

GAP Analysis

Project: HR Excellence in Research of University Pardubice

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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: ++ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented -- = insufficiently implemented</p>	<p>In case of --, -/+, or +/-, please indicate the actual "gap" between the principle and the current practice in your organisation. If relevant, list any national/regional legislation or organisational regulation currently impeding implementation</p>	<p>Initiatives undertaken and/or suggestions for improvement:</p>
<h3>Ethical and Professional Aspects</h3>			
<p>1. Research freedom</p>	<p>+/+</p>	<p>None.</p>	<p>The University of Pardubice will not propose any specific actions in this field during the implementation stage.</p>
<p>2. Ethical principles</p>	<p>+/+</p>	<p>None. The analysis did not show any weakness, however, the UPa considers this topic important.</p>	<p>The UPa will not propose any specific actions in this field during the implementation stage. It will strengthen the awareness of DSP (Distance Study Programmes) students and new ARS (Academic and Research Staff) in particular in matters of research ethics and include more significantly the basic values and ethical principles of R&D&I (Research, Development and Innovations) work in their adaptation process.</p>
<p>3. Professional responsibility</p>	<p>+/+</p>	<p>None. The analysis did not show any weakness, however, the UPa considers this topic important.</p>	<p>The UPa will not propose any specific actions in this field during the implementation stage. It will keep knowledge in these areas up-to-date for both new and existing employees.</p>

4. Professional attitude	+/-	The questionnaire survey showed that awareness of strategic intentions is relatively low. Those who are informed about this issue largely identify with the strategic goals of UPa in their research area.	We will raise awareness of UPa strategic plans in the relevant research areas and improve the way they are presented. The UPa will set up a mechanism ensuring better awareness of the methodology of implementation of R&D&I projects.
5. Contractual and legal obligations	+/+	None. The analysis did not show any weakness, however, the UPa considers this topic important.	The UPa will not propose any specific actions in this field during the implementation stage. It will ensure the continuity of systematic training and familiarisation with the relevant documents and existing internal UPa standards, which are regularly updated in accordance with the applicable higher legislation.
6. Accountability	+/+	None.	The UPa will not propose any specific actions in this field during the implementation stage.
7. Good practice in research	+/+	None. The analysis did not show any weakness, however, the UPa considers this topic important.	The UPa will not propose any specific actions in this field during the implementation stage. We will continue to regularly train employees, including online training (e.g. with the use of Moodle systems and the training module). Greater attention will be paid in this area to DSP students and novice ARS.
8. Dissemination, exploitation of results	-/+	The creation of a university-wide concept for the dissemination and use of R&D&I results has not yet been formulated, and the approach to this issue differs at individual faculties with regard to branch differences in the nature of R&D&I outputs.	The UPa will formulate a university-wide framework of basic principles for the dissemination and use of R&D&I results in accordance with the requirements of the principles of "open science" and with respect to the branch specifics of R&D&I activities. The university will increase the awareness among ARS in the field of open access and open science, which is relatively new in the Czech scientific environment. We will create effective tools for fulfilling the principles of open science, although this activity is significantly dependent on the publishing policy of individual publishers of scientific journals or

			book publishers and the related financial costs that determine the fulfilment of the "open access" condition.
9. Public engagement	+/-	The UPa has a functional R&D&I popularisation system. There is a lack of more precise coordination of the flow of information and a system to motivate ARs to participate effectively in popularizing their own R&D&I results with the public.	<p>The UPa will make more effective use of tools used to popularize the most important R&D&I results, especially towards the public, using available media tools.</p> <p>The UPa will create a system of coordination of popularisation activities of university-wide and faculty nature, including the specification of the relationship between target groups and the used media tools.</p> <p>The UPa will support and motivate popularisation activities so that the creative capacity of the most productive R&D&I staff is not burdened.</p> <p>Popularisation activities will be taken into account in the individual career plan while maintaining the dominant weight of the actual basic or applied research.</p>
10. Non-discrimination	+/-	The basic legislative framework ensuring the prevention of all forms of discrimination exists, but there is little information on the procedures for dealing with complaints and initiatives.	<p>The UPa will continue to pay attention to the situation.</p> <p>We will focus on raising awareness of the values it respects and intends to uphold as a higher education institution, the tools and procedures that can be used to combat possible discrimination, and help to those who feel insecure or at risk in the area.</p>
11. Evaluation/ appraisal systems	+/-	The current evaluation system at the UPa is functional and takes into account the individual results of ARs in the main activities. However, there is no comprehensive university-wide framework that would set out the main principles of evaluation and its priorities, while leaving sufficient room for consideration of branch specifics at the faculty level.	<p>The UPa will create a comprehensive framework to set out the main principles of ARs evaluation and its priorities.</p> <p>The University will provide sufficient space to take into account branch specifics at the faculty level, take into account the course of fulfilling the requirements set out in the individual development plan of the AS and use the existing internal information system (HAP-pi) to evaluate the academic staff.</p> <p>The UPa will create support tools for managers so that the implementation of the evaluation process is not administratively demanding for them.</p>
Recruitment and Selection			



12. Recruitment	+/-	<p>The recruitment process of new staff is carried out in accordance with the applicable legislation and respects the basic principles of the Code of Conduct for the Recruitment of Researchers.</p> <p>The university-wide Wage and Human Resources department provides basic procedural and technical support for hiring new employees.</p> <p>Decision-making powers in personnel matters, including the implementation of recruitment, fall within the competence of the Deans.</p>	<p>The UPa will formulate a framework document, the application of which will guarantee that, according to the Rules of Selection Procedures (SP Rules) for filling vacant academic staff positions, the process of recruiting new staff will take place similarly with all analogous scientific positions.</p> <p>Selection procedures for ARS will be announced in Czech and English so that it is not discriminatory against applicants from abroad and is open to them transparently.</p> <p>As part of the information system, which will help unify the recruitment process across the University, the "Selection Procedures" module will be implemented to ensure that all legal and non-discriminatory elements of the procedure are complied with. The methodological and coordinating role of WD (Wage Department) and HR (Human Resources) manager will be specified, with emphasis on support in organized tenders and recruitment, especially with regard to unification of rules across the University, compliance with legal requirements and the Charter and Code and centrally managed records and ensuring follow-up adaptation processes.</p>
13. Recruitment (Code)	+/-	The UPa considers it necessary to ensure that internally set recruitment processes are achieved in accordance with the Charter and the Code.	The UPa will ensure the concept of publishing ARS recruitment on advertising portals suitable for recruiting quality R&D&I employees (e.g. Euraxes).
14. Selection (Code)	+/-	The Rules of Selection Procedures do not stipulate a requirement for gender balance in the selection committee.	The UPa will embody the requirement for gender balance of the selection committee in the Rules of the Selection Procedure.
15. Transparency (Code)	+/-	The UPa considers it necessary to ensure compliance with the Charter and the Code in this area as well.	As part of the selection procedure, it will provide feedback so that, after the end of the selection procedure, the candidates for the respective positions are acquainted with the strengths and weaknesses of their candidacy. We will propose a control and support mechanism to ensure that advertisements for the demanded positions contain the necessary information and requirements, taking into account non-discrimination issues.



16. Judging merit (Code)	+/+	None.	The UPa will not propose any specific actions in this field during the implementation stage.
17. Variations in the chronological order of CVs (Code)	+/+	None. While not explicitly provided for in detail by any regulation, this principle is naturally taken into account during the SP for ARS.	The UPa will not propose any specific actions in this field during the implementation stage.
18. Recognition of mobility experience (Code)	+/+	None.	The UPa will not propose any specific actions in this field during the implementation stage.
19. Recognition of qualifications (Code)	+/+	None.	The UPa will not propose any specific actions in this field during the implementation stage.
20. Seniority (Code)	+/+	None.	The UPa will not propose any specific actions in this field during the implementation stage.
21. Postdoctoral appointments (Code)	+/-	The UPa has not clearly defined the position of novice ARS in postdoctoral positions and their further career development is not planned.	As part of the new setup of the adaptation process at the UPa, one part will focus on the adaptation and more intensive support of these novice ARS.
Working Conditions and Social Security			
22. Recognition of the profession	+/+	None.	The UPa will not propose any specific actions in this field during the implementation stage.
23. Research environment	+/+	None.	The UPa will not propose any specific actions in this field during the implementation stage.



24. Working conditions	+/-	<p>None.</p> <p>The analysis did not show any weakness.</p> <p>The UPa sufficiently covers this issue, both systemically, legislatively and operationally.</p> <p>The possibilities of more intensive use of sabbatical leave are complicated at some faculties by difficult substitutability in lessons or responsibilities in projects.</p>	<p>At the faculty level, the possibilities and plan for the implementation of sabbatical leave will be developed for those ARs who meet the set conditions for its implementation.</p>
25. Stability and permanence of employment	+/-	<p>A significant number of the ARS has a fixed-term employment contract, mainly in the positions of lecturer and senior lecturer, or novice ARS. The possibility of obtaining a contract for an indefinite period has an incentive character; this change is conditioned by achieving quality results in scientific and pedagogical activities. These conditions vary from faculty to faculty and are not enshrined in individual development plans. Such a situation can create a feeling of existential insecurity, especially for novice ARS.</p>	<p>The creation of a system of individual employee development plan will contribute to higher efficiency and incentive function of fixed-term employment contracts for the benefit of the individual's professional growth, especially in the initial phase of his/her scientific and pedagogical work. The ARS will have accurate information on the reasons for concluding a fixed-term employment contract already within the adaptation process.</p> <p>Logistic support from the WD and HR manager will be provided to managers in this area.</p>
26. Funding and salaries	-/+	<p>In the context of the Czech Republic, the wage and incentive system for ARS is set up well at the UPa.</p> <p>However, in the amount of remuneration, the UPa has not been competitive with foreign institutions operating in the western part of the EU for a long time. This disproportion is also reflected in the case of new research centres recently established in the Czech Republic and in relation to regional education in the Czech Republic where there has been a significant increase in salaries. This situation mainly affects novice ARS and the building of their long-term scientific career at universities.</p>	<p>The UPa will raise awareness of the salary system, criteria and conditions of remuneration and incentive tools introduced at a specific faculty and workplace.</p> <p>The University will use available resources to gradually systematically increase the wage level (with emphasis on qualitative remuneration criteria) in order to create a competitive environment for ARS from the western part of the EU and from economically developed non-European countries.</p> <p>It will improve the financial evaluation system for scientifically extremely efficient novice ARS.</p>



27. Gender balance	+/-	<p>None.</p> <p>The UPa pays significant attention to the issue of maintaining a gender-balanced environment. The issue of the representation of women and men at all levels of employment and management structures is regularly monitored and statistically evaluated. At some faculties and their organizational components, depending on the specifics of the sciences pursued, either women (for example, the Faculty of Health Studies) or men (faculties of technical specialization) naturally predominate at all levels.</p>	<p>This issue was also (based on long-term exact data submitted) addressed by the International Evaluation Panel in the cyclical five-year evaluation of science and research at the UPa in September 2020. The conclusions of this evaluation survey will be taken into account in preparing strategic long-term maintenance of the representative UPa gender balance and documents for period 2021+. The fulfilment of these strategies will be verified in detail within the next five-year evaluation cycle of UPa R&D&I activities.</p>
28. Career development	+/-	<p>The needs in the field of pedagogical and further vocational education of ARS are continuously identified at the level of faculties. There is no university-wide framework for these procedures. There is no basic methodological support available to managers on the one hand, nor to employees on the other. There is no comprehensive system of career education, within which an individual development plan for further career growth would be agreed with the employees through the manager.</p>	<p>The creation of a system of plans for individual development of employees will contribute to higher efficiency and incentive function of fixed-term employment contracts for the benefit of the individual's professional growth, especially in the initial phase of his scientific and pedagogical work. The ARS will have accurate information on the reasons for concluding a fixed-term employment contract already within the adaptation process. Logistic support from the WD and HR manager will be provided to managers.</p>
29. Value of mobility	+/-	<p>While the analysis in this area does not indicate significant disparities, the UPa considers it necessary to significantly increase the weight of international scientific mobilities (especially the long-term ones). This is an important element in the AS individual development plan.</p>	<p>The UPa will not propose any special actions in this field in the implementation stage as a separate activity will be devoted to this issue within the implementation of the Internationalization Action Plan, the implementation of which will be analysed by the subsequent "Monitoring Internationalization of Czech Higher Education" (MICHE).</p> <p>This issue was also (based on long-term exact data presented) addressed by the International Evaluation Panel within the cyclical five-year evaluation of science and research at the UPa in</p>

			September 2020. The conclusions of this evaluation survey will be taken into account in the preparation of the UPa strategic documents for 2021+. The fulfilment of these strategies will be examined in detail within the next five-year evaluation cycle of the UPa R&D&I activities.
30. Access to career advice	+/-	There is a possibility of access to professional advice, but it is not clearly specified or coordinated.	The UPa will raise the level of awareness of available counselling services to employees and DSP students. It will extend career counselling and support of the Career Centre and HR manager to potential applicants and young ARS.
31. Intellectual Property Rights	+/+	None. The analysis did not show any weakness, however, the UPa considers this topic important.	The UPa will not propose any specific actions in this field during the implementation stage. The University will raise the awareness of ARS, especially DSP students and new ARS, regarding research ethics and legal protection. The University will strengthen the basic values and ethical principles of R&D&I work, including the protection of intellectual property rights and copyright, in the adaptation process of new ARS.
32. Co-authorship	+/+	None. The analysis did not show any weakness, however, the UPa considers this topic important.	The UPa will not propose any specific actions in this field during the implementation stage. We will strengthen the awareness and knowledge of ARS, especially DSP students and new ARS, on issues of research ethics and co-authoring practices. It will include this issue in the adaptation process of novice ARS.
33. Teaching	-/+	Excessive requirements for higher teaching activity may be the cause of restrictive conditions for the development of scientific activity in some workplaces, especially in the case of novice ARS.	The University will ensure a balance of the scope of pedagogical, creative and research activities at individual faculties with regard to the functional classification of particular ARS. In direct teaching, we will make better use of the potential of researchers with extraordinary results of basic or applied research and joint teaching for several study programmes if the curricula allow it.

			<p>As part of the adaptation process, we will introduce systematic training of novice ARS to manage key competencies that are new to them.</p> <p>To facilitate the management of teaching activities, it will implement a regularly functioning system of training in new procedures and aids for teaching as well as scientific research and project activities (ICT systems, tools for distance learning - MOODle, etc.).</p>
34. Complains/ appeals	+/-	<p>The procedures for filing and handling complaints at UPa are set up both legislatively and organizationally.</p> <p>The analysis confirmed a relatively high level of confidence in the possibility of a sufficient investigation of a possible complaint, to varying degrees at individual faculties. However, the procedural details, i.e. where specifically to file a possible complaint and how the subsequent investigation will take place, are not sufficiently known.</p>	<p>The UPa will raise awareness of the processes and place where a complaint can be made.</p>
35. Participation in decision-making bodies	-/+	<p>As regards participation in decision-making bodies, the UPa is in accordance with applicable legislation and the provisions of the Charter and the Code. The problem arising from the analysis and the questionnaire survey concerns the fact that researchers explicitly employed only to perform R&D&I activities in project teams do not become members of the academic community de jure and do not have the right to participate in decision-making processes through elected academic senates (they do not have the right to vote or to be elected). This problem affects individual faculties to varying degrees.</p>	<p>The UPa will focus on supporting internal communication and setting up such tools that will help raise awareness among employees regarding the possibilities of providing feedback and participating in the management and development of activities at the UPa.</p> <p>It is highly desirable that researchers who make a significant contribution to the development of the UPa through their scientific work be represented in the relevant information, advisory and decision-making bodies of the relevant departments so that they can defend and promote their individual and collective interests at a professional level and effectively contribute to activities of these departments. An analysis of the situation in individual parts of the University (the level of representation of academic staff in the total number of ARS) will be carried out and a solution will be proposed in accordance with this point of the Charter.</p>



Training and Development			
36. Relation with supervisors	+/-	Regular communication and the provision of professional feedback are not structured, they are carried out only according to the conditions of a specific team and workplace.	Implementation of methodological support for regular communication between manager and employee. Support for the introduction of a mentoring system for DSP students and postdoctoral staff. Significant methodological involvement and support of the WD and HR manager in adaptation processes, career planning and to help managers and employees in this area.
37. Supervision and managerial duties	+/-	The system of evaluation, supervision and management of novice ARS is organized at the level of faculties. There is no university-wide strategy.	The UPa will create a university-wide framework for a system of regular employee evaluation and two-way feedback. We will support the introduction of a mentoring system for DSP students and postdocs. We will make more intensive use of the already established university-wide information system HAP-pi, which provides comprehensive data for AS evaluation. We will use data warehouses to create faculty evaluation models.
38. Continuing Professional Development	+/-	The training of UPa employees takes place to a sufficient extent, but it is not systematically organized in accordance with career planning.	The UPa will create a system for regular development of key competencies of ARS coordinated with the plan of individual development of employees and providing more space for novice ARS. It will create a plan for strengthening managerial skills in those ARS who are newly taking up managerial positions, taking into account the specifics of individual levels of management (management of scientific teams, departments, institutes, faculties, University). We will create an offer of individual development of long-term managers and employees attending in the DSP mentoring system to students and novice ARs, with regard to the abilities and skills already acquired and the specifics of their professional activities. We will make more effective use of the already existing HAP-pi information system and the UPa Education Portal.
39. Access to research training and continuous development	+/-	The education and training system is available at the UPa, but is not coordinated with	As part of systematic educational activities supporting the individual development of ARS, we will define and offer topics



		<p>individual employee development plans and department needs. The level of skills achieved and their contribution to department development are not regularly evaluated.</p>	<p>needed for larger groups of ARS and coordinate these activities with plans for individual development of employees. It will include DSP students and novice ARS from various research groups in the possibility to use the UPa educational offer in accordance with their planned further development and the recommendation of a trainer or mentor.</p> <p>The University will offer a relevant training program for managers and mentors.</p> <p>The UPa will incorporate educational activities into the adaptation process of new ARs, leading to their faster involvement in the work environment.</p> <p>As part of this adaptation process, a set of training and educational activities will be created (depending on the needs of the specific position that the employee will perform), which the new employee will complete during the probationary period. Their course will be consulted with the manager evaluating the course of the adaptation process.</p>
40. Supervision	+/-	<p>Legislative and operational conditions for the performance of work duties are well set at the UPa.</p> <p>The transfer of experience and various forms of mentoring among experienced staff (leaders of scientific teams, trainers, etc.) and young ARS work naturally, taking into account the field specifics of individual faculties. The UPa does not have a comprehensive framework for mentoring activities and their time schedule.</p>	<p>The UPa will design a university-wide framework and verify a functional mentoring system for DSP students and novice ARS. The university will take this activity into account in their individual development plans.</p>

