



Moravian Business College Olomouc

GAP Analysis

**Evaluation of the Implementation of the Principles of European
Charter for Researchers and Code of Conduct for the
Recruitment of Researchers**

1. Introduction

Moravian Business College (MVSO) is a higher education institution with a relatively short history, which is based on the principles of achieving the highest quality both in the area of education and science and research. Despite its short history and proven achievements in the field of science, MVSO is aware of the need for internationalization and related human resource development in accordance with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. MVSO management perceives the acquisition of the HR AWARD as a challenge and an opportunity to create a standardized European research environment through implementation of the HRS4R strategy. The below-presented GAP analysis thus represents one of the first significant steps to achieve the established goal.

2. Institution identification

Name	Moravian Business College Olomouc
Legal Status	Public Service Company MVSO carries out its activities based on the state approval of the Ministry of Education, Youth and Sports of the Czech Republic granted on 15 July 2005, Ref. No 24-350 / 2005-30.
Contact details	tř. Kosmonautů 1288/1, 77900 Olomouc
Statutory representative	RNDr. Josef Tesařík
Company ID	268 67 184
VAT reg. no.	CZ26867184
Tel.	+420 587 332 311
E-mail	mvso@mvso.cz
Web	http://www.mvso.cz/
Type of public service	Education in the form of providing full higher education. Providing educational, research, development and other creative activities in accredited study programs.
Additional activity	Organizing professional courses, training and other educational events, including lecturing. Editing and publishing activities. Reprographic services. Business, financial, organizational and economic consulting. Consulting in the field of social sciences and personality development
Submission date	12. 12. 2018
Date endorsement Charter and Code	12. 12. 2018

2.1. Research team

Name	Position	Management line / Department
Mgr. Vladimíra Sedláčková – leader of the research team	Deputy Director for Economics and Operations	MVSO
doc. Ing. Jarmila Zimmermannová, Ph.D.	Rector / Researcher	MVSO
doc. et doc. PhDr. Kateřina Ivanová, Ph.D.	Vice-rector for Science, Research and Development / Researcher	MVSO
Mgr. Marek Vaculík, Ph.D.	Deputy Director for Business / Researcher	MVSO
Mgr. Jitka Lidaříková	Vice-rector for External Relations / Researcher	MVSO
Mgr. Markéta Vítoslavská	HR specialist / Researcher	MVSO
Mgr. Martin Fink	Methodology specialist / Researcher	MVSO
Ing. Kateřina Vranová	Project Manager	MVSO
doc. Ing. Eva Sikorová, Ph.D.	Researcher, expert guarantor	MVSO
doc. Ing. Adam Pawliczek, Ph.D.	Researcher, expert guarantor	MVSO
doc. Ing. Petr Čermák, Ph.D.	Researcher, expert guarantor	MVSO
Ing. Eva Jílková, Ph.D.	Researcher, department manager	MVSO
Mgr. Veronika Říhová, Ph.D.	Researcher, department manager	MVSO
Mgr. Tetiana Arkhangelska, Ph.D.	Researcher, department manager	MVSO
Ing. Stefan Kolumber, Ph.D.	Researcher, department manager	MVSO

3. Forms of obtaining partial evaluations

The data for partial assessments of individual criteria were collected in the following forms:

- **Focus Group:** A partial evaluation in the form of “Focus Group” was carried out in 05/2019 at the level of MVSO management and research team of activity “KA 2 - Setting up strategic management of the research organization in accordance with the conditions for obtaining “HR Award”” in preparation of the “ROKA” project - call 02_18_054 Development of Capacities for Research and Development II and elaboration of input analysis for feasibility study.
- **Questionnaire survey:** The questionnaire survey was carried out in 09/2019 among all MVSO staff. 51 respondents participated in the survey.¹

Feedback is obtained from a number of sources, with forms of feedback being as follows:

- Employee feedback processed as part of employee evaluation
- System of meetings of individual organizational units, Board of Departments, MVSO management and company meetings
- Studying the internal rules and other internal documents of MVSO
- Submission and discussion of topics through elected representatives in the Academic Senate
- Academic Council meetings
- Direct communication

3.1. Stakeholders

*Stakeholder group	*Consultation format	Outcomes
Research and management staff of MVSO	Focus Group Questionnaire survey Periodic employee evaluation Direct communication, system of meetings	Records of the meetings of focus groups Analysis of data obtained through questionnaire survey Content analysis of documents (staff evaluation, records of meetings)
Jobseekers / Prospective researchers of MVSO	Direct communication	Meeting minutes
Research and management staff of partner institutions	Conferences and workshops Direct communication	Records and minutes of the meetings
Company and application partners	Meeting of the Academic Council Conferences and workshops Direct communication	Content analysis of documents

¹ Methodology and partial outcomes of the survey are listed in the Annex to this document.

Donators, investors	Monitoring and implementation reports Conferences and workshops Direct communication	Content analysis of documents
Professional and lay public	Conferences and workshops Direct communication	Content analysis of documents
MVSO students	Student evaluation Meeting of the Academic Senate	Content analysis of documents

4. Evaluation of the Implementation of the Principles of European Charter for Researchers and Code of Conduct for the Recruitment of Researchers

Principle	Current status	Partial evaluation		Implementation as of 30.10. 2019	GAP/ Implementation impediments	Initiatives undertaken and/or new proposals, suggestions for improvement	Action plan 2020 - 2021	
		Focus Group	Questionnaire survey				Action	Date
1. Research freedom	Researchers conduct research on defined excellences of MVSO, using freedom of thought and expression and the freedom to identify methods used to solve problems in accordance with ethical principles and practices. The freedom of research is anchored in the Act No. 111/1998 Coll. on Higher Education Institutions (Section 4), which is respected and observed by all employees.	3	3,54	+	Limited financial resources There is no implementation in MVSO's internal regulations, that is the <i>Code of Ethics</i> and the creation of its English version	<ul style="list-style-type: none"> - Implementation into existing internal document <i>Company Culture Code (Code of Ethics)</i> - Creating an English version 	<ul style="list-style-type: none"> - Update of the <i>Code of Ethics</i> in Czech - Translation and publication of the <i>Code of Ethics</i> in English 	<ul style="list-style-type: none"> - 03/2020 - 06/2020

2. Ethical principles	Ethical principles are stipulated in the internal regulation <i>Corporate Culture Code</i> . This document (from 2012) requires an update in line with the growing importance of ethics in research. Currently, there is no Ethics Committee established at MVSO to deal with offenses and unethical conduct in science and research. However, the Disciplinary Committee works, but given the crucial role of students in the committee, the question is whether problematic situations and misdemeanours in the field of ethics of scientific work should be addressed by this committee or an Ethics Committee should be established.	2	3,90	+-	The Disciplinary Code for Academic Staff is not formulated	<ul style="list-style-type: none"> - Updating the existing <i>Corporate Culture Code</i> (Code of Ethics) - Creating an English version of the <i>Code of Ethics</i> - System of internal education of academics in the field of academic ethics - Development of <i>Disciplinary Code for Academic Staff</i> - Decision on the establishment of the Ethics Committee or extension of the scope of Disciplinary Commission during MVSO reengineering in 2020 	<ul style="list-style-type: none"> - Update of the <i>Code of Ethics</i> in Czech - Translation and publication of the <i>Code of Ethics</i> in English - Reengineering 2020 – establishment of the Ethics Committee or extension of the scope of Disciplinary Committee - Creating the <i>Disciplinary Code for Academic Staff</i> 	<ul style="list-style-type: none"> - 03/2020 - 06/2020 - 09/2020 - 09/2021
3. Professional responsibility	Researchers act in accordance with Employment Regulations of MVSO and with the Act no. 121/2000 Coll., on copyright, rights related to copyright and amendments to the other laws. The issue of duplication of scientific and final theses is dealt with using anti-plagiarism software.	4	3,85	++	Intellectual property and plagiarism rights need to be further specified in the <i>Code of Ethics</i> .	<ul style="list-style-type: none"> - Incorporating the issue of Professional Responsibility into an updated <i>Code of Ethics</i>. - Creating of a system to prevent publishing in predatory journals 	<ul style="list-style-type: none"> - Updating the <i>Code of Ethics</i> in Czech - Translation and publication of the <i>Code of Ethics</i> in English 	<ul style="list-style-type: none"> - 03/2020 - 06/2020

4. Professional attitude	MVSO has a certified management system according to ISO 9001 and a sophisticated system of quality assurance and internal evaluation. The management of research projects is subject to the <i>Directives for the Preparation and Implementation of Research and Development Grant Projects</i> . Strategic objectives are defined in the document <i>Strategic Intent of Educational and Creative Activities for the Period 2016-2020</i> , including areas of scientific and research excellence. In the case of project activities, a project manager is always appointed who is responsible for compliance with all rules and regulations set by the grant provider (tender documentation, contractual documentation).	3	3,44	+-	MVSO's internal documents are not available in English.	<p>Creating an English version of documents:</p> <ul style="list-style-type: none"> - <i>Strategic Intent of Educational and Creative Activities</i>, - <i>Directives for the Preparation and Implementation of Research and Development Grant Projects</i>. 	<ul style="list-style-type: none"> - Factual revision of the <i>Directives for the Preparation and Implementation of Research and Development Grant Projects</i> - Amendment of the <i>Strategic Plan for the next period 2021 - 2025</i> - Translation and publication of the above documents into English 	<ul style="list-style-type: none"> - 08/2020 - 11/2020 - 12/2020
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5. Contractual and legal obligations	All principles relating to the rights and obligations of researchers are covered by the MVSO Employment Regulations, containing general employee duties, not specific duties related to creative activities. As part of the introductory training, each new incoming researcher is acquainted with the internal documents of MVSO, OSH and FP. In the case of project cooperation with grant providers, they are bound by contractual documentation, the observance of which is controlled by the Managing Authority.	4	3,35	+-	MVSO's internal documents are not available in English. Related information is subject to obsolescence and is updated irregularly.	<ul style="list-style-type: none"> - Extension of the document <i>Employment Regulations</i> by specifying obligations related to the realization of creative activities - Creating an English version of the document <i>Employment Regulations</i> - Update of existing materials for introducing employees into work and their translation into English. - Standardization of contractual and legal obligations as part of the adaptation process 	<ul style="list-style-type: none"> - Revision and update of the document <i>Employment Regulations</i> - Revision and update of the document <i>Directives for the Establishment and Termination of Employment</i> - Revision and update of the document <i>Basic information for employees, its conversion into electronic version and translation into English</i> - Translation and publication of the document <i>Employment Regulations and Directives for the Establishment and Termination of Employment</i> into English 	<ul style="list-style-type: none"> - 08/2020 - 08/2020 - 08/2020 - 12/2020
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6. Accountability	MVS0 as a research organization or its researchers take full responsibility for the efficiency of the use of resources for the management of research projects and publish their outputs transparently in accordance with the instructions of the Managing Authorities. Commitment to cost-effective approach applies to each worker and is enshrined in the MVS0 Employment Regulations. The applicable legislation of the Czech Republic - Act No. 320/2001 Coll., Act on Financial Control in Public Administration and on Amendments of Certain Acts.	4	3,85	++	xxx	<ul style="list-style-type: none"> - System of internal education of academic staff in the field of academic ethics and responsibility - Protection of know-how 	- xxx	- xxx
7. Good practice in research	Within the internal management system, risks are identified in all processes and effective measures are taken to eliminate them. Workers are periodically trained in OSH and FP. Personal data protection measures resulting from GDPR and data and information protection are implemented, including comprehensive technical support of the research team at the organization-wide level.	4	3,90	++	xxx	<ul style="list-style-type: none"> - Continuous review and updating of identified risks (part of the internal quality management system) 	- xxx	- xxx

8. Dissemination, exploitation of results	The research outputs of academic staff are presented and published at the discretion of each staff member without a clear concept.	1	3,60	-+	<ul style="list-style-type: none"> - There is no defined procedure for dissemination and promotion channels. There is no marketing communication strategy and systematic cooperation with companies in the field of applied research and subsequent application of outputs in practice. 	<ul style="list-style-type: none"> - Development of a specific strategy for the presentation of scientific and research outputs including the specification of communication channels. Deepening of research cooperation with companies in order to implement joint applied research and the use of the of outputs in practice. 	<ul style="list-style-type: none"> - Development of a marketing strategy - Development of popular science programs and systematic dissemination of results through selected marketing channels 	<ul style="list-style-type: none"> - 6/2020 - 11/2021
9. Public engagement	As a research organization, MVSO does not manage to create an adequate media image and fails to engage in professional and public discussions regarding its defined excellences.	1	3,44	-+	<p>Insufficient competence of researchers in the field of presentation skills (including English), as well as unclear strategy and insufficient capacity for marketing and PR.</p>	<ul style="list-style-type: none"> - Creating a marketing strategy - Involvement of researchers in public life in relation to MVSO excellence and in popularizing the outputs of science and research through selected communication channels. - Systematic training of employees in presentation and communication skills. 	<ul style="list-style-type: none"> - Creating a marketing and communication strategy - Training of presentation, communication and on-camera presentation skills - Production of popular science programs 	<ul style="list-style-type: none"> - 6/2020 - 11/2021 - 11/2021

10. Relation with supervisors	<i>Academic Career Centre</i> has been established, however, the process of supporting early stage researchers is not set up and standardized	1	3,25	-+	There is no standardization of the process of assigning a mentor to a novice researcher. Mentors do not have the necessary experience to systematically lead and develop young researchers.	<ul style="list-style-type: none"> - Describe the mentoring process in a new <i>Career Code</i>. - Propose adequate training for mentors in the development plan. 	<ul style="list-style-type: none"> - Elaboration of a <i>Career Code</i> - Translation of the <i>Career Code</i> into English 	<ul style="list-style-type: none"> - 12/2020 - 06/2021
11. Supervision and managerial duties	The role of experienced researchers is adequately accentuated in the management and control processes, in the management of research projects and in the academic community. The competences are described in MVSO's internal regulations, especially in the Organizational Rules, the Procedure Map, the Study Regulations and related documents. Obligations connected with control and management also arise from Act No. 111/1998 Coll., on higher education institutions and on amendment and supplementation of other acts.	4	3,34	+-	xxx		- xxx	- xxx

12. Continuing professional development	<i>Academic Career Centre</i> has been established, however, the process of supporting early stage researchers is not set up and standardized. Researchers are constantly developing in the form of external and internal education. Professional development planning is part of the staff evaluation procedure, but there is no systematic management of the professional development process through comprehensive mentoring and systematic planning of formal educational activities.	2	3,71	+-	There is a lack of systematic management of the professional development process in the form of comprehensive mentoring and systematic planning of formal educational activities.	<ul style="list-style-type: none"> - Strengthening the professional development planning component of the staff evaluation process. Its incorporation into the <i>Directives for the Evaluation and Remuneration of Workers</i>. - Standardization of the mentoring process and systematic planning of internal and external training according to the needs of each researcher. 	<ul style="list-style-type: none"> - Elaboration of a <i>Career Code</i> - Translation of the <i>Career Code</i> into English 	<ul style="list-style-type: none"> - 12/2020 - 06/2021
13. Recognition of the profession	The approach to all researches reflects respect and appreciation for their profession and results, regardless of their career stage.	4	3,35	+-	The personnel audit is not fully functional and does not allow for adequate differentiation of researchers	<ul style="list-style-type: none"> - Creating of adequate study conditions for employees who are, concurrently, Ph.D. students 	<ul style="list-style-type: none"> - xxx 	<ul style="list-style-type: none"> - xxx

14. Non discrimination	MVSO is governed by the applicable legislation of the Czech Republic (Act No. 262/2006 Coll., Labour Code Sec. 16, 17, Act No. 198/2009 Coll., Act on Equal Treatment and Legal Means of Protection Against Discrimination and on Amendments to Some Acts) and takes every action in accordance with the Anti-Discrimination Act	2	3,77	+-	However, this issue is not sufficiently described in the MVSO Code of Ethics, as well, there is lack of detailed information in the <i>Regulations for Selection Procedure for the Recruitment of Academic Staff</i> .	<ul style="list-style-type: none"> - Add commitment to the following internal regulations: <i>Employment Regulations, Code of Ethics and Regulations for the Selection Procedure for the Recruitment of Academic Staff</i>. - Create English versions of both documents - Ensure the apolitical nature of the college, to prevent the spread of political views 	<ul style="list-style-type: none"> - Review and update of the document <i>Employment Regulations</i> - Updating of the <i>Code of Ethics</i> in Czech - Translation and publication of the <i>Code of Ethics</i> in English - Review and update of the <i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i>, its registration by the Ministry of Education, Youth and Sports of the Czech Republic (MEYS) - Translation and publishing of the <i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i> in English 	<ul style="list-style-type: none"> - 08/2020 - 03/2020 - 06/2020 - 12/2020 - 06/2021
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15. Research environment	<p>With respect to MVSO's excellence, the conditions for carrying out research activities are fully adequate. Each employee has the possibility to use remote access to connect to MVSO system and work anytime and anywhere.</p> <p>All employees abide by and comply with the legislative regulations - OSH, Government Regulation No. 101/2005 Coll., Decree on more detailed requirements for the workplace and working environment, Act No. 262/2006 Coll., Labour Code, Sec. 101 to 108.</p>	3	3,15	++	<p>The space for improvement is to strengthen the technical equipment for specific research tasks in the field of artificial intelligence and ICT and research resources. The fulfilment of researchers' expectations in this area is related to the possibilities of subsidizing the funding of R&D at MVSO.</p>	<ul style="list-style-type: none"> - Efforts to attract more scientific and research projects aimed at financing the technical equipment of the research environment. - Improvement of conditions for research activity - i.e. access to databases 	<ul style="list-style-type: none"> - Enable access to scientific databases and the availability of resources for all researchers 	- 12/2020
16. Working conditions	<p>Working conditions are always positively evaluated in terms of annual feedback from employees. Employees appreciate especially the individual approach to solving personal problems, part-time work, flexible working hours, home office, work during maternity or parental leave. All conditions are laid down in the MVSO Employment Regulations, in the Directives for Evaluation and Remuneration of Workers and in Act No. 262/2006 Coll. of the Labour Code.</p>	4	3,64	+++	<p>Sabbatical leave is not implemented.</p>	<ul style="list-style-type: none"> - Continue to receive and monitor employee feedback continuously and take adequate operational and system measures 	- xxx	- xxx

<p>17. Stability and permanence of employment</p>	<p>As a research organization, MVSO has created working and contractual conditions fully reflecting the conditions of researchers at different stages of their careers and their family situation in line with the Charter's recommendations. The terms and conditions are laid down in the Employment Regulations and other internal regulations of MVSO. The employment contract for newcomers is usually concluded for a definite period (usually 1 year) with subsequent extension for an indefinite period. Employees use the same benefits regardless of the type of employment contract. MVSO takes every action in accordance with Act No. 262/2006 Coll., The Labour Code, where the fixed-term employment (its maximum duration, repetition, justification and termination) is mainly treated.</p>	<p>4</p>	<p>3,42</p>	<p>+-</p>	<p>xxx</p>	<p>- Continuously receive and monitor employee feedback and take adequate operational and system measures.</p>	<p>- xxx</p>	<p>- xxx</p>
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18. Funding and salaries	Although MVSO disposes of the status of a research organization, it does not receive support from the state budget as it is not a public higher education institution, but it disposes of the status of a public benefit organization. Thus, financial and wage conditions for research are limited, however, funds from approved scientific projects and internal sources are available. Limited resources provide limited opportunities for financial and other benefits that create a motivating work environment. Financing is carried out in accordance with the Directives for the Evaluation and Remuneration of MVSO Workers and Act No. 262/2006 Coll., Labour Code Part Six, Government Order No. 567/2006 Coll. on the definition of a difficult working environment and on the amount of the wage premium for work in a difficult working environment.	2	2,63	-+	The remuneration system is not sufficiently motivating regarding the results of research activities	<ul style="list-style-type: none"> - Initiation of activities of the Internal Grant Agency of MVSO (IGA), standardization of its processes based on the first experience. - Obtaining support for IGA from MEYS. - Search for other sources of research funding, particularly in the area of applied research 	<ul style="list-style-type: none"> - Evaluation of the first phase of IGA implementation - Revision and update of the standardized procedure concerning IGA (new directive or incorporation into the <i>Directives for the Preparation and Implementation of Research and Development Grant Projects</i>) 	<ul style="list-style-type: none"> - 12/2019 - 06/2021 -
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19. Gender balance	Adequate gender balance is ensured, equality of treatment is enshrined in the Code of Ethics and is fully implemented in all MVSO procedures. Employee feedback from the periodic employee evaluation has never given rise to any suggestion of perception of gender imbalance. This is proofed by the majority representation of women in management positions, which is not common compared to other universities. Of course, there is compliance with the valid legislation in the form of Act No. 198/2009 Coll., on equal treatment and on legal means of protection against discrimination and on amendments to some Acts Sec.8, Par. 2 and Sec. 9.	4	3,63	++	The number of men in managerial positions is lower than the number of women		- xxx	- xxx
20. Career development	Career development is perceived as an essential prerequisite and need for researchers. As an employer, MVSO strives to create conditions for career development and considers the intergenerational cooperation of experienced and young researchers to be an important aspect. <i>Academic Career Centre has been established, however, the process of supporting early stage researchers is not set up and standardized.</i>	2	3,10	+-	There is no systematic setting of career guidance and mentoring and career development principles are not laid out in the internal document <i>Career Code</i>	<ul style="list-style-type: none"> - Describe the process of mentoring in the new Career Code. - Propose adequate training for mentors in the development plan. - Connect it with the system of periodic evaluation of employees – create a link with the inclusion of employees in the mentoring program. 	<ul style="list-style-type: none"> - Elaboration of the Career Code - Translation of the Career Code into English - Review and updating of the <i>Directives for the Evaluation and Remuneration of Workers</i> - Translation of the <i>Directives for the Evaluation and Remuneration of Workers into English</i> 	<ul style="list-style-type: none"> - 12/2020 - 06/2021 - 12/2020 - 06/2021

21. Value of mobility	MVSO supports and recognizes the value of geographical and cross-sectoral mobilities and creates adequate conditions for them. Researchers undertake internships/ trainings mainly within the Erasmus+ program and within the realized research projects.	3	3,48	+-	Realized mobilities are not reflected in the career evaluation system.	- Including of mobilities in the internal <i>Directives for the Evaluation and Remuneration of Workers</i> .	<ul style="list-style-type: none"> - Review and update of the <i>Directives for the Evaluation and Remuneration of Workers</i> - Translation of the <i>Directives for the Evaluation and Remuneration of Workers</i> into English 	<ul style="list-style-type: none"> - 12/2020 - 06/2021
22. Access to research training and continuous development	All researchers at all stages of their careers have the opportunity to continuously educate themselves and work on their development.	2	3,38	+-	Internal and external educational activities are not systematically managed, and their specific form is not described in any internal documents.	- Define a list of training and educational activities for researchers and its link to evaluation and personal development planning.	<ul style="list-style-type: none"> - Development of a timetable for training events for 2021 and standardization of the procedure - Review and update of the <i>Directives for the Evaluation and Remuneration of Workers</i> - Translation of the <i>Directives for the Evaluation and Remuneration of Workers</i> into English 	<ul style="list-style-type: none"> - 12/2020 - 12/2020 - 06/2021

23. Access to career advice	The career guidance system is tied to internal evaluation processes and the management of research activities, but there is no systematic support for researchers in academic careers. The <i>Academic Career Centre</i> has been established, but the process of supporting early-stage researchers is not set up and standardized. The process is managed by the Vice-rector for Science, Research and Development, a wider team is not created.	1	2,89	-+	The process is carried out without standardization and adequate staffing. The possibilities of consulting in the professional area are limited by the number of MVSO expert guarantors.	- Establish an adequate team, including the involvement of expert guarantors, establish methodological procedures, standardize the process.	<ul style="list-style-type: none"> - Creating of a working team of the <i>Academic Career Centre</i>, establishing of competences. - Elaboration of the <i>Career Code</i> - Translation of the <i>Career Code</i> into English 	<ul style="list-style-type: none"> - 08/2020 - 12/2020 - 06/2021
24. Intellectual Property Rights	The protection of the rights of both researchers and the research organizations is fully ensured and regulated at the level of the contractual employment relationship. All MVSO employees comply with the legislative measures of the Act on Free Access to Information No. 106/1999 Coll., Act No. 121/2000 Coll., on Copyright, on Rights Related to Copyright and on Amendments to Some Acts, Act No. 89 / 2012 Coll., of the Civil Code Sec. 2382	4	3,33	-+	xxx	- xxx	- xxx	- xxx

25. Co-authorship	MVSO fully supports co-authorship and creating of research teams on the level of MVSO excellences.	3	3,69	+-	In the future, it is necessary to describe the process of co-authorship in the Code of Ethics, including the licensing arrangements related to continuously developing cooperation with the application sphere.	<ul style="list-style-type: none"> - Describe the co-authorship process in MVSO's Code of Ethics. - Specify the areas to be contracted in the applied research and cooperation with the application sphere; standardize it as part of the Directives for the Preparation and Implementation of Research and Development Grant Projects. 	<ul style="list-style-type: none"> - Update of the <i>Code of Ethics</i> in Czech - Translation and publishing of the <i>Code of Ethics</i> in English - Update of the <i>Directives for the Preparation and Implementation of Research and Development Grant Projects.</i> - Translation and publishing of the <i>Directives for the Preparation and Implementation of Research and Development Grant Projects into English</i> 	<ul style="list-style-type: none"> - 03/2020 - 06/2020 - 08/2020 - 12/2020
26. Supervision	The Vice-rector for Science, Research and Development is in charge of supporting researchers in the course of their academic career. It is necessary to introduce and specify the mentoring process and the roles of individual mentors who will also ensure supervision over the steps defined in the career and development plan. The <i>Academic Career Centre</i> has been established, but the process of supporting early-stage researchers is not set up and standardized.	2	3,29	+-		<ul style="list-style-type: none"> - Implementation and standardization of the mentoring process. - Defining the role of mentors, including the control process over the activities set out in researchers' development plans. 	<ul style="list-style-type: none"> - Elaboration of the <i>Career Code</i> - Translation of the <i>Career Code</i> 	<ul style="list-style-type: none"> - 12/2020 - 06/2021

27. Teaching	Based on the labour law relationship, all researchers of MVSO are classified as “academic staff”. The scope of their employment encompasses not only research but also teaching activity which corresponds with Czech accreditation standards. The level of workload associated with teaching is adequate and is monitored within the performance evaluation (i.e. personnel audit, which is governed by the <i>Personnel Audit Directive</i>). There is also a balance between teaching and research tasks. The staff is provided with adequate administrative and methodological support for the implementation of teaching tasks. MVSO employees act in compliance with the valid legislation of the Czech Republic, primarily with the Act No. 262/2006 Coll., and the Labour Code, Sec. 132 and 133 and Sec. 230-235	4	3,48	+-	The personnel audit does not adequately reflect the difficulty of preparation for teaching	- Update of the personnel audit system	- Create a proposal for a new information system of evaluation of researchers	- 11/2021
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28. Evaluation/ appraisal systems	The personnel audit is implemented as part of periodic employee evaluation.	1	3,17	-+	<p>The system is implemented, however, it is not sufficiently elaborated, it does not allow comparison in time, and it does not generate the data necessary for the interpretation of results. It is not motivational and does not consider all necessary aspects, it is unsuitable in terms of personnel management. There is no Career Code with a clearly defined employee evaluation strategy.</p> <p>The positive aspect is that the staff evaluation does not indicate dissatisfaction with the evaluation system.</p>	<ul style="list-style-type: none"> - Innovation of academic staff performance evaluation strategy (Personnel Audit), including its criteria. - Creating a new information system including relevant methodology, its implementation into related managerial and personnel processes. - Creation of an internal document Career Code, including its English version. 	<ul style="list-style-type: none"> - Update of the methodology of employee evaluation and the <i>Directives for the Evaluation and Remuneration of Workers</i> - Translation of the <i>Directives for the Evaluation and Remuneration of Workers</i> into English - Elaboration of the <i>Career Code</i> - Translation of the <i>Career Code</i> into English - Development of a pilot information system, including its usage methodology 	<ul style="list-style-type: none"> - 12/2020 - 06/2021 - 12/2020 - 06/2021 - 12/2021
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29. Complains/ appeals	Given the size of MVSO as a research organization, adequate space is created for reviewing complaints / dismissal of researchers. There is room for anonymous announcements on the MVSO intranet, but this system is not used by employees and, usually, complaints are handled in person with the supervisor. The employee evaluation process is also used for reporting, which encourages workers to provide feedback. Complaints and/ or notifications are adequately addressed by the MVSO management, including feedback to the submitter.	3	3,21	+-	The complains and appeals system is not fully utilized, most likely by the reason that it does not seem to provide adequate scope for anonymised communications.	<ul style="list-style-type: none"> - Innovation of MVSO intranet and increase of employees' awareness of the possibilities of feedback - Standardization of the complains and appeals system and its description in the <i>Employment Regulations</i> 	<ul style="list-style-type: none"> - Update of the <i>Employment Regulations</i> in English - Translation and publishing of the <i>Employment Regulations</i> in English 	<ul style="list-style-type: none"> - 08/2020 - 12/2020
30. Participation in decision-making bodies	Participation of researchers in decision-making and advisory bodies is a standard procedure at MVSO. Researchers are members of the Academic Senate, the Academic Council and hold managerial and leadership positions. Even those who are not involved in decision-making bodies have adequate tools to engage in internal discussion and internal decision-making processes through a system of meetings and other forms of internal communication; as per the Directives on Internal Management and Communication.	4	3,31	+-	xxx	- xxx	- xxx	- xxx

31. Recruitment	The recruitment of employees respects the applicants' personal rights, horizontal principles and equal approach. All legislation, including GDPR, is also respected. Job advertisements are sufficiently detailed without narrow specification in order not to discourage potential candidates	3	3,34	+-	The approach is not clearly specified in the <i>Code of Ethics</i> as well as in the <i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i> . Job advertisements are sufficiently detailed without narrow specification in order not to discourage potential candidates, but they are not published in English and do not use specialized R&D portals such as <i>Euraxess</i> .	<ul style="list-style-type: none"> - Updating of the internal documents <i>Code of Ethics</i> and <i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i>. - Publish advertisements for researcher positions also in English and use specialized R&D portals. 	<ul style="list-style-type: none"> - Update of the <i>Code of Ethics</i> in Czech - Translation and publishing of the <i>Code of Ethics</i> in English - Review and updating of <i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i> and its registration by the MEYS - Translation and publishing of the <i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i> in English 	<ul style="list-style-type: none"> - 03/2020 - 06/2020 - 12/2020 - 06/2021
32. Recruitment (Code)	The recruitment process is standardized.	2	3,38	+-	There is room for improvement in the recruitment of academic staff who are competent for the implementation of international research projects and foreign language study programs, i.e. foreign academics or Czech academics with experience in the international environment and the corresponding level of language proficiency (English).	<ul style="list-style-type: none"> - Strengthening the international dimension in recruitment activities <ul style="list-style-type: none"> - advertising in English, communication and conducting job interviews in English, presentation through communication channels with international impact (including international contacts of MVSO). 	<ul style="list-style-type: none"> - Review and updating of <i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i> and its registration by the MEYS - Translation and publishing of the <i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i> in English 	<ul style="list-style-type: none"> - 12/2020 - 06/2021

33. Selection (Code)	The selection procedure is governed by the <i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i> , registered by the MEYS. The process involves workers at different levels of management and with different areas of expertise; selection is carried out in a multi-round manner and using a wide range of selection methods.	3	3,36	+-	<i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i> does not include specific definitions of the criteria for the selection of researchers	<ul style="list-style-type: none"> - Extension of the <i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i> by the criteria for the selection of employees. 	<ul style="list-style-type: none"> - Review and updating of <i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i>, its registration by the MEYS - Translation and publishing of the <i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i> in English 	<ul style="list-style-type: none"> - 12/2020 - 06/2021
34. Transparen cy (Code)	Selection and recruitment of staff is carried out in accordance with the <i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i> .	3	2,91	+-	Applicants are not made aware of the strengths and weaknesses of their candidacy after the selection procedure has been completed, unless they explicitly request it.	<ul style="list-style-type: none"> - Review of the <i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i>. - Strengthening of feedback to the applicants once the selection procedure has been closed. 	<ul style="list-style-type: none"> - Review and updating of <i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i>, its registration by the MEYS - Translation and publishing of the <i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i> in English 	<ul style="list-style-type: none"> - 12/2020 - 06/2021

35. Judging merit (Code)	The selection procedure is multi-round and several evaluators are involved in the selection procedure asserting different criteria and selection approaches. Not only merits in the field of research activity, but also personality, character traits and other criteria creating conditions for fulfilment of the requirements for the applicant's profile for the given scientific-research position are assessed.	4	3,23	+-	<i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i> does not include specific definitions of the criteria for the selection of researchers with respect to merit judging.	- Extension of the Regulations for the Selection Procedure for the Recruitment of Academic Staff by the criteria for the selection of employees.	- Review and updating of Regulations for the Selection Procedure for the Recruitment of Academic Staff, its registration by the MEYS - Translation and publishing of the Regulations for the Selection Procedure for the Recruitment of Academic Staff in English	- 12/2020 - 06/2021
36. Variations in the chronological order of CVs (Code)	At MVS0, career breaks are fully respected. Favourable conditions for the return of female scientists from maternity leave are created. Part-time work, flexible working hours and off-site work are encouraged, so that researchers after career breaks can seamlessly participate in the work process and reconcile work and personal responsibilities.	4	3,33	+-	<i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i> does not include specific definitions of the criteria for the selection of researchers with respect to changes in the chronology of CVs.	- Extension of the Regulations for the Selection Procedure for the Recruitment of Academic Staff by the criteria for the selection of employees.	- Review and update of Regulations for the Selection Procedure for the Recruitment of Academic Staff, its registration by the MEYS - Translation and publishing of the Regulations for the Selection Procedure for the Recruitment of Academic Staff in English	- 12/2020 - 06/2021

37. Recognition of mobility experience (Code)	Mobility experience is welcomed and seen as a valuable contribution to professional development and collaboration between workplaces. Given the MVS0's internationalization strategy, international mobilities are fully supported, including the support through the Erasmus+ programme project. As for the project activities, mobilities are supported with respect to the conditions set by the provider.	4	3,62	++	Regulations for the Selection Procedure for the Recruitment of Academic Staff does not include specific definitions of the criteria for the selection of researchers with respect to mobility experience recognition.	- Extension of the Regulations for the Selection Procedure for the Recruitment of Academic Staff by the criteria for the selection of employees.	- Review and update of Regulations for the Selection Procedure for the Recruitment of Academic Staff, its registration by the MEYS - Translation and publishing of the Regulations for the Selection Procedure for the Recruitment of Academic Staff in English	- 12/2020 - 06/2021
38. Recognition of qualifications (Code)	Qualification is recognized in accordance with the scope of national legislation and methodologies of higher authorities (MEYS). Act No. 111/1998 Coll., on higher education institutions	4	3,56	++	Regulations for the Selection Procedure for the Recruitment of Academic Staff does not include specific definitions of the criteria for the selection of researchers with respect to recognition of qualifications.	- Extension of the Regulations for the Selection Procedure for the Recruitment of Academic Staff by the criteria for the selection of employees.	- Review and update of Regulations for the Selection Procedure for the Recruitment of Academic Staff, its registration by the MEYS - Translation and publishing of the Regulations for the Selection Procedure for the Recruitment of Academic Staff in English	- 12/2020 - 06/2021

39. Seniority (Code)	When selecting employees, the degree of required qualification is always formulated adequately to the job position. However, MVSO approaches each applicant individually and is willing to waive the required qualification with regard to the prospect of its achievement.	4	3,58	++	<i>Regulations for the Selection Procedure for the Recruitment of Academic Staff</i> does not include specific definitions of the criteria for the selection of researchers with respect to seniority.	- Extension of the Regulations for the Selection Procedure for the Recruitment of Academic Staff by the criteria for the selection of employees.	- Review and update of Regulations for the Selection Procedure for the Recruitment of Academic Staff, its registration by the MEYS - Translation and publishing of the Regulations for the Selection Procedure for the Recruitment of Academic Staff in English	- 12/2020 - 06/2021
40. Postdoctoral appointments (Code)	Currently, MVSO is preparing to apply for a doctoral type of study, but such accreditation is not foreseen by 2021. Internal documents of MVSO do not specify requirements for postdoctoral candidates, their professional and development plans, their rights and obligations or requirements for scientific and project activities; the definition of these requirements is not up to date.	2	xxx	+	xxx	- xxx	- xxx	- xxx

5. Conclusion

Based on the partial evaluations carried out, it is apparent that MVSO achieves at least partial successes in its implementation of each partial principle of the Code and the Charter.

What is interesting is that in some criteria there is a significant difference in the perception of the fulfilment of these principles in the focus group, which consisted mainly of committed members of MVSO management and researchers. In addition to fulfilling the Action Plan, it will be necessary to pay increased attention to internal communication, presentation of principles and the measures taken and ensuring employee feedback.