Important message to institutions:

Site Visits: All HRS4R in-house audits planned for 2021 and the foreseeable future in 2022 will be conducted remotely with the consent of the host institution. Should your institution be at renewal stage, once you submit your self-assessment online via the e-tool, the EC will be in contact with you to set a date for the remote visit together with a panel of independent experts. Should the institution prefer a classic on-site visit, the audit will be postponed. Meanwhile, institutions involved in the process can continue using the HR Excellence in research award.

GAP Analysis (Charter and Code Checklist)

Case number: 2020CZ548069
Name Organisation under review: Veterinary Research Institute
Organisation's contact details: Hudcova 296/70, Brno, 62100
Date endorsement charter and code: 05/08/2020

GAP Analysis overview

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

- **Status** : to what extent does this organisation meet the following principles?

- **Implementation (++ , +/- , -/+, --)** :
  - ++ fully implemented
  - +/- almost but not fully implemented
  - -/+ partially implemented
  - -- insufficiently implemented

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

- **Implementation impediments** : If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.

- **Initiatives undertaken/new proposals** : If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

Status

Ethical and Professional Aspects

Status

1. Research freedom

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	The questionnaire survey shows that 77% of respondents confirm sufficient freedom for their research at the VRI. Before the questionnaire survey, the research freedom was not defined in internal rules of the institution and the updated the Code of Ethics above the frame of the research freedom was lacking. A clear definition of the required principles and expected behavior from the site of both research workers and administrative staff was lacking.	Research activities of the institute are undertaken through international and national research projects, which are funded from particular grants and they support by their orientation major fields of the Institute's activity in the branch, and the purpose established for this. Research activity is fully supported by the legislative frame and VRI internal regulations. The legislative frame of activity of a public research institution is governed by law No. 341/2005.Coll. on public research institutions. Ethical aspects are further adjusted by internal regulation of the Institute which is the Code of Ethics of the VRI employees. Initiatives undertaken The definition and characteristics of research freedom perception is newly determined in Article 2 of the updated Code of Ethics of the VRI. Complex update VRI Code of Ethics. was finished.

2. Ethical principles

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	The questionnaire survey shows that 70% of respondents confirm that the Ethical principles and their observation are sufficiently defined at the VRI. A clear definition of the required principles and expected behavior from the site of research workers and other employees and enforcement of such a defined ethical approach is lacking. The employees' comments showed the necessity of a clear delineation of consequences following non-observance of these principles and a procedure for resolving a suspicion that the ethical principles were infringed.	Initiatives undertaken Definition and characterization of ethical principles are newly defined in the updated Code of Ethics of the VRI employees, coming into force since 1.1.2021. The need to define the procedures for the solution of particular cases of breaching was also considered. Newly were defined the Labour Principles and solution of cases of breaching principles defined in the VRI Employment Rules which was established as a completely new internal regulation coming in force in 1.1.2021. The VRI Organization Rules were updated, in which the activity of the Ethical Commission and its link to the Ethical Rules of VRI were defined. Suggestions for improvement Publishing documents on a publicly available site, available to all employees, and to carry out their familiarization on a regular basis. Get familiar with the new employee with the Ethical principles, cooperation, the required behaviour and the Code of Ethics. Creation of an electronic site above the frame of the already established confidence box for collection of suggestions for improvement and notification of incidents and suspicions of offences. Support of current education in this field in the form of suitable tools (e-learning training, lecture, meeting, articles connected with the topics of Ethics and principles of their support.

Status

3. Professional responsibility

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The questionnaire survey showed the need to define the Principle of responsibility with regard to the protection of intellectual property, delimit requirements for publication authorship, stop plagiarism, and support the research ethics and the form of result publishing.	The issue of Professional responsibility is adjusted by internal regulations of the VRI, especially by the VRI Code of Ethics and internal regulation of the System of intellectual property protection. To support obtaining of new projects and for the commercialization of research results, the Centre for technology transfer and project support has been established, which coordinates the activities connected with authorship and intellectual property. Initiatives undertaken The chapters on the Principles of research activity and the Principles of publishing the research results have been added to the VRI Code of Ethics. The section adjusting the Authorship and co-authorship in a publication has been updated, and within the Code of Ethics, the field of intellectual property protection and determination of basic duties including infringement of authorship and plagiarism has been amended. Suggestions for improvement Include the principle of professional responsibility into the newly created Guide book of good research practice at the VRI and familiarize all research workers. Update the internal guideline of the System of intellectual property protection.

Status

4. Professional attitude

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	The analysis shows that 78% of respondents confirm in the field of professional approach, that the setting of a research task and way of its guidance and financing in a research group or a team is fully comprehensible. The goals of the set projects are known as well as the procedure for their implementation in relation to the heads – research worker.	Initiatives undertaken In the updated Organizational manual of the VRI, major competencies and responsibilities of heads of departments, heads of catalog activities, and heads of research teams are clearly defined. The relationships among individual managerial units are described. Suggestions for improvement In connection with a very important and key area of project management, the methodology for identification of projects risks will be prepared and the system of project management at the VRI will be described including the standardized approaches within the whole project cycle, responsibilities and competencies will be determined. The prepared methodology will be followed by training project managers and research workers in the good practice of project management.

5. Contractual and legal obligations

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Familiarising with contractual and legal duties is fully in accordance with the Charter and Code requirements Nearly 90% of all respondents mentioned in the questionnaire survey that are informed about work conditions in the workplace, rules of safe work, work procedures, and internal regulations of the institution. The rules for work activities are clearly defined by the internal structure of the VRI.	Familiarising is carried out via electronic communication for all employees as regards issuing of new internal regulations or their upgrading with reference to the saved internal documents in shared data storage. Information about updating new documents is provided regularly at managerial meetings. Particular information is provided out in the organizational units and the leaders are fully responsible and prove to inform of workers by the signature of the familiarised workers. The newly issued Employment Rules that came in force in 1.1.2021 also regulates labor law obligations of employees. This was designed as a new VRI internal regulation. CTT-PP has been established for the support of the commercialization of outcomes of the research activities and coordination of project activity. Suggestions for improvement A simplified process for information and submission of documents and internal regulation would be of help. Creation of uniform size and a logical arrangement of all documents into individual entities. Creation of "Intranet" and a transparent division for simplified searching. Within the adaptation cycle of a new employee, clear definition of key internal regulations to get familiar. Each employee should be able to find the needed information. Greater emphasis should be placed on methodology and a transparent description of individual processes and steps in the form of manuals of electronic procedures saved on the Intranet. Optimization of the shared data storage for saving internal regulations and procedures. Translation of all basic and key internal regulations of the institute into English. Computerization of the whole process would substantially enhance the effectiveness of information sharing.

Status

6. Accountability

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Responsibility in the sense of effective financial management and treatment of financial means in relation to the partners, contractors and private sector. The questionnaire survey showed that 60% of respondents stated that the financial management of the entrusted means is sufficiently described at the VRI. On the other hand, 40% does not perceive the process as sufficiently described and actively promoted.	Initiatives undertaken In October 2020, new guideline "Protection of personal data" according to GDPR rules was created and approved, and the deliberate and standard protection of personal data was described. The Law No. 341/2005 Coll. On public research institutions directs an effective treatment with financial means. A regular internal audit monitoring the risks and drawbacks in the management of economic and organizational flows in the Institute is carried out in connection with the control of financial means. An external independent audit of financial management is carried out each year. Suggestions for improvement In connection with implementation of item 4 "Professional attitude", financial management of projects will be described in the Analysis of risks of the project cycle and in the methodology of project management at the VRI. At the same time, in connection with item 3 "Professional responsibility", an effective financial management and its definition in the Handbook of good practice in research at the VRI should be considered.

Status

7. Good practice in research

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Safety rules at work have been settled, work procedures were defined, procedures within the personal data protection and confidential data protection were described. The rules of work safety were settled including health protection and health ability for work execution. The questionnaire survey showed that 94% of respondents mentioned that safe work conditions are secured, as well as health protection and safe work procedures. Only 6% of respondents described the conditions for research activities as insufficient.	Initiatives undertaken Currently the Methodology for Security of safety protection ICT at the VRI has been submitted for publication and offering information to all employees. In the Methodology, data protection and work with information technologies are resolved. Suggestions for improvement Consideration of better availability of information on validity of training in the field of labour-law matters, personal data protection and general data protection, training of the first aid etc. Creation of a uniform registration of terms for terminated trainings and their distribution towards the heads and individual employees. Consideration of other ways of legislation trainings (the use of e-learning methods or on-line education). Preparation of information and translation of key internal regulations into English. Directives: VP01/2020 Election decree of the VRI Board VP03/2021 Organization Rules VP04/2021 Code of Ethics of VRI employees VP05/2021 Employment Rules VP06/2017 Internal Salary Scale of VRI Career System of VRI Possible consequent strategic procedures arising from the implementation of the HRS4R strategy (Education system, Assessment of work performance, Adaptation of new employees, Handbook for employees etc.).

Status

8. Dissemination, exploitation of results

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	In the dissemination and exploitation of results, the questionnaire survey and employee feedback showed that 86% of respondents consider the dissemination and publishing of the research results to be transparent. Their presentation and sharing are carried out. Only 14% of respondents think that dissemination and the use of results are not sufficiently applied.	The list of publications has been published and a presentation of the outcomes of research activities is carried out. The list of fields in which we offer consultancy in an agricultural area with the offer of activities and services that we can realize as a specialized workplace in the form of supplier relation or contractual cooperation was published on the website in the form of an information booklet. Suggestions for improvement Elaboration of methodology for dissemination of the basic research outcomes. Support of VaV and promote the activity using suitable marketing tools, targeting different groups in the form of suitable processing of information. The use of social media. Creation of marketing strategy for the VRI, including promotion of results, support of other educational activities, organization of short video shots from the workplace. More transparent websites not only for the public, collaborates but also for job applicants. Creation of online presentation of activities in different research departments.

9. Public engagement

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Within the questionnaire survey, the respondents were asked in the form of an open question about proposals and comments on „How to increase publicity and popularization of research results?" and „How to sell our work and present our activities to the public?" Concerning a large number of comments and completions from the employees in the field of „Public engagement", this area was identified as -/+ partially implemented with a possibility of further development. Comments and shared ideas from the employees form the basis for formulations of new procedures and implementation of partial activities within the Action plan.	The internal conception of science and research popularization does not exist. Individual activities are carried out as well as the implementation of educational activities in the form of conferences and the VRI FEST workshops. Contributions to specialized periodicals and publications. Suggestions for improvement Consideration of establishment of a workgroup for preparation of a complex system of science and research marketing at the VRI. It is necessary to strengthen the notion about the VRI, and activities that the Institute can offer. Design of a marketing strategy for the support and popularisation of results of the creative activities. Identification of opportunities and strengths of the development in this field and formulation of particular steps to support these activities. Collaboration with media and communication means. Execution of education cycles in the field of training effective communication, collaboration with media, and presentation skills. Arrangement of promotional activity in the Institute to support presentations of research activities. How to popularize research results and present them in an efficient and suitable form. Creation of the strategy for research results commercialization. Formation of a year plan of support and promotion of the VRI activities. Publishing the activities sufficiently in advance on the determined sites with targeted publicity. Proposals for graphic design and the contents of the institutional websites.

Status

10. Non discrimination

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The question in the questionnaire survey „Have you ever met any form of discrimination at the VRI?" was answered by 62% of the respondents that they did not. The other 38% of respondents experienced discrimination at the VRI in some form. With regard to a significant number of negative assessments from the site of the employees in the field of „Non-discrimination ", this area was identified as an area -/+ partially implemented with possible further development.	Initiatives undertaken The rules concerning any form of discrimination are newly adjusted in the upgraded Code of Ethics of the VRI employees and the Employment Rules, which determine the rights and obligations of employees and managers. For the needs of ethical incidents, the rules and procedures were described for the establishment of the Ethical Commission, which will discuss the reported cases of infringement and the way of solution of the cases when the principles of correct behavior were violated. The Ethical Commission was included in the VRI Organization Rules as one of the new advisory boards of the director that will operate as needed for consideration of individual cases. Directives VP 03/2021 The VRI Organization Rules VP 05/2021 The VRI Employment Rules VP 04/2021 The VRI Code of Ethics Suggestions for improvement Include the internal regulations adjusting non-discrimination into the basic regulation for familiarization within the adaptation cycle of new employees. Observation of the non-discrimination principles in the notion of employees and a regular popularization of the issue getting them informed with the expected form of action.

11. Evaluation/ appraisal systems

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-- insufficiently impleme…	In reaction of the respondents to the question „What form has the appraisal of your work or research activity?", 51% of respondents stated that a comprehensive system of appraisal and feedback to work activity, and the determined objectives and tasks for the subsequent period including their development are not sufficiently implemented. Moreover, an individual evaluation is not carried out systematically and regularly according to beforehand determined criteria. 43% of respondents determined the appraisal system as irregular feedback, but sufficient, made in situations when it is needed. Only 6% of respondents mentioned that a systematic evaluation of their activities is performed. Regarding the above, the area is identified as insufficiently implemented with the need for systematic development. The connection between development, appraisal of work activity, and quality of the obtained objectives is lacking – feedback from work and team satisfaction of a research worker or other employee. Support of career development and raising of potentially key employees for the following period including mentoring the key employees for promotion of their own grant activity is lacking.	The assessment of the workgroups is carried out based on the results of research and publication activities. The system of assessment does not consider individual aspects and duties of a research worker. Initiatives undertaken Directives Career Structure of VRI Suggestions for improvement Implementation of a systematic evaluation (self-evaluation and evaluation of a manager one level above) of the heads and managers in the form of yearly evaluation of their work, research, and managerial competencies with a suggestion of performance objectives for the following period and with developmental needs in the fields of soft skills, managerial abilities, and leadership. In the evaluation, emphasis will be placed on the support of research teams, individual mentoring of key employees to support their publication and grant activities. Implementation of systematic appraisal of work performance (self-appraisal and appraisal of a superior/head of a research group) of research workers and other employees in the form of yearly evaluation of research soft abilities with the proposal of performance goals for the following period and a possible suggestion and definition of developmental needs. In the evaluation, emphasis will be placed on the support of research activities and individual mentoring of key employees to support publication, research, and grant activities. Definition of the database of performance indices and the performance standard of research workers and the quality of scientific and research results. Definition of the tools for evaluation of employees. Creation of methodology and instructions to support the evaluation system. Connection of the evaluation system with the VRI Career rules.

Status

Recruitment and Selection - please be aware that the items listed here correspond with the Charter and Code. In addition, your organisation also needs to complete the checklist on Open, Transparent and Merit-based Recruitment included in a separate section, which focuses on the operationalization of these principles.

12. Recruitment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Based on an objective assessment of general principles, standards, and requirements for recruitment, the respondents were asked „Do you know the rules and procedures of the recruitment of new employees at the VRI?". Of the total number of 115 participants, 55% of them stated that a determined and described process of selection of new employees is lacking. The other 45% of respondents consider the filling of posts as comprehensible and well described. At present, the binding methodology or Code for the selection of new research and other employees is not formed. The current recruitment is arranged by the Human Resources Department, which is the warrant of an objective and equal selection of workers, nevertheless, the above-mentioned methodology and enforcement of promotion of uniform procedures within the whole organization is lacking.	Initiatives undertaken The action of acceptance of new employees and labour law requirements conclusion of labour law relationship are newly defined in the emerging document Conditions of Employment of the VRI, where the process of acceptance of new employee is described in detail. For a structured filling of positions, a form has been created, which is the basis for the creation of labour advertisement, labour offers and communication with applicants. The recruitment of employees, advertisement of vacancies and the course of the selection procedure are in accordance with the requirements for OTM-R with the endeavour to implement these procedures into common practice. The structure and the graphics for the advertisement of a position have been upgraded. Suggestions for improvement Formation of the uniform methodology of the OTM-R system of obtaining and selection of research workers and other employees according to the principles of open and transparent recruitment.

Status

13. Recruitment (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Because of the lacking methodology of recruitment, the described procedures how the recruitment should be carried out in order to be open are missing. There is a need to clearly define the steps in the selection and the work with the candidates so that a comparable approach to all applicant for a position was maintained. At present, we do not sufficiently use the elements for an up-to-date HR marketing, promotion of work position and us as an ordering party in connection with selection of applicants. The offer of vacancies is in the internal carrier section badly accessible, the way of publication is complicated, as well as updating of advertisements. The communication at advertising in IT systems is problematic and is not easily accessible and attractive for the applicants. The tools for addressing the broad group of external labour market (labour portals, social media, etc.). It is necessary for the future to be able to work even with internal candidates, employees who search for new work possibilities (finishing projects with contracts of employment).	Initiatives undertaken Within the formation of the new internal regulation Conditions of Employment, the labor law conditions of employees including the procedures in the selection of new employees were described. The Conditions of Employment came into force on 1.1.2021 and will be obligatory for all employees. A new standardized form "Proposal for filling a position" was created and advertisement was unified and amended by the OTM-R requirements. Suggestions for improvement The creation of a uniform OTM-R methodology and the following system of adaptation of the newly accepted employees would help with their more effective orientation in the workplace and will speed up their integration into the work team. More effective accessibility of advertisement and the use of effective tools for the VRI presentation; support of advertising of suitable job offers on external labor portals including EURAXESS, RESEARCH GATE.

Status

14. Selection (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	In the questionnaire survey, the respondents most often mentioned as a key factor for selecting the professionalism and practice of an applicant including his ability to work and integrate into the team. Good team synergy is very important for colleagues. All the work positions prepared to be filled should be announced as public, accessible with sufficient possibility to react to the offer. A clearly described process is lacking, including the responsibilities of the engaged persons. The tools for the assessment and searching for a suitable candidate are not used. The defined role and activity of the selection committee is lacking, it is necessary to determine clear rules for the support of an objective assessment of a candidate and formulate an independent opinion.	Initiatives undertaken Suggestions for improvement Creation of a uniform OTM-R methodology, where the process of candidate selection will be described as well as the activity of the selection committee and the rules for the work with the candidates.

15. Transparency (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	According to the views of the respondent in the questionnaire survey, the selection of candidates is for job positions is transparent and fair. Of the total number of 115 participants, most, i.e. 85% confirmed the transparency of selection. The rest of 15% does not consider the selection of the most suitable candidate as sufficiently transparent and significant.	Human Resources Department centrally arranges the selection process. Individual parts of the recruitment process are in accordance with up-to-date methods of human resources management. With regard to the fact that the process was always centralized and major steps in the whole process are guaranteed and conducted by the responsible worker of the Human Resources management. Thus, there was no need to create a methodology for persons who only participate in the selection process. Suggestions for improvement The process of fair and transparent recruitment will be in compliance with the newly created OTM-R methodology. Such created methodology for both internal and external candidates will be published and place on public and available sites. Individual competences will be defined. Creation of an information section for all persons interested in a job at the VRI, answer to FAQ, description of basic procedures for candidates. An important thing from the viewpoint transparent and fair process is communication and giving information to the candidates about the state of selection and answering of possible questions about the selection process.

Status

16. Judging merit (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Human Resources Department centrally arranges the selection process. Individual parts of the recruitment process are in accordance with up-to-date methods of human resources management. About the fact that the process was always centralized and major steps in the whole process are guaranteed and conducted by the responsible worker of the Human Resources management. Thus, there was no need to create a methodology for persons who only participate in the selection process. Suggestions for improvement The process of fair and transparent recruitment will be in compliance with the newly created OTM-R methodology. Such created methodology for both internal and external candidates will be published and placed on public and available sites. Individual competencies will be defined. Creation of an information section for all persons interested in a job at the VRI, answer to FAQ, description of basic procedures for candidates. An important thing from the viewpoint transparent and fair process is communication and giving information to the candidates about the state of selection and answering possible questions about the selection process.	A standardized template of requirements for filling a vacancy was created as well as a unified form of advertisement, which tries to meet the requirements of OTM-R. Suggestions for improvement Within the recruitment, creation of instructions or examples of good practice for an objective assessment of the candidate's competencies. Creation of a manual for the assessment of the requirements in the position concerned within individual candidates.

Status

17. Variations in the chronological order of CVs (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	A clearly described methodology and recommendations for work with candidates, studying and working with the obtained materials, and working with the basic data for candidates' assessment are lacking. It is necessary to defined competencies and major responsibilities including the defined steps (evaluating criteria) within the selection process. It is necessary to describe how to objectively examine and assess previous career interruption, non-standard sequence, and course of carriers so that misinterpretation or groundless negative assumption could not happen at a candidate evaluation.	The process of justified and transparent recruitment will be in accordance with the newly created OTM-R methodology. The requirements of individual work places for the candidates, internal regulations, and operational regulations in individual workplaces will be taken into account. Suggestions for improvement For an objective assessment, creation within the frame of information sections for recruitment a manual for the candidate assessment – ways of his presentation and testing of his declared knowledge. How to consider the scientific and research activities and taking into consideration his practice connected with the requirements for a position, using of the principles for a behavioural interview. Possible sharing of a model matrix for the consideration of the assessment criteria of a candidate for the purpose of comparison and formulation of an objective and final selection.

Status

18. Recognition of mobility experience (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The questionnaire survey within open questions repeatedly showed that mobility as an important element and parameter was taken into consideration at the formation of suitable research teams, which brings the needed aspect of variability and other views on the way of work and thinking, tests the habits and entrenched manners within the institution. Mobility and especially the international opportunities are in the case of research workers important parameters, and in case of engagement in a particular project, it is necessary to consider the conditions given by the support provider. The importance of mobility must be always considered in the context of a position, and the intention of the headthe of department in communication and specialized characteristics.	Suggestions for improvement The parameters of mobility take into consideration as an independent chapter within the new methodology of justified and transparent recruitment based on OTM-R. Definition of key aspects and support of mobility parameters as one of the factors for selection and filling particular job positions.

19. Recognition of qualifications (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	It is necessary to differentiate between two basic conceptions – recognition of special qualification (it means qualification for execution certain profession) and recognition of special education (with the evidence of accomplished education). The recognition of special qualifications is focused on the assessment of the knowledge and abilities of a particular person. These knowledge and abilities can be supported with a document on formal qualification (education and preparation), but can also be supported with a document about the factual performance of a given activity or with another document. Academic recognition is characterized by a detailed comparison of the study plans, the result of which is than decision whether education obtained abroad is equal to the education offered in the Czech Republic.	Recognition of the obtained education such as recognition of a diploma, qualifications, or parts of study programs of one (national or foreign) educational institution by another educational institution. "Nostrification" is a process of recognition of a foreign university education (or its part) and qualification, which is equal to education obtained in the Czech Republic and is fully under the competence of the Ministry of Education, Youth and Sports of the Czech Republic (MŠMT ČR). Their legal requirements and procedures determined by a decree are obligatory for all state and public institutions in the Czech Republic. Recognition of foreign workers is given by the decree of the MŠMT ČR. The area of recognition of qualifications including the assessment and evaluation of professional qualifications, especially in the case of international and job mobility, will be incorporated in the newly created OTM-R standards for researchers.

Status

20. Seniority (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The questionnaire survey and open questions from the site of employees confirmed that the most important are the required qualifications of all registered applicants, the practice of the candidates, and possibly other successive and extended knowledge. The obtained length of practice but also permanent interest in education and development are the key evaluating criteria at a candidate consideration.	Suggestions for improvement Definition of key and decisive parameters for the assessment of specialized aspects and requirements for a candidate within the new methodology of justified and transparent recruitment based on OTM-R.

21. Postdoctoral appointments (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The national legislation does not know the term "Postdoc", which means all research workers have an equal position. At VRI, a corresponding term is an assistant professor with a doctor's degree Ph.D. Within the current personal policy, new positions are created or the vacancies are filled with young people having university education who are involved in research teams and solutions of particular research projects. Job positions are predominantly offered to the verified "talents", who in these workplaces made practical training within the doctoral study program or they elaborated there their doctoral thesis. It is possible to create postdoc positions through developmental projects financed exclusively from the funds of the European Union, structural funds means from the providers of purpose support, and projects financed from the means of the Ministry of Education, Youth and Sports of the Czech Republic and other possible providers. The requirement of specific appeals of project support providers is that the postdoc positions are filled based on the selection procedure; we meet these requirements and make advertisements for the selection procedures.	Job title and position of research workers are generally described only in the Career system of VRI research workers. The "Postdoc" position is not defined within the valid procedures above the frame of a senior research worker. Within the systemization of work positions, the "Postdoc" position is not explicitly defined. To motivate further scientific development, the Bonus system has been elaborated at VRI. Besides postdocs, who were accepted within the EU projects, requirements for postdocs including their duties and requirements for professional development are not clearly defined. Suggestions for improvement In the internal Wage tariff, it is possible to consider the categories of Research workers based on the Euraxess and consider the category R2 "recognized researcher" which corresponds to the "postdoc" position. Preparation for this group the procedures for onboarding, adaptation programs, and the Career System. Consequently, preparation of the concept for supervision of young research workers at the VRI.

Working Conditions and Social Security

Status

22. Recognition of the profession

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	From the questionnaire survey, it is unambiguously apparent that within the section work conditions and social background, there is an area of professional recognition; it means the activity of research work is the key element and a supported principle at the VRI. It gives a true picture of the major mission of our institute to support and carry out scientific and research activity as a major activity of the Institute. The questionnaire survey confirmed the agreement of work background and good research conditions for work activities.	Initiatives undertaken During 2020, the system Home-office for the employees was designed so that it could be possible maximally consider the necessity to work at home as a quarantine provision, but also adjust the work time in the workplace and allot tasks according to their priorities for a possible home office. The employees gladly accepted this system. In this area, we will not suggest any other basic steps for the support of activities.

23. Research environment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The questionnaire survey concerning the research/work environment with the question "Do you have corresponding work conditions for performance of your work position?" revealed that of the total of 115 participants, most i.e. 94% confirmed satisfactory conditions for research activity. Thus, we can state that the area fully responds to the fulfillment of this principle.	Within items 3 and 6, a manual Good Research Practice Guideline (GRPG) will be created which will support good research practice at the VRI. In this area, we will not suggest any other basic steps for the support of activities.

Status

24. Working conditions

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The questionnaire survey concerning the research/work environment with the question "Do you have corresponding work conditions for performance of your work position?" revealed that of the total of 115 participants, most i.e. 94% confirmed satisfactory conditions for work activities. Thus, we can state that the area fully responds to the fulfillment of this principle.	Initiatives undertaken By the end of 2020, updating of the key internal VRI regulations, such as the Code of Ethics and Organization Rules were conducted and the new internal regulation Employment Rules was created, which defines the required rights and duties of employees at the workplace and describes work conditions. Within the collective bargaining, an agreement was concluded between the collective organ and the employer which is valid since 1.1.2021 for 5 years. In this period, the VRI pledged to observe and promote good work conditions for all employees and intends to support further development of work conditions for employees in the field of personal work, health protection, work safety, and social conditions such as flexible work time, part-time work, possible home-office, conditions for taking care of family members, etc. In this area, we will not suggest any other basic steps for the support of activities.

25. Stability and permanence of employment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	Employment stability is in the link to the period and length of the concluded employment relationship depending on the classification of a particular worker to a particular position related to particular research /work activities. Work activities are financed from the means of project support or from institutional means. Into what extent is possible to fix the employment relationship of certain workers depends on the rate of financial support of particular activities and financial evaluation of these workers. The VRI Career System generally determines the term „permanent staff"and delimits the conditions and extent to which the employment relationship can be fixed. The Legal System and Labour Law clearly define by legislation the work conditions and possibilities to conclude employment relationship with indeterminate duration and temporary employment as well as the conditions of their change.	Initiatives undertaken Within the internal procedures, an exception was negotiated and modification in conclusions of contracts for temporary employment was determined with regard to research projects financed from the means of grant project support. The possibility of repeated participation in a research project for the time of project duration is set up differently, based on the current legislation, and better responds to the needs of a research institution to offer the possibility of participation in research financed from project support. The approach of equal treatment to all employees regardless of the length and duration of employment is supported, with regard to drawing benefits and work conditions. Suggestions for improvement Updating of the internal Wage Tariff and the Career System with regard to the support of relevant financial, working, evaluating, and career conditions to increase motivation and stabilization of employees including their repeated interest in extending the employment relationship at the VRI.

26. Funding and salaries

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The questionnaire survey revealed, based on the views of the respondents and in connection to financing/wages and the question of whether they have a just reward for their activities, that of the total number of 115 participants, 68% confirmed a sufficient remuneration for the activity performed. The rest of 38% of respondents do not consider the remuneration as just and sufficient. The results show, that this field partially corresponds with the fulfillment of this principle. National legislation determines the minimum wage and the VTI Internal Wage Tariff determines the salary scales and work categorization into these scales. The increase of minimum wage results in a constant shift of the lowest scales and a constant decrease of wage differences regardless of the extent and difficulty of the work performed. Many of the respondents feel insufficient financial evaluation, which is a justified but a society-wide problem. Above the frame of a direct financial motivation, the employees were asked about other non-financial benefits which are at the VRI considered as key benefits and should be maintained or possibly introduced.	The non-financial benefits which are most frequently mentioned by the employees in the survey are as follows: meal vouchers or financial contribution for lunch, contribution to a supplementary pension, the introduction of a motivation system for the work performed, benefit multisport card – contribution to sports. The other includes sick days, high-quality meals and better choice in the canteen, reward for obtaining an order, rest areas in the institute grounds, friendly and trim environment within the institute area; consideration of the possibility of supporting activities in the area. Suggestions for improvement Upgrading of the VRI Internal Wage Tariff, Career System, and Bonus Regulation concerning the support of individual groups of employees. Consideration of indirect (non-financial) factors of motivation based on the current possibilities of the institute. Maintaining and motivation of research workers who are at present in middle salary scales (young and the new research workers) and their financial and career stabilization are key factors for the future orientation of the institute. Measures: periodicity (once a year), assessment of publicly available statistics in which the mean salaries in individual categories of research workers under comparable conditions, and institutional orientation in the Czech Republic are reported. Finding a possible difference to gradually decrease this difference. Creation of an information site informing about possible and current benefits for different groups of employees, possibilities of their using (electronic)

Status

27. Gender balance

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	Based on the opinion of the respondents in connection to a balance between gender and as a response to the question "Does the VRI enforce sufficiently the policy of equal opportunities? we found that of the total number of 115 participants, most of them i.e. 74% confirmed the interest and support of equal opportunities. On the contrary, 26% of respondents do not feel support in this area and feel that there are reserves in its enforcement and fulfillment. Therefore, we can say, based on the results, that this area in great part corresponds to the fulfillment of this principle.	Within the support of equal opportunities and enforcement of this principle in internal regulations of VRI, the Code of Ethics was updated, and Employment Rules were published where the principle of non-discrimination was determined as well as equal treatment in all areas of the work and research environment. A clear determination of these values as a principle, which is enforced within the VRI, was not in the past anywhere stipulated and was not implemented into the internal regulations. Suggestions for improvement Delimitation and definition of these values as expected behavioral standards of each employee is necessary to support continuously in the form of regular communication and emphasize in the form of developmental activities, training, and communication campaigns within the VRI activities. For the adaptation of new employees, it is desirable to include these principles in a new handbook for employees as a required form of behavior within work activities.

28. Career development

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The questionnaire survey showed that 80% of the respondents consider the approach to education and professional development as a sufficiently supported field. The respondents feel sufficient support from the site of their heads for their professional development and think they have enough opportunities for the intensification of their specialized knowledge and skills. Regardless of good evaluation from the site of the respondents, it is necessary to further develop this area and implement stable tools for systematic development of professional and career planning. Due to opportunities for further efficiency improvement, this area can be considered as an area -/+ which means partially implemented. At present, the tools are not available so that the employees could themselves have an influence or plan their professional development and support their education on a systematic and current basis. A limited budget for educational activities and insufficient monitoring of individual and group activities is an obstacle.	Education and development is a supported activity from the site of the VRI management for whom is the development of employees important for further orientation and future of the whole institute. The mangers and heads support both individual and group requirements from the site of employees as concerns their participation in conferences, workshops and educational programmes including self-education and internal developmental activities such as internal seminars, lectures, consultancy, support of students including pedagogic activities. Legal requirement for specialized development of education are fully respected and observed (certification, professional qualification) Suggestions for improvement Identification of key areas for development of employees using suitable tools. These can be ensured by group educational activities, supporting of integrity and building a team cooperation within individual departments and units. Designing a plan of educational activities for a calendar year, supporting the offers of educational activities, and management of employees using a sustainable and continuous way. Elaboration of a systematic career development for the employees (developmental plans). Obtaining mentors and consultants for further development and career support, consultancy and and personal development of research workers.

Status

29. Value of mobility

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	A questionnaire survey concerning the respondent's view about mobility and response to the question of whether they consider foreign mobility important for your career and professional growth showed that of the total number of 115 participants, 78% consider this area important for their professional development and career growth. The use in the competitiveness and sustainability of the current trend in sharing knowledge and good practice support is also important. The rest of 22% of respondents do not consider this area as important for their work. The results revealed that this area is an important opportunity for support of activities and the establishment of teams and specialized/developmental incubators. At present, mobility is not included in the monitored indicators of professional competence of a research worker. The strategy of placing research workers in the partner research workplaces has not been elaborated, networking is not systematically described and supported. The possibility and extent of mobility within individual workplaces are not sufficiently communicated and presented.	Suggestions for improvement Support of the area of mobility and evaluate it with valid tools as one of the key competencies for the development and professional growth of a research worker. Support of mobility and networking in key employees and including mobility into the internal regulations of the VRI as one of the key competencies of a research worker.

Status

30. Access to career advice

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The questionnaire survey showed that 76% of the respondents consider access to expert advice within professional development and career planning as an important area of support and perceive it as needed. The respondents feel from the site of their heads sufficient support for enhancement of their professional development and feel sufficient opportunities for enhancement of their specialized knowledge and skills. Regardless of a high rate evaluation from the site of the respondents, it is necessary to further develop this area and implement stable tools for systematic development of professional and career planning. Therefore the mentioned area should be considered as the area -/+, partially implemented, about the possibilities for further increase inefficiency.	At present, this is not arranged systematically and in a coordinated way. It is carried out according to the individual needs of an employee through the Human Resources Department or as an individual meeting with employees/ the target group. Suggestions for improvement Particular possibilities should be mentioned in the manual for new employees, the offer of activities should be considered or the area of professional development should be described with the offer of extending activities at specific sites (intranet – HR section, the area of planning and management of the development – consultancy, the area of job seeking, personal marketing in the field of recruitment)

Status

31. Intellectual Property Rights

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	In the sphere of Intellectual property rights, the respondents were asked whether they consider the system of intellectual property in research as correctly settled. The survey shows that more than half (58%) of the respondents are satisfied with the level of current setting and the level of support. Further development in this field and implementation of stable tools for the support of intellectual property rights are needed.	The area of basic obligations for the protection of intellectual property was newly added to the VRI Code of Ethics. Suggestions for improvement Updating of the directive the System of intellectual property protection. Including this field in the new GDRP manual (Good Research Practice); supports this field. Revision of the remuneration system for the performance of VaV activities and the results of applied research; updating of the correspondent internal regulations. The elaborated GDRP document will be followed by training in the field of intellectual property protection (internal workshop).

32. Co-authorship

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	In the field of co-authorship and infringement of copyright, the respondents were asked whether they registered infringement of copyright at the VRI. The answers revealed that 80% of respondents did not experience infringement of copyright at the VRI. The field of co-authorship is sufficiently treated.	Updating of the VRI Code of Ethics has been carried out; co-authorship is defined in the section Authorship and co-authorship of a publication. Suggestions for improvement Updating of the directive System of intellectual property protection. Including the co-authorship into the new manual GDRP (Good Research Practice); support of this field. The elaborated GDRP document will be followed by training in the field of intellectual property protection (internal workshop)

Status

33. Teaching

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	68 % of the respondents mentioned the support of pedagogical and presentation activities (section Teaching) as an important need of educational programs in the fields of presentational and tutorship skills, work with a group, preparation for teaching. The need for education is identified by the field of further development in the form of targeted and continuous enhancement of knowledge and skills.	Pedagogical activity is considered a part of the professional activity of research workers. Suggestions for improvement Integration of the development of educational and presentation skills into the System of education of research workers, take into consideration the identification and the need for development in the systematic evaluation of an employee.

34. Complains/ appeals

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	To the question „Are at the VRI introduced sufficient possibilities to discuss complaints or to solve offenses and conflicts?", the respondents stated that there are not sufficient tools in the field of complaints discussion. The field is partially implemented; the tools for the support and better possibilities for complaints discussion will be designed. To discuss the complaints, a "box of confidence" has been established where the employees can send complaints in the form of notification. The complaints and appeals can be at the same time discussed according to the valid rules of the Collective Agreement and can be sent for a solution to the Union organization or the Head, Human Resources Department, or director of the institute.	The complaints and possibilities of their discussion and solving have been newly amended in the internal regulations: updating of the Code of Ethics and VRI Organization Rules effective as of 1.1.2021, was carried out when the Commission's activity was emphasized including its operation in discussing the complaints and appeals. Other advisory boards of the director were determined including their activities and responsibilities. Suggestions for improvement The procedure for solving complaints and case of infringement will now be possible to discuss through the Ethical commission which will be set up and nominated by the director according to the internal rules and above mentioned internal regulations. The procedure for solving complaints is now determined in the Collective agreement and Working regulations.

Status

35. Participation in decision-making bodies

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Based on the assessment of the VRI internal regulations, the conditions for participation in decision-making bodies have been defined properly.	In the updated internal regulations effective as of 1.1.2021 (Organization Rules, Code of Ethics, Employment Rules) is this area sufficiently defined and solves particular conditions for participation in other organs and subjects in connection with work performance and research activities for the VRI. The conditions for performing a function are also amended in the VRI Rules of Procedure and Election Decree. Suggestions for improvement No other steps will be proposed or implemented in this area.

Training and Development

Status

36. Relation with supervisors

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-- insufficiently impleme…	In a questionnaire survey, 64% of respondents stated that they have not elaborated a systematic individual plan of development and determination of goals for a certain period. Only 8% of respondents answered that the development is systematically planned. The obtained results and connected comments show the need to describe the process and offer a systematic approach to planning possibilities of the developmental needs. The reports about work activities, continuous reports about orientation and adaptation, especially in new employees, are also important areas that should be systematically elaborated and introduced into current practice.	Evaluation of employees is carried out individually according to the type of work activity and the determined goals. Evaluation is conducted based on a particular need, most often in the form of a non-structured discussion between the employee and the head. Suggestions for improvement Standardized and formalized process of employees evaluation. Setting up of the process of the adaptation cycle in a new employee (adaptation plan).

Status

37. Supervision and managerial duties

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	From the standpoint of duties connected with supervision and managing that are offered to the employees from the site of the heads, the results showed that 65% of employees confirmed the interest from their heads in initial training, supervision, and subsequent development, especially in the new employees. This area is partly fulfilled with sufficient space for systematic work, predominantly in the area of supervision of work performance and development of the supervised employees.	At present, a standardized process of evaluation of the employees is not carried out on a regular basis. A systematic and linked adaptation cycle with relevant supervision has not been introduced yet. Suggestions for improvement Strengthening the capabilities of the heads in the field of motivation, evaluation, and management of employees in the form of developmental activities (supervision and managerial abilities) The setting of the system of internal mentoring or training in the determined areas Coaching as an independent developmental tool Practice sharing - networking

Status

38. Continuing Professional Development

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The questionnaire survey and repeated respondents' expressions revealed that education and professional development were not systematically planned as concerns individual needs of each employee. On the other hand, the interest in education and professional development is supported from the site of the heads, and possible participation or nomination for a particular developmental activity is in justifiable cases approved. Continuous identification of educational needs and the creation of an offer for employees for the planned development and training is lacking. It would be suitable to describe systematically the process and offer information on education and professional development in the institute.	At present, especially the legislation training in the form of individual or group action in connection with the fulfillment of legal requirements (technical courses, qualification for performance of an activity or operation a mechanism or apparatus) are carried out. The questionnaire survey enabled to the identification of major developmental areas for planning further education. Suggestions for improvement Creation of an offer of internal and external educational activities. Creation of a structure of obligatory and other educational activities. Optimization of technical and legal courses and creating a strategy for the education of the VRI employees. Definition of competencies of a research worker. Reflection of the above mentioned into the evaluating and developmental plans.

39. Access to research training and continuous development

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The questionnaire survey showed in the field of continuous education an apparent interest in the use of information technologies and a more efficient work with particular applications, outputs, and reports creation. Requirements in the field of project management are understandable for continuous development due to the orientation of research work and the system of grant applications for this activity. Systematic education in the field of project management, which will cover the whole project cycle, was a very desirable field for possible planning of educational activities. In the field of soft-skills, it is possible to divide the developmental activities into two major fields – inter-institutional communication and support of institutional culture and common cooperation including the building of team cooperation and the fields of development of the heads from the standpoint of support of their competences, motivation, and evaluation towards the employees. Development in other monitored fields includes especially ethics, presentation of research results, intellectual property protection, mobility, GDPR, the safety of information technologies, anti-discrimination and anti-corruption activities. The training are not centrally coordinated and registered. Career development and further education are not systematically supported.	Suggestions for improvement To consider the implementation of novel ways of development (on-line education in case that standard methods cannot be used (workshops, team actions), support of online education, e-learning, web-learning Systematic records of educational activities, monitoring of the history of employees development – monitoring of exploitability of education.

Status

40. Supervision

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	In the questionnaire survey, 74% of respondents replied that within their work performance they could approach the contact person, ask for any assistance or advice from a supervisor or a research worker who helped them with orientation in the new workplace, or with an explanation of internal procedures. The other 26% of respondents mentioned insufficient support, especially in the beginning. The internal structure of a department and particular ways of cooperation and links between work teams gives sufficient freedom to pay attention individually to new workers.	Organizational structure and division of managerial competences are determined by the internal regulation Organization Rules; work conditions including the rights and obligations and obligations of the heads and employees are directed by the VRI Employment Rules. Suggestions for improvement The manual of adaptation with contacts to the important workplace. Elaboration of adaptation plan and its cycle. Contact persons within adaptation. Introduction of mentoring to specific subjects for the employees. Definition of the list of internal mentors and guarantees for specialized fields who can be the contact persons.