CzechGlobe is also committed to a number of measures within the EGERA project to achieve gender equality and to combat gender stereotypes in research and academia (e.g. measures preventing unconscious prejudices, gender-sensitive</p>	<p>Not selected for the implementation in the Action plan.</p>

		<p>communication, gender diversity in selection committees, etc.). The employees were of the opinion that during the recruitment process they had been subjected to assessment both in the field of their research subject and in the soft skills needed for successful integration into the work processes and the team.</p> <p>CzechGlobe, as one of the Institutions of the Academy of Sciences, is governed by Act No. 341/2005 Coll. on Public Research Institutions, which includes a provision for the recruitment of new researchers, and also has its own complementary internal regulation specifying the recruitment procedure for the Institute (regulation No. 4/2015). Furthermore, CzechGlobe relies on the the Career Regulations of GCRI (regulation No. 6/2017) and the Code of Ethics (regulation No. 1/2017), which are also based on the general principles of the Academy of Sciences.</p>	
15. Transparency (Code)	+/- = <b>almost but not fully</b> implemented	As already mentioned within point 12 - Recruitment (Charter), CzechGlobe follows the general principles of the Czech Academy of Sciences as well as the Career Code and the Code of Ethics, which are	Action 8: CZECHGLOBE MODERN INTRANET



		<p>subjected to thorough audits and evaluation by the Czech Academy of Sciences every 5 years, and it is also committed to the EGERA project. Nevertheless, the analysis showed that the employees lacked feedback from the recruitment procedure. By default, candidates do not receive the assessment of the strengths and weaknesses of their candidacy, and it is in precisely this area where we can see an opportunity for improvement.</p>	
16. Judging merit (Code)	++ = <b>fully</b> implemented	<p>The informal interviews and the group survey within the analysis showed that the selection procedure was of a high qualitative and quantitative standard and that the committee took into account all the experience and skills acquired during the previous career path of each applicant when selecting a candidate for a particular position. It is good practice that before the selection procedure, all the members of the selection committee are sent documents regarding the selection of individual candidates – their CV, a list of bibliometric achievements and a completed personal questionnaire.</p>	Not selected for the implementation in the Action plan.

		<p>CzechGlobe, as one of the Institutions of the Academy of Sciences, is governed by Act No. 341/2005 Coll. on Public Research Institutions, which includes a provision for the recruitment of new researchers, and also has its own complementary internal regulation specifying the recruitment procedure for the Institute (regulation No. 4/2015). Furthermore, CzechGlobe relies on the the Career Regulations of GCRI (regulation No. 6/2017) and the Code of Ethics (regulation No. 1/2017), which are also based on the general principles of the Academy of Sciences.</p>	
<p>17. Variations in the chronological order of CVs (Code)</p>	<p>++ = <b>fully</b> implemented</p>	<p>The criterion is among those that were rated at nearly 100%; no comments were registered.</p> <p>CzechGlobe, as one of the Institutions of the Academy of Sciences, is governed by Act No. 341/2005 Coll. on Public Research Institutions, which includes a provision for the recruitment of new researchers, and also has its own complementary internal regulation specifying the recruitment procedure for the Institute (regulation No. 4/2015). Furthermore, CzechGlobe relies on the the Career Regulations of GCRI</p>	<p>Not selected for the implementation in the Action plan.</p>

		(regulation No. 6/2017) and the Code of Ethics (regulation No. 1/2017), which are also based on the general principles of the Academy of Sciences.	
18. Recognition of mobility experience (Code)	++ = <b>fully</b> implemented	<p>The indicator showing that the criterion is being successfully met is the multicultural environment of CzechGlobe and the substantial integration of foreign workers. CzechGlobe employs people of more than 20 nationalities, and recently the position of officer for foreign workers has been created. This reflects the importance that CzechGlobe attaches to mobility. Employees are supported and sent out on scientific missions around the world, which they regard as positive and which brings added value to their professional development.</p> <p>Career assessment as part of the Attestation procedure carried out according to the Career Regulations of GCRI (regulation No. 6/2017) also take into account mobility experiences (specific features of attested employees, e.g. family care breaks).</p>	Not selected for the implementation in the Action plan.

19. Recognition of qualifications (Code)	+/- = <b>almost but not fully</b> implemented	Everything is regulated by the documents mentioned above, especially by the Career Regulations of GCRI. However, what is missing is contractual cooperation on PhD programmes with some universities, modified according to the latest legislative changes (in the year 2018), and related agreements concluded between the relevant universities and the Academy of Sciences.	Not selected for the implementation in the Action plan.
20. Seniority (Code)	++ = <b>fully</b> implemented	<p>Employees who expressed their opinion on the given criterion within the survey rated it at 100% and expressed their satisfaction with the implementation of the measures at the level of CzechGlobe.</p> <p>Stipulated especially in the Career Regulations of GCRI (regulation No. 6/2017).</p>	Not selected for the implementation in the Action plan.
21. Postdoctoral appointments (Code)	++ = <b>fully</b> implemented	The outcome of on-line anonymous questionnaire surveys and group interviews, where the surveyed group consisted of PhD students and postdocs, showed that they were aware of what the postdoctoral status entails, but they expressed interest in increasing their opportunities regarding participation in	Not selected for the implementation in the Action plan.

		<p>specialized training and mentoring. Most of the interviewees retroactively evaluated the onboarding process would have welcomed to be more precise. In the case of foreign employees, there was also a request for clear instructions in English.</p> <p>Stipulated especially in the Career Regulations of GCRI (regulation No. 6/2017), also available in English.</p>	
<b>Working Conditions and Social Security</b>			
22. Recognition of the profession	++ = <b>fully</b> implemented	<p>The assessment of this point was established during individual interviews and group workshops. Almost 100% of respondents believe that the recognition of a researcher's profession is not in any discriminatory way linked to the career stage or the researcher's job title. In the associated comments, respondents only reported a problem of increased paperwork requirements for senior workers. but they did not consider this phenomenon to be significant enough to affect their assessment of the recognition of the researcher's profession in CzechGlobe.</p>	Not selected for the implementation in the Action plan.

		Stipulated especially in the Career regulations of GCRI (regulation No. 6/2017), also available in English language.	
23. Research environment	+/- = <b>almost but not fully</b> implemented	Overall, the CzechGlobe research environment was awarded 91%. Although more than half of respondents approached within the HRS4R workshops were fully satisfied with the CzechGlobe research environment, there were other comments concerning technical support for long-distance cooperation. There was unsatisfactory audiovisual equipment for Skype conferences and a lack of space for meetings with external colleagues (whether for remote conferences or for direct meetings at CzechGlobe premises). Some senior workers found the central collection of performance data of individual workplaces rather challenging and too much complex... In this regard, they would appreciate some kind of optimization of reporting processes, where once entered the data could be centrally filtered as needed without the senior workers being burdened with repeated administrative performance.	<p>Action 1: STRATEGY OF THE INSTITUTE AND ORGANIZATIONAL UPDATE IN THE CONTEXT OF HRS4R</p> <p>Action 2: CAREER SUPPORT CENTRE AND CZECHGLOBE COMMUNICATION HUB DEVELOPMENT</p> <p>Action 3: GARDEN OFFICE (GO CzechGlobe)</p> <p>Action 4: CAREER SUPPORT CENTRE ACTIONS</p> <p>Action 7: CZECHGLOBE SCIENTIFIC DATABASE</p>

		<p>The formal regulation of this area is contained in the structure of the internal regulation No. 9/2016 – the Organizational Code of GCRI, valid from 1. 1. 2017, and the specification of the labour-law legislation is embodied in particular in the Working Regulations of GCRI, valid from 2. 1. 2014.</p>	
24. Working conditions	++ = <b>fully</b> implemented	<p>In terms of rating their working conditions, all respondents awarded 100%. Despite overall satisfaction with the working conditions offered by CzechGlobe, some researchers have expressed suggestions for further improvement.</p> <p>Depending on the employees' life situation, there was also a suggestion for setting up a rest area that would provide space for informal meetings (i.e. demarcation of such a relaxation area, including some gaming elements within the CzechGlobe premises or benches in the grounds between the CG buildings).</p> <p>Stipulated in the internal regulation No. 9/2016 – the Organizational Code of GCRI, valid from 1. 1. 2017; specification of the labour-law legislation is embodied in</p>	<p>Action 1: STRATEGY OF THE INSTITUTE AND ORGANIZATIONAL UPDATE IN THE CONTEXT OF HRS4R</p> <p>Action 2: CAREER SUPPORT CENTRE AND CZECHGLOBE COMMUNICATION HUB DEVELOPMENT</p> <p>Action 3: GARDEN OFFICE (GO CzechGlobe)</p> <p>Action 4: CAREER SUPPORT CENTRE ACTIONS</p> <p>Action 5: CZECHGLOBE COMMUNICATION HUB ACTIONS</p> <p>Action 7: CZECHGLOBE SCIENTIFIC DATABASE</p> <p>Action 10: EXTERNAL NETWORKING SPEED UP</p>

		particular in the Working Regulations of GCRI, valid from 2. 1. 2014.	
25. Stability and permanence of employment	+/- = <b>almost but not fully</b> implemented	<p>In the general context of academia (universities and the academy of sciences), some employees suggested that institutional funding should increase, and the others have thought that the employment contracts should be more closely linked to workers' active efforts to support research funding through external resources (grants) - for example, the length of employment contracts should be automatically adapted to the length of the grant awarded.</p> <p>Stipulated mainly in the Working Regulations of GCRI, valid from 2. 1. 2014.</p>	Not selected for the implementation in the Action plan.
26. Funding and salaries	+/- = <b>almost but not fully</b> implemented	The assessment of the fulfilment of this principle within CzechGlobe ranges from 80% to 90%. Comments were made on the salary level, which respondents consider to be lower than in the commercial sector or in foreign workplaces of a similar nature to CzechGlobe. The level of salary is also perceived as being too low for employees' to obtain a mortgage. Apparently, salaries	Not selected for the implementation in the Action plan.



		<p>in CzechGlobe are perceived differently by individual workers.</p> <p>However, among the more important points, there was a comment from international colleagues on insufficient familiarity with the area of rewards (specifically, what they were granted for). Other comments were related to the lack of access to information on the Cultural and Social Needs Fund and the opportunities to use the funds from this specific resource (insufficient support for sports activities). What was positively evaluated was the free provision of vaccination against tick-borne encephalitis.</p> <p>Wage aspects (e.g. the way wages are calculated) are defined in the Director's decision No. 2/2017 (R) – the Decision on Detailed Conditions for Determining Wages in the tariff classification from 1st January 2018.</p>	
27. Gender balance	+/- = <b>almost but not fully</b> implemented	Scientists evaluated the implementation of gender equality measures within CzechGlobe without any major comments. In most cases, participants in group	Not selected for the implementation in the Action plan.

		<p>workshops (scientists) assessed this point at 100% in terms of the fulfilment of this criterion.</p> <p>Stipulated in Czech working legislation and additionally in internal regulation No. 1/2017 – the Code of Ethics. In terms of gender equality, CzechGlobe also signed up to the Antwerp Charter on Gender Sensitive Communication in 2015, and in 2017 we signed the Charter on Gender Sensitive Leadership in Research Institutions and Universities.</p>	
28. Career development	+/- = <b>almost but not fully</b> implemented	<p>Although the application of this principle in CzechGlobe was evaluated on average at 80%, there were considerable differences in responses depending on the career stage. While experienced workers in higher career stages perceive career development opportunities as better (between 90% and 100%), scientists in the early stages of their careers tend to rate it at around 60%. The most frequent comments included the lack of information on career development opportunities, and "insufficient awareness of strategies for PhD students". Respondents say that the number of courses offered should be increased and</p>	<p>Action 1: STRATEGY OF THE INSTITUTE AND ORGANIZATIONAL UPDATE IN THE CONTEXT OF HRS4R</p> <p>Action 2: CAREER SUPPORT CENTRE AND CZECHGLOBE COMMUNICATION HUB DEVELOPMENT</p> <p>Action 4: CAREER SUPPORT CENTRE ACTIONS</p> <p>Action 5: CZECHGLOBE COMMUNICATION HUB ACTIONS</p> <p>Action 6: INTERNAL GRANT SCHEMES DEVELOPMENT AND PILOT CALL FOR PROPOSALS</p>

		<p>demand in terms of the structure of courses offered should be ascertained. Another comment concerned better connection with the university environment (improving opportunities for teaching and supervising students at universities). In this respect, the respondents recommended that CG should create a job position for a contact person who would mediate contacts with the academic sphere and find out what the possibilities are for involving CzechGlobe staff in teaching and preparing a new generation of scientists. Respondents also mentioned that they would appreciate the creation of a job position for a career advisor.</p> <p>What was positively evaluated was the support offered by the CzechGlobe management through the services of Jana Halfarová and the RKO team.</p> <p>Described in internal regulation No. 6/2017 – the Career Regulations of GCRI 2017, valid from 1st December 2017, and particularly in internal regulation No. 2 – Doctoral Studies at GCRC.</p>	
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29. Value of mobility	++ = <b>fully</b> implemented	<p>All respondents agreed on a positive perception of mobility and assessed the implementation of the criterion in CzechGlobe at 100%. There were certain partial comments regarding the recognition of cross-sector mobility, which, in the opinion of some respondents, is generally less valued than international mobility within the research sector. Another comment concerned technical aspects of mobility opportunities at the level of senior workers, expressing the notion that despite the interest in mobility on the senior workers' part, the financial opportunities and support from the employer, a senior worker just does not have enough time to leave the office due to the large volume of work duties (time issues were also mentioned in connection with short-term trips, such as conferences).</p> <p>Career assessment as part of the Attestation procedure carried out according to the Career Regulations of GCRI (regulation No. 6/2017) also take into account mobility experiences (specific features of attested employees, e.g. family care breaks).</p>	Not selected for the implementation in the Action plan.
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30. Access to career advice	+/- = <b>almost but not fully</b> implemented	<p>This criterion is more applicable to the university environment, which “generates” more doctoral graduates than universities can subsequently employ. It seeks to provide a service that will help novice scientists to increase their chances of employment using the knowledge they have acquired during their studies (the career service should focus on identifying additional employment opportunities after the doctoral studies are completed).</p> <p>The survey also revealed that the services of a career advisor in CzechGlobe were missing. However, the question is whether there is a high demand for the practical utilization of such a post.</p> <p>In terms of institutional structure, this is governed by internal regulation No. 9/2016 – the Organizational Code of the GCRI, valid from 1. 1. 2017.</p>	<p>Action 1: STRATEGY OF THE INSTITUTE AND ORGANIZATIONAL UPDATE IN THE CONTEXT OF HRS4R</p> <p>Action 2: CAREER SUPPORT CENTRE AND CZECHGLOBE COMMUNICATION HUB DEVELOPMENT</p>
31. Intellectual Property Rights	-/+ = <b>partially</b> implemented	<p>The IPR (Intellectual Property Rights) subject appears in several criteria. Item no. 31 is a measure on the part of the employer. Therefore, it would be appropriate to include in the plan only the</p>	<p>Action 4: CAREER SUPPORT CENTRE ACTIONS</p> <p>Action 5: CZECHGLOBE COMMUNICATION HUB ACTIONS</p>

		<p>group of activities that are actively provided by CzechGlobe.</p> <p>The approached respondents had the largest knowledge gaps in topics related to the utilization of, and proprietary rights to, research results, as well as in copyright-related topics. In cases where the approached employees were aware of the possibility of patent protection of the research results, they lacked further awareness related to the possibilities of commercialization, or whether the patents which they had been involved in were “somehow further handled”. Some respondents totally lacked awareness of who to contact, should their results be suitable for patent protection.</p> <p>From the Intellectual Property Rights point of view, this issue is regulated in internal regulation No. 7/2011 – the Handling of Intellectual Property, internal regulation No. 3/2011 – the Way to Handle New Results, and internal regulation No. 4/2011 – the Principles of the Patent Policy.</p>	
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32. Co-authorship	+/- = <b>almost but not fully</b> implemented	70% of the group workshop participants expressed 100% satisfaction with the implementation of this requirement at the institutional level. Lower ratings ranged from 70% to 80%. In the comments, the workers pointed out that the information on the issue is available on the intranet, but so far they have had no need to deal with it. From the IPR perspective this issue is regulated in internal regulation No. 7/2011 – the Handling of Intellectual Property, internal regulation No. 3/2011 – the Way of Handling New Results, and internal regulation No. 4/2011 - Principles of the Patent Policy. The ethical aspects of publishing research results are governed by internal regulation No. 1/2017 – the Code of Ethics. This all-academic code is further elaborated and especially extended to all CzechGlobe employees (i.e. not only researchers, but also, for example, technical and administrative staff).	Action 4: CAREER SUPPORT CENTRE ACTIONS  Action 7: CZECHGLOBE SCIENTIFIC DATABASE
33. Teaching	+/- = <b>almost but not fully</b> implemented	More than half of the respondents expressed the opinion that this point is not relevant for CzechGlobe, or that they have no opinion on the topic whatsoever (no point evaluation was given).	Action 9: PhD EDUCATION FOR CZECHGLOBE'S FUTURE

		On the other hand, the employees who did evaluate this point expressed 100% satisfaction with the implementation of these measures at the level of CzechGlobe.	
34. Complaints / appeals	+/- = <b>almost but not fully</b> implemented	<p>Opinions on the issue were mixed within the group workshops – 42% of the evaluations expressed total satisfaction with the criterion and its application in CzechGlobe, 29% did not evaluate it and expressed no opinions or comments on the issue at all, and the remaining 29% rated it between 60% and 80%; no specific criticisms or suggestions for improvement were put forward. Comments were limited to stating that the area of complaints and appeals is a question of the quality of work relations.</p> <p>Stipulated by internal regulation No. 9/2016 – the Organizational Code of the GCRI, valid from 1. 1. 2017.</p>	Action 2: CAREER SUPPORT CENTRE AND CZECHGLOBE COMMUNICATION HUB DEVELOPMENT
35. Participation in decision-making bodies	++ = <b>fully</b> implemented	28% of respondents have no opinion on this issue. The remaining answers rated the topic at 100%, without any additional comments.	Not selected for the implementation in the Action plan.



		Stipulated by Act 341/2005 Coll. on Public Research Institutions.	
<b>Training and Development</b>			
36. Relation with supervisors	++ = <b>fully</b> implemented	<p>Although the rating of the criterion was very high, it is important to emphasize that 70% of the respondents to the online survey included themselves in the group of researchers in the early career stage (i.e. the scientists who are the focus of the requirement). The overall score amounted to 95%.</p> <p>Stipulated by internal regulation No. 9/2016 – the Organizational Code of the GCRI, valid from 1. 1. 2017, and in agreements concluded between CzechGlobe and faculties governing cooperation in joint doctoral programmes.</p>	<p>Action 2: CAREER SUPPORT CENTRE AND CZECHGLOBE COMMUNICATION HUB DEVELOPMENT</p> <p>Action 4: CAREER SUPPORT CENTRE ACTIONS</p>
37. Supervision and managerial duties	+/- = <b>almost but not fully</b> implemented	<p>In the on-line survey, the evaluation of this requirement was lower than for the previous criterion, at 91%. (Here too, however, data can be expected to be skewed due to the respondents structure – as already mentioned, 70% were workers in their early career stage. The variance of evaluations was in the range from 60% to</p>	<p>Action 4: CAREER SUPPORT CENTRE ACTIONS</p> <p>Action 6: INTERNAL GRANT SCHEMES DEVELOPMENT AND PILOT CALL FOR PROPOSALS</p> <p>Action 12: CHALLENGES OF PROJECT FINANCING – DEVELOPMENT AND INTERNALIZATION OF GRANT MANAGEMENT AND ADMINISTRATION SKILLS</p>

		<p>100%, with a concentration around 70-80%).</p> <p>Stipulated by Internal regulation No. 9/2016 – the Organizational Code of the GCRI, valid from 1. 1. 2017, and in agreements concluded between CzechGlobe and faculties governing cooperation in joint doctoral programmes.</p>	
38. Continuing Professional Development	++ = <b>fully</b> implemented	<p>This criterion was rated at almost 100%; no comments on career development options were made.</p> <p>Described in internal regulation No. 6/2017 - Career Regulations of GCRI 2017, valid from 1st December 2017.</p>	<p>Action 4: CAREER SUPPORT CENTRE ACTIONS</p> <p>Action 5: CZECHGLOBE COMMUNICATION HUB ACTIONS</p> <p>Action 6: INTERNAL GRANT SCHEMES DEVELOPMENT AND PILOT CALL FOR PROPOSALS</p> <p>Action 10: EXTERNAL NETWORKING SPEED UP</p>
39. Access to research training and continuous development	++ = <b>fully</b> implemented	<p>Also in this area, the requirement of the Charter was evaluated very positively by CzechGlobe employees. The vast majority of evaluations were 100%; the only recommendation in this group concerned better organization regarding the distribution of information. No further recommendations were made by the employees. One group of workers (novice scientists) perceived that CG meets the</p>	<p>Action 4: CAREER SUPPORT CENTRE ACTIONS</p> <p>Action 5: CZECHGLOBE COMMUNICATION HUB ACTIONS</p> <p>Action 6: INTERNAL GRANT SCHEMES DEVELOPMENT AND PILOT CALL FOR PROPOSALS</p> <p>Action 9: PhD EDUCATION FOR CZECHGLOBE'S FUTURE</p>

		<p>criterion at 50% and recommended a better search of current educational needs.</p> <p>Described in internal regulation No. 6/2017 - Career Regulations of GCRI 2017, valid from 1st December 2017.</p>	Action 12: CHALLENGES OF PROJECT FINANCING – DEVELOPMENT AND INTERNALIZATION OF GRANT MANAGEMENT AND ADMINISTRATION SKILLS
40. Supervision	+/- = <b>almost but not fully</b> implemented	<p>Opinions on this criterion varied considerably among the respondents; while more than half of the respondents (60%) awarded it 100% in terms of meeting the requirement within the institution without any further comments, the remaining 40% of respondents rated it at around 50%. The comments from the latter group were rather general in nature and again emphasized the workload of senior workers, resulting in "neglect of the duties towards the PhD students that were entrusted to them". Furthermore, they mentioned that it is necessary precisely to determine the person who would "provide advice on their growth within CzechGlobe". Another comment stated that it was essential for "doctoral students and foreign workers to be introduced to the rights and obligations associated with their work performance".</p>	Not selected for the implementation in the Action plan.

		<p>The main requirements for individual research positions are described in internal regulation No. 6/2017 – the Career Regulations of GCRI 2017, valid from 1st December 2017. Partial aspects are described in internal regulation No. 2 – Doctoral Studies at GCRC, and further within the framework of agreements concluded by CzechGlobe and faculties regulating cooperation in joint doctoral programmes and supervising PhD students.</p>	
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