



Institute of Animal Physiology and Genetics CAS

HR EXCELLENCE IN RESEARCH

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

No. Principle	Implementation: + = fully implemented +/- = almost but not fully implemented -/+ = partially implemented -- = insufficiently implemented	Status: to what extent does this organisation meet the following principles? 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.	Initiatives undertaken and/or suggestions for improvement



<p>1. Research freedom</p> <p>Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices.</p> <p>Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.</p>	<p>+/-</p>	<p>GAP: The outcomes from the discussion of the wider Working Group suggest that the only limitations to their research freedom that our researcher perceive are the limited finances allocated to research projects.</p> <p>Originally, a need for stronger support from the grant team was identified. After thorough analysis, SC and WG identified that apart from increasing team FTE (already increased), the researchers are not entirely familiar with current system possibilities.</p> <p>Current state of play:</p> <p>The Institute follows its primary mission, which is in line with C&C principle and which we have defined as “to conduct research, which aims to advance developments in scientific knowledge at a national and international level”.</p> <p>Multi-source funding is partly based on a contribution from the CAS. However, researchers at IAPG heavily depend on competitive research funding, and are sometimes hesitant to apply for the grants due to the relatively low success rate and high administrative burden with application preparation, not sure whether their project will qualify under the relevant grant.</p>	<p>Based on the finding out a meeting of representatives of the grant team and representatives of researchers will be organized.</p> <p>Subsequent Actions: 13+14</p>
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<p>2. Ethical principles</p> <p>Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.</p>	<p>+/-</p>	<p>GAP: We have ascertained that the gap now lies in the fact that not all researchers are fully acquainted with the wording of the latest version of the Institute's Code of Ethics.</p> <p>Current state of play: The IAPG accepted the Code of Ethics for Researchers of the Czech Academy of Sciences (https://1url.cz/wz4wd).</p> <p>Beside valid Code of Ethics of CAS, the renewed CODE of Ethics of IAPG was approved with respect to specifics of IAPG extending the previous one.</p>	<p>All IAPG employees will acknowledge new Code of Ethics by e-mail.</p> <p>Link to Code of Ethics will be included among other links on one, well-arranged site on our intranet page. Newly hired colleagues will be informed about this web page within the frame of newly prepared Adaptation programme (part of Welcome Office). Whenever these respective documents will be updated, the acknowledgements by signing will be renewed.</p> <p>Subsequent Actions: 11+12</p>
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<p>3. Professional responsibility</p> <p>Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere.</p> <p>They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted.</p> <p>Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.</p>	<p>+/-</p>	<p>GAP: Research novelty and originality is ensured via financing of projects evaluated by independent science foundation bodies/agencies.</p> <p>However, the topic of professional responsibility, namely how to avoid plagiarism, has not yet been addressed at IAPG by any internal regulation or by introducing any internal measures.</p> <p>Current state of play:</p> <p>The Institute is subject to general CAS regulations, which specify that a Committee for Scientific Integrity is established in order to “deal with general questions of ethics of scientific work and with significant breaches of this ethics”.</p> <p>The Committee’s status and the execution of its responsibilities are specified by the statutes approved by the Council for Sciences“ (Statutes of the CAS, art. 42), The Institute of Animal Physiology and Genetics has adopted the Code of Ethics of the CAS.</p> <p>In recent history, there have been no disputes over plagiarism at IAPG.</p>	<p>Under the newly adopted IAPG Code of Ethics, a Committee of Ethics will be established. The process is described in the Code of Ethics.</p> <p>There will be clearly communicated that both newcomers and long-staying researchers can contact the HR department in case of doubt (including plagiarism). HR department will forward the complaint to the Committee of Ethics.</p> <p>Subsequent Actions:</p> <p>12</p>
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<p>4. Professional attitude</p> <p>Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided.</p> <p>They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.</p>	<p>+/-</p>	<p>GAP:</p> <p>There was a gap identified that an announced contact point is missing. Based on Steering Committee discussion, there was pointed that Heads of laboratories should be the right contact point. However, part of them do not have enough information.</p> <p>HR Development Strategy is missing.</p> <p>Current state of play:</p> <p>The IAPG Strategy must be created in line with the CAS regulations and its own development strategy, documents that are amended every five years. This main IAPG strategy is the essential basis for preparing the HR Development Strategy, which the Institute still lacks.</p> <p>Financial operations must agree with legislation in force as well as internal documents and regulations of particular project providers.</p>	<p>We suppose that Documents audit, translation of identified documents, and search engine establishment will Heads of laboratories help a lot for easier orientation.</p> <p>This topic will be communicated and emphasized on one of the Heads of laboratories meeting. who will provide them the information.</p> <p>HR Development Strategy is will be issued.</p> <p>Subsequent Actions: 8+9+10+16+21</p>
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<p>5. Contractual and legal obligations Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc.) as set out in the terms and conditions of the contract or equivalent document.</p>	<p>+/-</p>	<p>GAP: The Contractual and legal documents are not stored in a structured way in one on line Researchers' knowledge of these documents varies. Some documents have not yet been translated into English.</p> <p>Current state of play: Internal regulations on working conditions are published on the intranet of IAPG. However, at present, some internal documents either do not exist or are difficult to locate and, in some cases, the English translation is missing. The IAPG also operates within the Czech legal framework published on the CAS website (https://1url.cz/4z4pz) and a policy to deal with potential conflicts of interest. Regulations concerning intellectual property rights are comprehensively published on the intranet of the Technology Transfer Office of the CAS (https://1url.cz/dz4pK). Researchers can acquaint themselves with the requirements and conditions of grant providers which are included in tender documentation. Regulations dealing with intellectual property rights are available on IAPG intranet as well as on the intranet of the Technology Transfer Office of the CAS (https://1url.cz/dz4pK). Researchers agree and acknowledge requirements as specified in project documentation and rules of project providers/donors.</p>	<p>There will be an audit of all the documents that are concerned with the national, sectoral or institutional regulations governing training and/or working conditions. We will make a list of these documents and, if needed, we will supplement it. The translations of these documents will be made available. The current employees will be informed about the list of documents they must be acquainted with and they shall confirm their knowledge of the documents by their signature. The newcomers will be acquainted with these documents as part of the Adaptation Programme. The IT Department of the IAPG will establish a new search engine to all institutional documents and regulations, which will be available in Czech and English in one unique location on the IAPG intranet.</p> <p>Subsequent Actions: 8+9+10+16+21</p>
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<p>6. Accountability</p> <p>Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees.</p> <p>Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.</p>	<p>+</p>	<p>Current state of play:</p> <p>The CAS is an organisational body of the Czech Republic and its activities are funded by the national budget (Art.1 of the Statutes of the CAS). The IAPG therefore emphasises efficient use of financial resources at its disposal. The internal regulation on awarding public procurements is followed for procuring material and services, while striving for the most efficient, economical and effective use of public funds in accordance with applicable legislation (https://www.uohs.cz/en/legislation/public-procurement.html). All economic records and are registered electronically and entries relevant for accountable financial management are available on-line in the internal application verso.</p> <p>Based on legislation in force IAPG carries obligatorily annual external audit via external audit company. Annual IAPG report obligatorily contains financial accounting and as such is openly announced</p> <p>Depending on the needs of individual projects, project providers/donors, CAS founder and state administration external audits/inspections are also carried out by external auditors.</p> <p>IAPG financing and budgeting from public sources is and must be entirely based on national legislative reflected in internal IAPG regulations. IAPG has clearly defined processes of account approvals</p>	<p>No specific direct actions are required.</p>
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		<p>associated with 3E principle (effectivity, economy, efficiency) stressing the efficient use of available financial funds.</p> <p>Researchers are aware of the fact that they use in research public means and thus behaves accordingly.</p>	
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<p>7. Good practice in research</p> <p>Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.</p>	<p>+/-</p>	<p>GAP: The certifications of working security-training courses is not centralized.</p> <p>National legislation dealing with confidential data/information is not published on IAPG's websites.</p> <p>Current state of play:</p> <p>Researchers are employed in accordance with Czech legislation regarding research funding and the protection of intellectual property. Employment is also associated with IAPG internal regulations, namely Organisational regulations, the Code of practice and the IAPG Code of Ethics. All IAPG employees acknowledge and accordingly signed GDPR principles.</p>	<p>The individual working security-training special protocols issued by Heads of laboratories will be deposited in HR department.</p> <p>National legislation dealing with confidential data/information security will be available on intranet.</p> <p>Subsequent Actions: 8+9+10+16</p>
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<p>8. Dissemination, exploitation of results</p> <p>All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.</p>	<p style="text-align: center;">+</p>	<p>Current state of play:</p> <p>The external and internal evaluation system (attestation) directly encourages researchers to disseminate research results. The IAPG co-operates closely with universities and public institutions, especially in the field of nature and landscape protection.</p> <p>The Institute has a rich publishing activity of scientific results. Selected research results are marketed in co-operation with applied research partners. The IAPG co-operates with commercial entities, especially in the field of biomedicine.</p> <p>Publications of IAPG researches are available in public databases of scientific information – ASEP, PubMed, WoS, and Scopus.</p> <p>IAPG has extended motivation system supporting publication activities and its quality via financial rewards to IAPG authors.</p>	<p>No specific direct actions are required.</p>
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<p>9. Public engagement</p> <p>Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.</p>	<p style="text-align: center;">+</p>	<p>Current state of play:</p> <p>The Students are engaged in Open Science Project. The aim of the popularising exhibitions held by the Czech Academy of Sciences is to provide the public with an insight into the science and research in an unusual way.</p> <p>Researchers of the IAPG are well aware of the necessity to nurture talent from a young age, which is why they engage in a number of popularising activities aimed at children.</p> <p>Most of IAPG departments conduct broad PR activities: in addition to department websites IAPG maintain social media profiles, e.g. Facebook, actively cooperate with events for general public – e.g. Open days, Science festivals, etc.</p>	<p>No specific direct actions are required.</p>
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<p>10. Non discrimination Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.</p>	<p style="text-align: center;">+</p>	<p>Current state of play: The IAPG operates in accordance with the Labour Code Act No. 262/2006 Coll. (Equal treatment, non-discrimination and consequences of breaches of rights and obligations). Thus, the IAPG and funders of researchers with whom the Institute collaborates do not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.</p>	<p>Principle is fully implemented. In addition, the position of “mediator” will be established to ensure that each employee can complain on discrimination, sexual harassment or other such event and IAPG will inform about this new HR tool.</p>
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<p>11. Evaluation/appraisal systems</p> <p>Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.</p>	<p>+</p>	<p>Current state of play:</p> <p>The evaluation of researchers is based upon the Rules of Organisation of the IAPG and the Career Structure of Academically-Qualified Employees of the CAS.</p> <p>The evaluation serves to assess the scientific and expert activity of individual researchers and to encourage their further professional development (Career Code of CAS).</p> <p>The evaluations are conducted by the Evaluation Committee of the IAPG, which is an advisory body of the Director.</p> <p>The particular evaluation criteria are specified in evaluation documents, researchers are evaluated based on their scientific outputs and other relevant criteria (activities in universities, scientific community engagements, etc.) and based on it then categorized into salary ranks, each researcher is also annually awarded for high quality publications.</p> <p>The main evaluation criteria also agree with National evaluation protocol M17+ issued by Government of CZ. External independent evaluation of research departments as well as IAPG as a whole organizes CAS using external foreign panelists and evaluators in 5- year intervals. The results of this evaluation are the implemented in IPAG internal policy.</p> <p>Information in Czech and English has been made available to researchers on the IAPG Intranet in</p>	<p>No specific direct actions are required.</p>
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		<p>order to clarify how individual levels (V1-V6) are evaluated, as well as to explain the state evaluation system of the CAS (Methodology 17+) and the implications of the CAS evaluation for the IAPG.</p>	
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<p>12. Recruitment</p> <p>Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career.</p> <p>Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.</p>	<p>+/-</p>	<p>GAP: So far, researchers have been usually recruited in line with OTM-R policy, however, the recruitment procedures have not been formalised and each head of laboratory or grant holder have prepared the advertisements on their own. There were cases when the advertisements did not contain detailed or specific information. While IAPG is an equal opportunity employer, advertisements for vacant positions do not always specify this fact.</p> <p>Feedback has been provided upon request and on an individual basis.</p> <p>Current state of play: All candidates receive information on the results of the selection procedure. The IAPG does not, however, systematically provide feedback to all candidates. Furthermore, there was no procedure in place regarding actions to be taken in the event of complaints over the selection procedure. There was no explicit process for the evaluation of the quality of selection procedures.</p> <p>The IAPG ensures that the entry and admission standards for all researchers, including those at the beginning of their careers, clearly specify and also facilitate access for disadvantaged groups and for researchers returning to a research career, including teachers (of any level) returning to a research career. However, the transfer from teaching to researcher positions is not common as it is for example in universities.</p>	<p>As of 1 May 2021, the Institute's Guidelines for Recruitment; OTM-R Policy becomes effective. It will be published on our website (HRS4R page) in the Czech and English language and it will fully comply with the C&C principles.</p> <p>From this date, in virtue of these guidelines, all recruitment will be centralised and carried out by HR Department; the guidelines lay down specific rules on the information an advertisement must contain. In the introduction to the OTM-R Policy, the Institute makes a commitment to adhere to the OTM-R principles, enumerating them clearly.</p> <p>Procedure for dealing with complaints by unsuccessful candidates has been put in place.</p> <p>Subsequent Actions: 1+2+3+4+5+6+7+30</p>
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<p>13. Recruitment (Code)</p> <p>Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised.</p> <p>Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects.</p> <p>Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.</p>	<p>+/-</p>	<p>The Recruitment at the IAPG is open, efficient, transparent, supportive and internationally comparable.</p> <p>GAP: However, the process has not yet been formalised and advertisements for vacancies have not contained all the information to be fully compliant with the C&C Principles.</p> <p>Current state of play:</p> <p>The Institute and collaborating funders of researchers adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.</p> <p>Recruitment procedures at the IAPG are open, efficient, transparent, supportive and internationally comparable. The IAPG is still trying to find ways to employ highly recommended qualified researchers and, at the same time, fully implement OTM-R principles.</p> <p>Recently, we advertise especially in internet national job portals, however open postdoc positions are advertised in international job webs (e.g. Nature jobs, webs of scientific organizations, etc.) as well as in our IAPG website and in those of collaborating universities. To extend the acquisition of foreign researchers, we also advertise on specialized scientific portals, which are continuously updated. Assistance with advertising is provided by HR Manager.</p>	<p>As of 1 May 2021, the Institute's Guidelines for Recruitment; OTM-R Policy becomes effective.</p> <p>The Guidelines lay down which elements the advertisements must contain. The Institute will make sure the guidelines comply with the C&C principles.</p> <p>The advertisements will include a link to our HRS4R page providing, as part of the Welcome Office, detailed information about the life in the Czech Republic, about a newly created Adaptation Programme for new Employees etc.</p> <p>Subsequent Actions: 1+4+11</p>
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<p>14. Selection (Code)</p> <p>Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.</p>	<p>+/-</p>	<p>Current state of play:</p> <p>The IAPG has been using the official selection committees. Where appropriate, also an external expert has been engaged in the recruitment.</p> <p>GAP: This selection committee has always been gender-balanced, however, it has not involved any HR Department employees and the members have not been adequately trained in recruitment in line with the C&C principles.</p>	<p>Under the new OTM-R Policy, the selection committee will always include representative of the Institute's management, future direct superior of the new employee and an HR Department employee who will train the other members of the committee so that they ask questions in line with OTM-R.</p> <p>The entire process is laid down in the OTM-R Policy.</p> <p>Subsequent Actions: 1+5+6</p>
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<p>15. Transparency (Code)</p> <p>Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.</p>	<p>+/-</p>	<p>GAP: The IAPG has had a fixed and standardised process for recruiting researchers but it has not yet complied with the requirement to provide the candidates with sufficient information on the course of the recruitment prior to the recruitment.</p> <p>Current state of play:</p> <p>The IAPG has also provided information on the strength and weaknesses of the candidates' applications where requested and on an individual basis, depending on the willingness and skills of the heads of laboratories and grant authors who provided such feedback.</p>	
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<p>16. Judging merit (Code)</p> <p>The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered.</p> <p>See also The European Charter for Researchers: Evaluation/Appraisal systems in Section 1 of this document. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.</p>	<p>+/-</p>	<p>Current state of play:</p> <p>The IAPG's selection process takes into consideration the total research experience of the candidates as well as their overall potential research skills; any innovative and creative ideas of the candidates are also valued favourably. The ability to work in a team and work independently will also be considered.</p> <p>GAP: However, so far it has not been formalised in any document that the experience of the candidates from other industries/spheres should have the same value as, for instance, the number of publications. The candidates have neither been favoured nor penalised in relation to such experience.</p>	<p>The newly adopted OTM-R Policy also includes an annex with an evaluation form, which takes into account the wider range of the evaluation criteria in order to ensure that the bibliometric indices will be properly balanced.</p> <p>Subsequent Actions:</p> <p>1+2</p>
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<p>17. Variations in the chronological order of CVs (Code) Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.</p>	<p>+/-</p>	<p>Current state of play: There is a traditionally-established procedure for evaluating candidates, corresponding to the requirements for the evaluation of a CV as a comprehensive set of achieved results. Nonetheless, career paths may have been vertical, stepped or more meandering; what matters is how candidates have learned and developed in their capacity as researchers and their future potential contribution.</p> <p>GAP: This traditional procedure of applicant evaluation is not formalized according to C&C Principles.</p>	<p>The newly adopted OTM-R Policy also includes an annex with an evaluation form, which will ensure single standard evaluation criteria. This will ensure that the candidates with career breaks will not be treated unfavourably.</p> <p>Subsequent Actions: 1+2</p>
<p>18. Recognition of mobility experience (Code) Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable</p>	<p>+/-</p>	<p>Current state of play: There is a traditionally-established procedure for evaluating candidates, corresponding to the requirements for evaluation and recognition of mobility experience. Mobility experience is highly valued, which is also corroborated by the high degree of mobility support for the already employed researchers.</p> <p>GAP: The procedure is not yet formalised in accordance with the Code.</p>	<p>The newly adopted OTM-R Policy also includes an annex with an evaluation protocol, which will ensure that any mobility experience will be valued favourably.</p> <p>Subsequent Actions: 1+2</p>



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contribution to the professional development of a researcher.			
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<p>19. Recognition of qualifications (Code)</p> <p>Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.</p>	<p>+/-</p>	<p>GAP: So far, the candidates have been favourably valued for any academic qualifications and potential contributions resulting from any non-formal qualifications.</p> <p>Current state of play: There is a traditionally-established procedure for the evaluation of candidates, corresponding to the requirements for the evaluation and recognition of academic and professional qualifications.</p>	<p>Newly, any experience acquired based on non-formal qualifications will be included as a standard evaluation item in the evaluation protocol.</p> <p>Subsequent Actions: 1+2</p>
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<p>20. Seniority (Code)</p> <p>The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.</p>	<p>+/-</p>	<p>Current state of play:</p> <p>The qualification itself is valued more in the assessment of the applicants for the job with IAPG than the reputation of the institution where they have acquired it.</p> <p>Judging the achievements is a natural standard part of our evaluation process. We apply lifelong education principle.</p> <p>GAP: This C&C principle has not been formalised in our evaluation process yet</p>	<p>The newly adopted OTM-R Policy also includes an annex with an evaluation form, which will ensure that the lifelong education principle will be valued adequately.</p> <p>Subsequent Actions: 1+2</p>
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<p>21. Postdoctoral appointments (Code)</p> <p>Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.</p>	<p>+/-</p>	<p>Current state of play:</p> <p>In line with the C&C principles, postdoctoral and doctoral researchers have opportunities for professional development in the laboratories. In each laboratory there is a supervisor who helps them and with whom they can consult.</p> <p>GAP: This procedure has not been formalised.</p>	<p>In each of the 14 laboratories, a supervisor for individual researchers and students will be appointed. Their list will be made available for anyone interested on the intranet.</p> <p>Subsequent Actions: 23</p>
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<p>22. Recognition of the profession</p> <p>All researchers engaged in a research career should be recognised as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).</p>	<p style="text-align: center;">+</p>	<p>Current state of play:</p> <p>We follow the Qualifications levels of university-educated employees.</p> <p>New colleagues at all levels are received as professionals and with respect.</p> <p>No negative feedback was reported in this area.</p> <p>The IAPG will continue to maintain its positive responsiveness to researchers from doctoral candidates to senior researchers.</p>	<p>No specific direct actions are necessary.</p>
<p>23. Research environment</p> <p>Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed.</p> <p>Funders should ensure that adequate resources are provided in support of the agreed work programme.</p>	<p style="text-align: center;">+</p>	<p>Current state of play:</p> <p>All regulations are observed.</p> <p>Needs for new equipment, technology, possibilities, and remote cooperation through research networks, etc. are continuously monitored and are met in connection within the financial constraints of the IAPG.</p> <p>The three research divisions of the IAPG in three places (Liběchov, Brno, and Prague) provide a fertile environment for researchers at all levels.</p> <p>Fieldwork is an essential and important element of research in biodiversity oriented IAPG laboratories and researchers are encouraged and (wherever possible) supported in involvement in such activities. Health and Safety regulations are observed and all receive relevant training.</p> <p>Research collaboration over networks is assured by digital networks and support.</p>	<p>No specific direct actions are necessary.</p>



<p>24. Working conditions</p> <p>Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.</p>	<p>+</p>	<p>Current state of play:</p> <p>The IAPG provides many part-time jobs and offers the possibility of working flexible hours. Sabbatical leave is resolved individually, according to the legal framework allowed by the legislation of the Czech Republic.</p> <p>The “sabbatical leave” as such explicitly formulated just in University legislation but nowhere in the legislation dealing with CAS. Instead, the IAPG enables long unpaid leave as well as the IAPG strongly supports projects of long-term visits in collaborating foreign laboratories</p>	<p>No specific direct actions are necessary.</p>
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<p>25. Stability and permanence of employment</p> <p>Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.</p>	<p style="text-align: center;">+</p>	<p>Current state of play:</p> <p>The IAPG treats all its employees equally. Fixed-term work is used in accordance with the Czech Labour Code and internal rules. Internal analysis shows significant amount of permanent terms contract. Our long-term successful strategy to ensure stability of employment contract is the focus on broad spectra of projects to support research, long-term planning and the implementation of strategic projects and also providing expert research services paid by third parties.</p>	<p>No specific direct actions are required.</p>
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<p>26. Funding and salaries</p> <p>Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.</p>	<p>+</p>	<p>Current state of play:</p> <p>Funding and salaries can be considered attractive and benefits and social security are in accordance with existing national legislation.</p> <p>We are in full compliance with existing national legislation.</p> <p>The current Internal Wage Code allows for relatively high personal allowances.</p>	<p>No specific direct actions are required.</p>
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<p>27. Gender balance</p> <p>Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.</p>	<p>+/-</p>	<p>Current state of play:</p> <p>The IAPG headquarters, head of laboratories, the IAPG Council and the IAPG Supervisory board contain equally women and men.</p> <p>The policy of equal opportunities is in force for appointment to such positions and the most qualified applicant irrespective of age and sex is taken for these positions.</p> <p>GAP: Equal pay policy is not yet deliberately monitored.</p>	<p>In co-operation with the Ministry of Labour and Social Affairs, we shall monitor the wage gap between men and women by introducing and implementing an analysis of male / female wages based on multi-territorial inputs and calculating further progress needed to make - Project 22% of Equality (Logib, MLSA).</p> <p>Based on the outcome, it will be considered, whether Gender Policy should be implemented.</p> <p>Subsequent Actions:</p> <p>18</p>
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<p>28. Career development</p> <p>Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.</p>	<p>+/-</p>	<p>GAP: Career counselling currently works on an informal basis.</p> <p>The Institute’s Management does not sufficiently emphasise the need of career development and guidance provided to research novices.</p> <p>No mentoring programme has been in place so far.</p> <p>Current state of play:</p> <p>Based on evaluations during attestations, IAPG employees are classified into qualification levels, as follows from Article 22, paragraph 2 of the Annex to the Statutes of the CAS.</p> <p>The IAPG is a research institution employing many distinguished researchers who can contribute significantly to the career development of talented students. The IAPG is an excellent institution and as such has high demands regarding the quality of applicants. At the same time, it offers exceptional technical support (equipment, the possibility of field trials in sheltered conditions, etc.) and most importantly an individualised approach and the possibility of considerable career development.</p> <p>Where career development opportunities are available, all researchers are informed of these through internal correspondence.</p> <p>The newly-introduced Mentoring programme, which is already underway, will assist with the formalisation of support for researchers at all levels.</p>	<p>Career development Recommendation will be newly part of attestations Evaluation protocol.</p> <p>Education guidelines will be formulated by the HR project and these will emphasise the career development of young researchers.</p> <p>The newly introduced IAPG Mentoring programme will serve to newly coming researchers, students and workers in the beginning of their careers.</p> <p>Subsequent Actions: 19+24+27</p>
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<p>29. Value of mobility</p> <p>Employers and/or funders must recognise the value of geographical, intersectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system.</p> <p>This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.</p>	<p>+/-</p>	<p>GAP: Mobility experience is considered a valuable contribution to research activities. However, this fact is not formulated officially in any document.</p> <p>Current state of play:</p> <p>Employees are well informed about the possibilities to travel and supported for arranging trips abroad. Mobility (two-years fellowships, working stays, training stays, conferences and trainings in abroad) are supported during project implementation; in 2020 – 2023 there are planned many mobility activities in three long-term projects (Operational Programme Research, Development and Education) focused on mobility, the current state of pandemic is, however, affecting our plans. Every year, there are 1 – 4 research projects submitted in MSCA-IF call.</p>	<p>When drafting the HR Development Strategy, we will emphasise the value of the mobility experience, namely geographical, intersectoral, inter- and trans-disciplinary and virtual mobility. Also, the added value that the colleagues coming from the private sector may bring will be acknowledged.</p> <p>Subsequent Actions:</p> <p>21</p>
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<p>30. Access to career advice Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.</p>	<p>+/-</p>	<p>GAP: The process of providing career advice is not yet formalised across the IAPG. New employees are not sure, who to approach with a request for information about the Institute or for career advice.</p> <p>Current state of play: Career advice is closely linked to understanding of the field of knowledge. Support in this regard is provided by Heads of laboratory or other employees which know the field. Furthermore, support is also provided by HR Department, IT Department or Grant Department.</p>	<p>For newcomers we are drafting an Adaptation programme (part of Welcome Office programme) thanks to which they will receive other important contact data and they will better understand who to approach in need of any advice.</p> <p>We are also addressing the need for formalisation and for further career advice in our newly implemented mentoring programme (which is already under way).</p> <p>Heads of laboratories or other persons (mentors) will be informed of the relevance of the career advice. This topic will be addressed at one of the meetings of the heads of laboratories whose competencies in the career counselling will be underpinned by having the opportunity to consult a Mentor Guarantor.</p> <p>Subsequent Actions: 11+27+30</p>
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<p>31. Intellectual Property Rights</p> <p>Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights.</p> <p>Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.</p>	<p>+/-</p>	<p>GAP: The knowledge of area of the intellectual property rights is different among various research categories and insufficiently known at level junior researchers.</p> <p>Current state of play:</p> <p>The legal protection of the research results is regulated primarily by the general Act No. 121/2000 Coll., The Copyright Act, and the 33 number of other specific regulations that are fully implementing EU legislation.</p> <p>There is an internal CAS guideline, providing information about intellectual property, handling research data, and technology transfer opportunities.</p> <p>With regards to applied outcomes of research, there is a system of motivational financial bonuses for researchers in place. The bonus amount depends on the technical and commercial success of the intellectual property created by an employee.</p> <p>The legal protection of the research results is regulated primarily by the general Act No. 121/2000 Coll., The Copyright Act, and the 33 number of other specific regulations that are fully implementing EU legislation. There is an internal CAS guideline, providing information about intellectual property, handling research data, and technology transfer opportunities.</p>	<p>Intellectual Property Rights training sessions will be organised directly in the registered office of the Institute.</p> <p>Any studying materials of this training will be available to anyone on the website and links to the materials will be included in the Welcome Office package.</p> <p>Subsequent Actions:</p> <p>22</p>
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<p>32. Co-authorship</p> <p>Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research.</p> <p>Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as coauthors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).</p>	<p>+</p>	<p>Current state of play:</p> <p>Co-authorship formally follows the respective guidelines and by ICMJE authorship guidelines at international level.</p> <p>These guidelines are strictly adhered in praxis.</p>	<p>No specific direct actions are required.</p>
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<p>33. Teaching</p> <p>Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities.</p> <p>Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment.</p> <p>Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.</p>	+	<p>Current state of play:</p> <p>Although there is no institutional employability requirement for researchers to engage in teaching, the majority of IAPG research staff do some teaching.</p> <p>Many IAPG researchers are university lecturers (Charles University in Prague, Masaryk University in Brno and others).</p> <p>Nevertheless, the expert mentoring of starting scientists (Bc., Mgr., PhD) is inherent part of practice in each laboratory.</p> <p>Pedagogical activity is taken into account during attestation and is positively evaluated.</p> <p>University teaching is not the only means for researchers to disseminate scientific knowledge about their field. All researchers have opportunities to 'teach' colleagues and/or youthful researchers.</p>	<p>No specific direct actions are required.</p>
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<p>34. Complaints/ appeals Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.</p>	<p>+/-</p>	<p>GAP: The process is not formalized. There is not a contact point defined.</p> <p>Current state of play: Complains and conflicts in the IAPG were solved at level of individual departments, in unsuccessful case at level of IAPG management. The CAS Committee of Ethics is the highest authority to solve disputes between researchers (https://1url.cz/Qzhjv).</p>	<p>A position of a mediator will be established. Employees will be able to approach the mediator in case of any complaints about unequal treatment or interpersonal conflicts and workers will be informed about such institution.</p> <p>Any complaints specifically concerning scientific misconduct or any alleged misconduct will be addressed by IAPG Committee of Ethics. The constitution of this committee is described under Item 2 hereof.</p> <p>Subsequent Actions: 12+17</p>
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<p>35. Participation in decision-making bodies</p> <p>Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.</p>	<p style="text-align: center;">+</p>	<p>Current state of play:</p> <p>Researchers are automatically members of the Assembly of researchers of the Institute, which elects the Council of the Institute or representatives to the Academy Assembly of the CAS. Documents: Electoral rules of the Council of the Institute.</p> <p>This requirement also satisfies the IAPG Supervisory Board (nominated by CAS headquarters) and IAPG Evaluation committee. The IAPG employees participate in all these boards having possibility to take part in all key decisions of IAPG management.</p> <p>The IAPG also contains local unit of Trade Union, which is always consulted regarding all important changes.</p> <p>The IAPG director organizes regular meetings of heads of departments and all employees have possibility the give her/his requirements and/or stimuli to each-week director's meeting with IAPG management via his secretariat.</p>	<p>No specific direct actions are required.</p>
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<p>36. Relation with supervisors</p> <p>Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them.</p> <p>This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.</p>	<p>+/-</p>	<p>GAP: It is not formally specified who is the supervisor of the each doctoral student in their training stage. Unofficially, they turn to the head of the laboratory or the principal researcher, as the Team Leader.</p> <p>Any provision of feedback within the Institute is not regulated in any manual, flowchart or guideline.</p> <p>Current state of play: Doctoral students Each doctoral student has her/his own mentor or head within a laboratory, who imparts practical skills and supports her/his professional development. Formative evaluation and provision of feedback takes place in the individual quality and abilities of the superior. Supervisors from IAPG do not undergo formal supervision training. The performance of individual researches including evaluation of partial results is regularly evaluated in lab meetings, with planning of next progress and time schedule, the scholars thus receive instant feedback here or in subsequent talk with her/his mentor/head. Postdocs Young postdocs have the support of older colleagues, experienced technicians or laboratories heads. The IAPG does not have a formal system for feedback on the performance of young researchers.</p>	<p>The list of researchers and student supervisors will be provided on IAPG intranet page to formalize this aspect.</p> <p>We are introducing new software that will be used for evaluation of the work performance, behaviour and attitudes and which will provide a background for structured feedback.</p> <p>Moreover, as part of the mentoring programme, part of managers will be supported in their team leadership and feedback skills.</p> <p>Subsequent Actions: 20+23+27</p>
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<p>37. Supervision and managerial duties</p> <p>Senior researchers should devote particular attention to their multifaceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.</p>	<p>+/-</p>	<p>GAP:</p> <p>The managerial and leaderships skills of the senior researchers vary. Their ability to share their experience is diverse.</p> <p>The skills of experienced workers and leaders in the field are not systematically developed and supported.</p> <p>Current state of play:</p> <p>We emphasize the importance of personal support from experienced researchers, trainers and young researchers.</p>	<p>On an annual basis, we will survey whether they are interested in the topics of the training. And based on this survey, we will organize training on the relevant topics.</p> <p>Moreover, as part of the mentoring programme, part of managers will be supported in their team leadership and feedback skills.</p> <p>Subsequent Actions: 25+27</p>
<p>38. Continuing Professional Development</p> <p>Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies.</p> <p>This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.</p>	<p>+</p>	<p>Current state of play:</p> <p>All researchers are learning throughout their careers. Continuous professional development occurs especially in the form of individual acquisition of knowledge and the implementation of new methods and practices, collegial consultations, conferences, seminars and workshops and internships abroad.</p>	<p>No specific direct actions are required.</p>



<p>39. Access to research training and continuous development</p> <p>Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies.</p> <p>Such measures should be regularly assessed for their accessibility, take-up and effectiveness in improving competencies, skills and employability.</p>	<p>+/-</p>	<p>GAP: Continuing development activities in the Institute are not regularly assessed in terms of their accessibility, take-up and effectiveness.</p> <p>Current state of play: Support in the form of informing about possibilities and opportunities for development comes from the CAS and from professional networks of researchers and from the Project Department, which also identifies financial resources. Individual laboratories also have the means to provide one-off training events (such as, workshops and conferences) for their employees. Recently, no regular efficiency evaluation of financial means in education is in force.</p>	<p>All participants of seminars and other education courses organized in IAPG departments will provide their feedbacks in a standardized form.</p> <p>Moreover, employees will provide information about the benefits of the training on their professional development into the standardized travel report.</p> <p>An HR Department employee will quarterly evaluate the effectiveness of the time invested in the training by the participants.</p> <p>All courses and training sessions available and organized in the Institute will be available on the intranet, in a section set up for this specific purpose.</p> <p>Subsequent Actions: 24+26</p>
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<p>40. Supervision</p> <p>Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly.</p> <p>Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.</p>	<p>+/-</p>	<p>GAP: Managers and other supervisors are not yet supported in developing their skills to support early-stage researchers.</p> <p>The process is not yet formalized and responsible persons are not always clearly identified.</p> <p>Current state of play:</p> <p>Heads of laboratories now provide support and advice for the personal and professional development of young researchers.</p> <p>Doctoral students are supported by their supervising tutor.</p>	<p>The list of researchers and student supervisors will be published on IAPG intranet to formalize this aspect (principle 36). Each and every early-stage researcher will know, who to turn to in need of any help or advice.</p> <p>We are introducing new software that will be used for evaluation of the work performance, behaviour and attitudes and that will give a background for structured feedback. (Principle 36).</p> <p>Subsequent Actions: 20+23</p>
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