



VÚRV

Crop Research
Institute, Prague

Knowledge for sustainable agriculture

GAP Analysis and OTM-R Checklist

HRS4R

Abbreviations

CAWI	Computer Assisted Web Interview
CRI	Crop Research Institute
HRS4R	Human Resources Strategy For Researchers
HR	Human Resources
SHW	Safety and Health at Work
EWA	Agreement on the execution of the work
OWA	Agreement on work activities
OTM – R	Open, Transparent and Merit-based recruitment

Introduction

The document represents the output of the contract "Consultancy services in the processing of GAP analysis and action plan for the award of the HR AWARD " realized for the RESEARCH INSTITUTE OF PLANT PRODUCTION, V.V.I.

The sub-chapters of the analysis have been designed according to the structure and scope required by the HR AWARD documentation:

1. GAP Analysis - Process
2. GAP Analysis Overview
3. OTM-R Checklist

Each subchapter presents the operationalization of the HR AWARD principles and a summary of the key knowledge in relation to them resulting from the field **investigations** and documentation analysis carried out.

GAP Analysis – Process

Involvement of human resources management departments and persons

Name, position and department of persons involved in human resources management:

Name	Position	Management line/ Department
RNDR.Mikuláš Madaras Ph.D.	Director	Director of the Institution
Ing, František Brožík	Deputy Director for Finance	Deputy Director for Finance
Dr. Ing. Pavel Čermák	Deputy Director for Science and Research	Deputy Director for Principal Activity
Doc. Dr. Ing. Jaroslav Salava	Head of the Department of Crop Protection and Plant Health	Department of Crop Protection and Plant Health
Doc. RNDr. Jaroslava Ovesná, CSc.	Head of the Department of Genetics and Plant Breeding	Department of Genetics and Plant Breeding
Ing. Eva Kuncová,CSc.	Head of the Department of Land Management Systems	Department of Land Management Systems
Ing. Miloš Faltus, Ph.D.	Chairman of the Institute Council	Institute Council
Ing., Mgr. Bodrinová Miroslava	Trade Union Representative	-
Ing. Gabriela Schlesingerová, Ph.D	Leading Manager	Secretariat of Director
Ing. Vlček Miloslav	Guarantor of Professional Activities	Secretariat of Director
Ing. Krupková Mária	Analyst, Project Manager	Secretariat of Director
Mgr. Slezáková Milada	HR Manager	Secretariat of Director
Mgr. Bielecki Michal	Legal services	-

Ing. Jiří Zámečník, CSc.	Researcher	Plants Physiology and Cryobiology
RNDr. Mgr. Leona Svobodová, Ph.D.	Researcher	Molecular Genetics
Ing. Tereza Nešporová	Researcher	Stress Biology and Biotechnology in Breeding
Ing. Martina Trávníčková	Researcher	Plant Genetics and Breeding Method

Stakeholder Engagement

All stakeholders/researchers/institute staff were further involved in the GAP analysis process. The following data collection and analysis tools, including consultation and collection of views from stakeholders, have been used to process GAP analysis and related analytical evidence:

- Desk research
- Individual controlled semi-structured interviews
- Questionnaire survey – CAWI (computer-assisted web interview)
- Workshop (discussing and commenting on the preliminary findings and conclusions of gap analysis)

Stakeholders	Form of engagement	Results/outputs
Director	<ul style="list-style-type: none"> • Individual controlled semi-structured interviews • Questionnaire survey – CAWI (computer-assisted web interview) • Workshop 	Survey report
Council of the Institute	<ul style="list-style-type: none"> • Individual controlled semi-structured interviews • Questionnaire survey – CAWI (computer-assisted web interview) • Workshop 	Survey report
Deputy Director for Principle Activity	<ul style="list-style-type: none"> • Individual controlled semi-structured interviews • Questionnaire survey – CAWI (computer-assisted web interview) • Workshop 	Survey report
Senior researchers	<ul style="list-style-type: none"> • Individual controlled semi-structured interviews • Questionnaire survey – CAWI (computer-assisted web interview) • Workshop 	Survey report
Researchers	<ul style="list-style-type: none"> • Individual controlled semi-structured interviews • Questionnaire survey – CAWI (computer-assisted web interview) 	Survey report

Stakeholders	Form of engagement	Results/outputs
	<ul style="list-style-type: none"> • Workshop 	
Other employees	<ul style="list-style-type: none"> • Individual controlled semi-structured interviews • Questionnaire survey – CAWI (computer-assisted web interview) • Workshop 	Survey report

Individual controlled semi-structured interviews

30 individual semi-structured interviews with the organization's employees were conducted between June and August 2021. Representatives of all the institute's departments participated in the interviews and were represented by representatives of all levels of the research community (R1 – R4). The interviews included representatives of following departments:

- Department of Genetics and Plant Breeding
- Department of Land Management System
- Department of Crop Protection and Plant Health
- Head of the Secretariat of the Director
- Quality of plant products
- Physiology and cryobiology of plants
- Nutrient management in agroecosystems
- Genetics and breeding methods
- Biology of stress and biotechnology in breeding
- Advisory centre
- Plant health bacteriology
- Plant physiology and nutrition
- Agricultural pedology and pedobiology
- Secondary plant metabolites in crop protection
- Molecular genetics
- By asset management and maintenance team
- Biologically active substances in crop protection
- Weed plants and vegetation of agroecosystems
- Invertebrates and plant biodiversity features

The interviews included representatives of other support and heads of departments:

- Director of CRI, p. r. i.
- Deputy Minister for Science and Research
- Economic team
- Human Resources Department

The distribution of interview participants according to the seniority of the researchers was as follows¹:

¹ Indicative structure acc to the CRI Career Order

Level	Representation
R1	25%
R2	17%
R3	13%
R4	46%

CAWI (computer assisted web interview)

The questionnaire survey focused on researchers was carried out during June and July 2020. All researchers were approached, the **return rate exceeded about 60%**. The findings of the research can also be considered representative in relation to individual segments of the Institute's scientific community, age, gender and therefore representativeness in terms of professional seniority (R1-R4) can be substantiated. In order to ensure anonymity (indirect identification of respondents) and to promote the openness and confidence of respondents in the confidentiality of the investigation, the scope of personal information to be surveyed was limited.

Respondents from the group of researchers were gender balanced (53% male, 47% female), the age structure of the respondents is shown in the following table:

Less than 30 years	11 %
30 – 40 years	24 %
41 – 50 years	36 %
51 a more years	29 %

Workshops and group discussions with researchers of the CRI

The draft GAP analysis and action plan measures were discussed with representatives of the scientific community as well as the management of the Institute and the outcomes of the negotiations were incorporated into their final form.

The following meetings took place:

Date	Description
19. 5. 2020	HR Award project presentation for research departments managers
3. 6. 2020	HR Award project presentation for CRI managers
1. 7. 2020	HR Award project presentation for employees
23.9. 2020	Discussion of outputs of individual interviews and initial analysis

GAP Analysis Management

The CRI management entrusted the internal team with the processing of documents for the application for the HR AWARD on the basis of the responsibilities defined by the Institute's Organizational Regulations. In this way, a Steering Committee was established to oversee the process of processing GAP Analysis and the Action Plan. The composition of the Steering Committee has been defined to include all relevant participating CRI bodies in accordance with their competences as defined in the Rules of Organisation, in particular representatives of the following departments:

- Director
- Council of the Institution
- Deputy Director for Principle Activities
- Secretariat of the Director
- Economic section

At the working level, a group was set up responsible for the implementation of HRS4R processes, including the staff responsible for the performance of all internal processes concerned. The composition of the group has been defined to include all relevant stakeholders and the roles of the IRA in accordance with their competences as defined in the Organisational Code, in particular:

- Science and Research Departments
- Research teams
- Trade union
- Legal services
- Technology transfer
- Populariser of R&D results
- Project management
- Human resources management

The Working Party participated in the preparation, implementation and evaluation of all activities related to HR AWARD preparation processes.

An external company participated in the processing of the documents for GAP Analysis and the Action Plan. This was due to ensuring the independence, objectivity and discretion of research activities carried out between researchers and other staff at the institution. In particular, the company was entrusted with:

1. Performing an analysis of the human resources situation (HR) at the customer
2. Setting up a qualitative research methodology – interviews with researchers
3. Conducting personal interviews with researchers and other employees of the client and processing their outputs.
4. By setting up a questionnaire survey methodology
5. Processing the outputs of the questionnaire survey
6. By elaborating and presenting gap analysis and action plan

The external company reported interim outputs to the representatives of the working group and presented the management of the institution. The external company ensures sufficient data representativeness.

GAP Analysis – Overview

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers: GAP analysis overview			
Status: to what extent does this organisation meet the following principles?	Implementation: ++ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented -- = insufficiently implemented	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:
Ethical and Professional Aspects			

1. Research freedom	+/+	<p>The questionnaire survey shows that 91 % of researchers understand the general ethical principles to be followed in the course of their activities.</p> <p>The ethical principles of work and research are enshrined in the document Code of Conduct and the Ethical Framework of Research of Employees of the CRI. However, there is no clear process in which employees are systematically and repeatedly made known about its content (periodically signed by employees e.g. once a year).</p>	The Code of Conduct will be periodically signed by employees.
---------------------	-----	--	---

<p>2. Ethical principles</p>	<p>+/+</p>	<p>The questionnaire survey shows that 91 % of researchers understand the general ethical principles to be followed in the course of their activities.</p> <p>The ethical principles of work and research are enshrined in the document Code of Conduct and the Ethical Framework of Research of Employees of the CRI However, there is no clear process in which employees are systematically and repeatedly made known about its content (periodically signed by employees e.g. once a year).</p>	<p>The Code of Conduct will be periodically signed by employees.</p>
<p>3. Professional responsibility</p>	<p>+/+</p>	<p>The ethical principles of work and research are enshrined in the document Code of Conduct and the Ethical Framework of Research of Employees of the CRI However, there is no clear process in which employees are systematically and repeatedly made known about its content (periodically signed by employees e.g. once a year).</p> <p>The questionnaire survey shows that 91 % of researchers understand the general ethical principles to be followed in the course of their</p>	<p>The Code of Conduct will be periodically signed by employees.</p>

		activities.	
4. Professional attitude	+/-	<p>The organization has a formalized document setting out the basic vision and strategy of the organization for the medium to long term perspective.</p> <p>However, the questionnaire survey shows that 59.5% of researchers believe that key organisational decisions (e.g. organisation direction, vision, strategy, etc.) are not/rather not adequately and regularly presented.</p>	<p>Organizational documents defining the organization's visions and strategies will be regularly communicated to all employees.</p> <p>Enabling researchers to be involved in the development of strategy and other conceptual decisions, for example in the context of committees, commenting on upcoming documents, etc. (increasing belonging).</p> <p>An internal regulation will be created standardizing the adaptation process - from initial training for new workers containing an introduction to the principles of research and vision and strategies of the organization, including identification of the individual's contribution to the end of the probationary period.</p> <p>As part of the adaptation process, the worker will be acquainted with all departments, including technical and economic positions and departments.</p>
5. Contractual and legal obligations	+/-	<p>The vast majority of respondents to the questionnaire survey indicated that they had been formally placed in the workplace as part of the adaptation process (100 %) and received OSH training (71.4%).</p> <p>However, both the guided interviews and the questionnaire investigation show an</p>	<p>An internal regulation will be created standardizing the adaptation process - from initial training for new workers containing familiarization with legislation related to research activities to the end of the probation period.</p> <p>The internal regulation will standardise the adaptation process, including familiarisation with legislation relating in particular to research activities</p>

		<p>unformalized and procedurally insufficient provision for the transmission of information from other areas of the organisation's operation upon joining the organisation.</p>	<p>and other activities.</p> <p>The publicly available documentation will include a description of the processes in the organization with the specification of the contacts of the persons responsible for each area. The description of processes and contacts will be permanently available to all employees.</p>
6. Accountability	+/+	<p>The questionnaire survey shows that 91 % of researchers understand the general ethical principles to be followed in the course of their activities.</p> <p>The ethical principles of work and research are enshrined in the document Code of Conduct and the Ethical Framework of Research of Employees of the CRI. However, there is no clear process in which employees are systematically and repeatedly made known about its content (periodically signed by employees e.g. once a year).</p>	<p>The Code of Conduct will be periodically signed by employees.</p>
7. Good practice in research	+/-	<p>The vast majority of respondents to the questionnaire survey indicated that they had been formally acquainted with the workplace as part of the adaptation process (100 %) and received OSH training (71.4%).</p> <p>However, both the guided</p>	<p>An internal regulation will be created standardizing the adaptation process - from initial training for new workers containing familiarization with legislation related to research activities to the end of the probation period.</p> <p>The internal regulation will standardise the adaptation</p>

		<p>interviews and the questionnaire investigation show an unformalized and procedurally insufficient provision for the transmission of information from other areas of the organisation's operation upon joining the organisation.</p>	<p>process, including familiarisation with legislation relating in particular to research activities and other activities.</p> <p>Internal regulation and training will also address the prevention of the consequences of IT risks and abuse.</p>
8. Dissemination, exploitation of results	+/+	<p>In the organization, there is a formalized incentive scheme to support publishing activities, its quality and commercialization of research and development results.</p> <p>The VURV website contains a system that sorts information about the results/publications achieved.</p> <p>A department is embedded in the organizational structure of the organization, which develops advisory activities concerning the professional (and general) public.</p> <p>Guided interviews have shown that all employees are informally motivated by managers to publish research results in journals.</p>	-
9. Public engagement	+/-	<p>The VURV website contains a system that sorts information about the results/publications achieved.</p>	<p>A regular annual newsletter on scientific outputs and its distribution to adequate partners will be introduced.</p> <p>The organisation's</p>

		<p>A department is established in the organizational structure of the organization, which develops advisory activities concerning the professional (possibly general) public.</p> <p>Guided interviews have shown that research results (even top-notch) are in some cases not adequately promoted to the professional and general public. Guided interviews have shown that research results (even top-notch) are in some cases not adequately promoted to the professional and general public.</p>	<p>communication strategy will be developed.</p>
10. Non-discrimination	+/+	<p>The questionnaire survey shows that 88.7% of researchers have not experienced discrimination on grounds of sex, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political views, social and economic conditions in the past</p> <p>The prohibition of non-discrimination in the evaluation of employees is entered in the Career Regulations of the VURV.</p> <p>The ethical principles of work and research are enshrined in the document Code of Conduct and the Ethical Framework of Research of</p>	<p>An internal periodic survey of "employee satisfaction" will be introduced. The survey will not only address issues of discrimination but also map the overall mood and satisfaction within the organization. In addition to the official language, basic internal standards, documents and communication will also be in English.</p>

		Employees of the CRI	
11. Evaluation/ appraisal systems	+/-	<p>Within the Institute, the Rules of Organisation provide for the obligation of managers to continuously, continuously and objectively report to their subordinates, at least within a period of one year, and to communicate in writing any reservations and requirements for improving the work. Another institution of evaluation is the attestation procedure, which all employees from level V2 are required to go through, at least over a five-year horizon.</p> <p>More than a third of CAWI survey respondents said they were more likely to not receive/receive feedback on work performance.</p> <p>In guided interviews, it was confirmed that there is no formal evaluation of employees at regular intervals except for attestation procedures.</p>	<p>Introduction of a standardised evaluation system - within the framework of internal documentation (extension of the existing procedure - scale, periodicity, relation to remuneration):</p> <ul style="list-style-type: none"> • the introduction of personal development assessments in the context of periodic meetings between the researcher and the supervising person; • the introduction of a performance assessment related to the results achieved.
Recruitment and Selection			
12. Recruitment	+/-	<p>The recruitment process is regulated in the Institute for all positions except temporary Working agreements, where a standardized selection procedure is taking place.</p> <p>The standard selection process was verified</p>	<p>Internal documentation formalising the recruitment process for temporary contracts (working agreement) will be completed. This document lays down the rules for the recruitment of the working agreements and sets out the conditions for it to be</p>

		during guided interviews with individual managers.	interpreted, including in the context of training.
13. Recruitment (Code)	+/-	<p>The recruitment process is adjusted in the Institute for all positions except working agreements where a standardised selection procedure is taking place.</p> <p>The standard selection process was verified during guided interviews with individual managers. The standard selection process was verified during guided interviews with individual managers.</p>	Internal documentation formalising the recruitment process for temporary contracts (working agreement) will be completed. This document lays down the rules for the recruitment of the working agreements and sets out the conditions for it to be interpreted, including in the context of training.
14. Selection (Code)	-/+	<p>The recruitment process is regulated in the Institute for all positions except temporary Working agreements,</p> <p>The selection shall not formally establish the areas to be evaluated and the conditions of the evaluation/selection of staff.</p>	<p>A document formalising the recruitment process will be completed, including, in the field of selection of candidates, a balance between the public/private sector and men/women and other aspects of selection as required by the HR Award.</p> <p>Templates/instructions will be prepared for the process and relevant staff will be trained to achieve a unified process.</p>
15. Transparency (Code)	+/-	<p>In some cases (EWA/OWA), the process is not sufficiently transparent (potential candidates do not have the same access to information on open positions).</p> <p>Information about the selection procedure is presented mainly only in the Czech language within</p>	<p>A document formalising the recruitment process will be developed, including, in the field of selection of candidates, a balance between the public/private sector and men/women and other aspects of selection.</p> <p>Templates/instructions will be prepared for the process and relevant staff will be trained to achieve a unified process.</p>

		<p>the institute's website or within Czech job portals.</p>	<p>A model of documents for the registration of the selection process will be processed, these will be provided to the candidates to the appropriate extent.</p> <p>A career section of the Institute's website will be created.</p>
16. Judging merit (Code)	-/+	<p>The recruitment process is not formally standardised in terms of mandatory selection criteria or is not sufficiently defined in the management documentation.</p> <p>At an informal level, the various aspects of merit assessment are reflected in the selection procedures but are not harmonised across the Institute.</p> <p>During the guided interviews, informal criteria were mentioned by executives, which are key to selection. These criteria largely meet the requirements of the HR Award.</p>	<p>A document formalising the recruitment process will be completed, containing information on the mandatory areas of evaluation of candidates.</p> <p>Templates/guidance/evaluation criteria will be prepared for the process and relevant staff will be trained to achieve a unified process.</p>
17. Variations in the chronological order of CVs (Code)	-/+	<p>The recruitment process is not formally standardised in terms of a change in the chronological order of CVs.</p> <p>At an informal level, the various aspects of merit assessment are reflected in the selection procedures but are not harmonised across the</p>	<p>A document formalising the recruitment process containing information on the mandatory areas of evaluation of candidates will be completed.</p> <p>Templates/guidance/evaluation criteria will be prepared for the process and relevant staff will be trained to achieve a unified process.</p>

		<p>Institute.</p> <p>During the guided interviews, informal criteria were mentioned by executives, which are key to selection. These criteria largely meet the requirements of the HR Award.</p>	
18. Recognition of mobility experience (Code)	-/+	<p>The recruitment process is not formally standardised in terms of valuing mobility.</p> <p>At an informal level, the various aspects of merit assessment are reflected in the selection procedures but are not harmonised across the Institute.</p> <p>During the guided interviews, informal criteria were mentioned by executives, which are key to selection. These criteria largely meet the requirements of the HR Award.</p>	<p>A document formalising the recruitment process containing information on the mandatory areas of evaluation of candidates will be completed.</p> <p>Templates/guidance/evaluation criteria will be prepared for the process and relevant staff will be trained to achieve a unified process.</p>
19. Recognition of qualifications (Code)	-/+	<p>The recruitment process is not formally standardised in terms of recognition of qualifications.</p> <p>At an informal level, the various aspects of merit assessment are reflected in the selection procedures but are not harmonised across the Institute.</p> <p>During the guided interviews, informal criteria were mentioned by executives, which are key to selection. These criteria largely meet the requirements of the HR Award.</p>	<p>A document formalising the recruitment process containing information on the mandatory areas of evaluation of candidates will be completed.</p> <p>Templates/guidance/evaluation criteria will be prepared for the process and relevant staff will be trained to achieve a unified process.</p>

20. Seniority (Code)	-/+	<p>The recruitment process is not formally standardised in terms of seniority.</p> <p>At an informal level, the various aspects of merit assessment are reflected in the selection procedures but are not harmonised across the Institute.</p> <p>During the guided interviews, informal criteria were mentioned by executives, which are key to selection. These criteria largely meet the requirements of the HR Award.</p>	<p>A document formalising the recruitment process containing information on the mandatory areas of evaluation of candidates will be completed.</p> <p>Templates/guidance/evaluation criteria will be prepared for the process and relevant staff will be trained to achieve a unified process.</p>
21. Postdoctoral appointments (Code)	-/-	<p>The appointment of researchers with postdoctoral status in the CRI is not specifically regulated by the management documentation.</p>	<p>Development of a directive (e.g. career rules) with a specification of rules for the employment and career progression of postdoctoral staff.</p>
Working Conditions and Social Security			
22. Recognition of the profession	+/-	<p>The vast majority of employees do not face discrimination. 80% of researchers believe that they are treated in a similar way to other employees in a similar position.</p> <p>The ethical principles of work and research are enshrined in the document Code of Conduct and the Ethical Framework of Research of Employees of the CRI</p>	<p>An internal periodic survey of "employee satisfaction" will be introduced. The survey will not only address issues of discrimination but also map the overall sentiment and level of satisfaction within the organization.</p>
23. Research environment	+/-	<p>The Institute has equipment and facilities corresponding to how the</p>	<p>Educational plans, investment plans will be created, both using participatory processes.</p>

		<p>Institute is financed.</p> <p>According to guided interviews, some equipment can be considered obsolete compared to the possibilities of agricultural universities.</p> <p>The specific conditions (from the point of view of safety, health, etc.) of individual laboratories are described/communicate (familiar with) within laboratories, but this process is not sufficiently formalized in all laboratories.</p> <p>The management documentation or collective agreement stipulates that the Institute will provide an annual public health and safety screening at work</p>	<p>The records will be unified and standardized for familiarization with the specific conditions of individual laboratories.</p>
<p>24. Working conditions</p>	<p>+/-</p>	<p>The organization allows flexible working hours of up to five per cent of working time.</p> <p>On the part of researchers, the issue of working time flexibility was perceived as sensitive or administratively demanding/burdensome in guided interviews.</p> <p>During the interviews, the need for flexibility was mentioned mainly in view of the nature of the research, which often requires a necessary stay in the workplace alternated with periods of</p>	<p>Making flexible working conditions available, modifying internal documentation.</p>

		data processing and interpretation of results.	
25. Stability and permanence of employment	+/-	<p>Some workers/teams are repeatedly granted certain periods (up to the maximum possible legal limit). According to the guided interviews, this repeated extension of the fixed-term contract is considered unfounded or at the time of extension, the competences of the employee are already sufficiently verified.</p> <p>The practice is often determined by the project/grant method of ensuring selected activities of the Institute. This method does not give the possibility of a stable ratio with regard to the predominant way of financing science in the Czech Republic.</p>	Concerning funding options, emphasis will be placed on permanent part-time preferences, this area will be involved in the management documentation.
26. Funding and salaries	+/-	<p>An over half of the respondents are not satisfied with their wages. The Institute has imposed restrictions on personal evaluation, which may be unnecessarily restrictive for selected grant titles and at the same time make it impossible for a sufficiently efficient team to evaluate its employees. Social, pension, health insurance corresponds to the corporatist model of the welfare state.</p>	The stabilisation of the wage code (a gradual effort to eliminate the project/grant base as the predominant source of funding) will be promoted strategically. Increase the ceiling for the size of the personal evaluation.
27. Gender balance	+/-	In the case of	As part of the defined

		<p>recruitment, the issue of gender balance is greatly limited by the narrow range of candidates applying for specific positions.</p> <p>There is no discrimination at a systemic level in the Institute. 88% of researchers said they had not experienced discrimination, including discrimination on grounds of sex.</p>	<p>recruitment process, gender balance within each position will be formally reflected (to the maximum extent possible, as made possible by local conditions).</p> <p>There will be an analysis of the success of women/men in the selection procedure according to the number of applications, an analysis of the size of salaries/training, trips/publications by gender and identification of possible unjustifiable differences, at a regular level.</p>
28. Career development	-/+	<p>Career development is determined mainly by the attestation procedure. Beyond attestation procedure, education, professional growth, etc. are not standardised for all positions. Development plans are not being developed for all positions.</p>	<p>Individual development plans will be developed. Internal documentation institutionalizes the field of career development.</p>
29. Value of mobility	+/-	<p>The Institute supports and allows participation in international traineeships or conferences concerning the possibilities of financing the Institute.</p> <p>During the interviews, the possibility of internships was repeatedly mentioned, including long-term internships. However, according to managed interviews, the value of internships for employee development is not sufficiently accentuated.</p>	<p>The internal documentation and the regular evaluation will set out the possibility and importance of Mobility.</p>

		Over 80% of survey respondents said they had the opportunity to participate in foreign internships.	
30. Access to career advice	-/-	Access to expert advice is currently not recorded in the management documentation, however, according to managed interviews, such cases occur in a non-systemic way based on the possibilities of managers in particular who have sufficient knowledge of the current situation and are thus able to provide the necessary support.	The internal documentation will provide for the possibility of career advice.
31. Intellectual Property Rights	+/-	<p>The issue of intellectual property within the organization is partly regulated by the management documentation.</p> <p>Almost 2/3 of respondents said they were sufficiently familiar with the issue of intellectual property.</p> <p>During the interviews, knowledge of procedures or processes after compliance with applicable legislation and ethical principles emerged.</p>	Individual training plans will include training in the field of intellectual property protection, the creation of a professional technology transfer department.
32. Co-authorship	+/+	The conditions of authorship and co-authorship are formally regulated by the managed documentation of the organization, namely, the document CODE OF ETHICS and THE ETHICAL	

		<p>FRAMEWORK OF RESEARCH OF EMPLOYEES of the CRI, p.r.i</p> <p>In view of the standardised procedures adopted throughout the course of university studies, this area was described by all respondents as well described and followed by all respondents.</p>	
33. Teaching	+/+	<p>Researchers are encouraged in pedagogical activities, while not being systemically monitored, so that teaching does not impede research (not detrimental to effectiveness). However, concerning the set limits for working hours, efficiency is ensured.</p>	
34. Complains/ appeals	-/+	<p>The method of resolving disputes is given in the controlled documentation.</p> <p>The Institute does not have an independent body to deal with escalated problems/complaints.</p> <p>Over 60% of respondents said they were not able to submit their application anonymously.</p>	<p>The position of ombudsman or person outside the CRI will be created and processes for dealing with complaints will be set up.</p>
35. Participation in decision-making bodies	+/-	<p>Participation is ensured by standard representation in the decision-making/conceptual bodies of the Institute</p>	<p>The introduction of a participatory process of strategic management will actively involve all employees in the design of objectives, the selection of measures to achieve them, the</p>

		<p>Informally, it is possible to raise knowledge and suggestions for the management of the organization through executives.</p> <p>Some staff (58 % of respondents) believe that key decisions of the organisation (e.g. organisation direction, vision, strategy, etc.) are not/rather not adequately and regularly presented.</p> <p>The organization lacks the formal arrangements for this institute.</p>	<p>implementation of the strategy and the evaluation of their effects. Institutionalization of this principle into controlled documentation.</p>
Training and Development			
36. Relation with supervisors	-/+	<p>Based on the results of the questionnaire investigation, it was found that there is no formalised allocation of the supervising person to a particular researcher, or the management relationship (in particular the employee evaluation) is not formalised. 85% of researchers note that they have not been assigned the person responsible for their further personal development.</p>	<p>An internal regulation will be developed standardising the adaptation process – from initial training for new staff containing the assignment of a supervising person to the end of the probationary period.</p> <p>Introduction of a standardised evaluation system - within the framework of internal documentation (extension of the existing procedure - scale, periodicity, relates to remuneration):</p> <ol style="list-style-type: none"> 1. the introduction of personal development assessments in the context of periodic meetings between the researcher and the supervising person; 2. the introduction of a performance evaluation related to the results achieved.

<p>37. Supervision and managerial duties</p>	<p>-/+</p>	<p>Based on the results of the questionnaire investigation, it was found that there is no formalised allocation of the supervising person to a particular researcher, or the management relationship (in particular the employee evaluation) is not formalised. 85% of researchers note that they have not been assigned the person responsible for their further personal development.</p>	<p>An internal regulation will be developed standardising the adaptation process – from initial training for new staff containing the assignment of a supervising person to the end of the probationary period.</p> <p>Introduction of a standardised evaluation system - within the framework of internal documentation (extension of the existing procedure - scale, periodicity, relates to remuneration):</p> <ol style="list-style-type: none"> 1 the introduction of personal development assessments in the context of periodic meetings between the researcher and the supervising person; 2 the introduction of a performance evaluation related to the results achieved.
<p>38. Continuing Professional Development</p>	<p>-/+</p>	<p>An analysis of management documentation and guided interviews showed that the training of employees or their professional growth in VURV is not systematized.</p> <p>According to the information from the guided interviews, educational activities are organized at the level of individual departments and ad hoc according to the needs of individual employees and the availability of financial resources.</p> <p>Institute does not have</p>	<p>Individual training plans for individual employees will be developed and implemented, taking into account their experience to date and the standard for the position being carried out.</p> <p>Funds will be allocated for the education and training of employees.</p>

		training plans for relevant jobs.	
39. Access to research training and continuous development	-/+	<p>An analysis of management documentation and guided interviews showed that the training of employees or their professional growth in VURV is not systematized.</p> <p>According to the information from the guided interviews, educational activities are organized at the level of individual departments and ad hoc according to the needs of individual employees and the availability of financial resources.</p> <p>Institute does not have training plans for relevant positions.</p>	<p>Individual training plans for individual employees will be developed and implemented, taking into account their experience to date and the standard for the position being carried out.</p> <p>Funds will be allocated for the education and training of staff.</p>
40. Supervision	-/+	<p>Based on the results of the questionnaire investigation, it was found that there is no formalised allocation of the supervising person to a particular researcher, the management relationship (in particular the evaluation of the employee) is not formalised. 85% of researchers note that they have not been assigned the person responsible for their further personal development.</p>	<p>An internal regulation will be developed standardising the adaptation process – from initial training for new staff containing the assignment of a supervising person to the end of the probationary period.</p> <p>Introduction of a standardised evaluation system - within the framework of internal documentation (extension of the existing procedure - scale, periodicity, relates to remuneration):</p> <p>1 the introduction of personal development assessments in the context of periodic meetings between the researcher and the</p>

			supervising person; 2 the introduction of a performance evaluation related to the results achieved.
--	--	--	--

OTM-R Checklist

<i>OTM-R checklist for organisations</i>					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, <i>complet ely</i> +/-Yes, <i>substan tially</i> -/+ Yes, <i>partially</i> -- No	*Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	-/-	<p>Current situation: The recruitment process is defined in the Institute for all positions except working agreements (OWA/EWA). A formalised, standardised selection procedure is defined. An internal OTM-R policy covering all aspects of the recruitment process has not yet been developed.</p> <p>Proposed form of OTM-R measurement in the future: An internal policy will be prepared, respecting all the requirements for the recruitment of researchers in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (the "Charter and Code"). This policy will be communicated internally via an internal newsletter and intranet and subsequently published on</p>

					our website in both languages (Czech/English).
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	-/-	<p>Current situation: The recruitment process is defined in the Institute for all positions except working agreements (OWA/EWA). A formalised, standardised selection procedure is defined. An internal OTM-R policy covering all aspects of the recruitment process has not yet been</p> <p>Proposed form of OTM-R measurement in the future:</p> <ul style="list-style-type: none"> • Work is underway on a new internal regulation that respects all aspects for the adoption of research in the Charter and the Code. • This policy will be communicated internally via an internal newsletter and intranet and subsequently published on our website in both languages (Czech/English).
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	-/-	<p>Current situation: In the absence of the OTM-R Directive, no training concerning OTM-R is currently provided to the employees concerned.</p> <p>Proposed form of OTM-R measurement in the future:</p> <ol style="list-style-type: none"> 1. HR department elaborates training materials for the recruitment process for the staff

					<p>involved in the recruitment process (e.g. head of the unit).</p> <p>2. Such a document will be shared with relevant personnel via e-mail. The document will also be communicated internally through an internal newsletter and intranet.</p> <p>3. The Human Resources Department will also provide continuous support to employees involved in recruitment and will inform all recruiters in detail about the OTM-R process."</p> <p>4. Senior employees or employees involved in the selection and care of employees will be trained concerning the need for unified procedures and proper reflection of hr award principles.</p>
4. Do we make (sufficient) use of e-recruitment tools?	x	x		-/+	<p>Current situation: We publish selected positions on the website mostly in Czech (sometimes in English) concerning the nature of the position. We also advertise some job offers on job servers for job offers in the Czech Republic. Some research positions are published on research experts' websites.</p> <p>Proposed form of OTM-R measurement in the future: We will publish all open positions on our website in both languages (Czech and English). All jobs will be published on relevant</p>

					foreign web portals to ensure transparency for foreign potential applicants.
5. Do we have a quality control system for OTM-R in place?	x	x	x	-/-	<p>Current situation: In the absence of OTM_R in the organisation, no OTM-R quality management system has yet been put in place; nor is it evaluated by an internal audit.</p> <p>Proposed form of OTM-R measurement in the future: The OTM-R Directive will include a mechanism for the quality control system.</p> <p>The quality control system will be regularly assessed by an internal audit of the organisation.</p> <p>Selected aspects (gender, etc.) will be evaluated by an external body or using generally used self-assessment tools.</p>
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	-/+	<p>Current situation: In the advertisements, we highlight the attractive aspects that the CRI organization has to offer: highly experienced scientists, cutting-edge research equipment and modern premises that offer additional possibilities. We also draw the applicants' attention to the unlimited limits of broad biological research; i.e. the organisation is open.</p> <p>Proposed form of OTM-R</p>

					<p>measurement in the future:</p> <ul style="list-style-type: none"> • Each job advertisement will include a link to our website containing more information about the organization itself, the work environment, other benefits for employees and information about specific departments of the CRI. • At the same time, each job advertisement will contain a link to our website containing OTM-R policies. • All information submitted to potential applicants will be provided in both languages (Czech and English).
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	-/-	<p>Current situation: The OTM-R policy has not yet been fully implemented. At the same time, we want to better promote transparency, freedom of research and the possibility of creating new research projects.</p> <p>Proposed form of OTM-R measurement in the future:</p> <ul style="list-style-type: none"> • All the benefits that the organization can offer will be transparently described on our website. • Each job advertisement will include a link to our website containing more information about the organization itself, the work environment, other benefits

					<p>for employees and information about specific departments of the CRI.</p> <ul style="list-style-type: none"> • At the same time, each job advertisement will contain a link to our website containing OTM-R policies. • Career sites used by foreign potential candidates will be used. • All information submitted to potential applicants will be provided in both languages (Czech and English).
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	-/+	<p>Current situation: Firstly, the Institute is governed by Czech law, which prohibits any discrimination against underrepresented groups. However, the CRI does not store (or does not evaluate) applicants' statistics by gender, ethnicity, age or nationality.</p> <p>Proposed form of OTM-R measurement in the future: The OTM-R policy will comply with national rules for dealing with underrepresented groups.</p>
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	-/+	<p>Current situation: Working conditions currently correspond to the possibilities of financing the Institute concerning institutional support and success in obtaining external resources.</p> <p>Proposed form of OTM-R</p>

					<p>measurement in the future:</p> <ul style="list-style-type: none"> • We will prepare a new internal OTM-R policy that would provide researchers with attractive working conditions. • This policy will be internally communicated through an internal newsletter and intranet and subsequently published on our website in both languages (Czech and English). • Strengthening grant management support will bring the Institute higher possibilities of financial resources to increase the attractiveness of working conditions.
10. Do we have the means to monitor whether the most suitable researchers apply?				-/+	<p>Current situation: In principle, the human resources department monitors the number of candidates, the quality of candidates in the context of an open position and compliance with the required criteria. The Hr Department is also discussing the possibility of any change in recruitment strategy with the relevant managers with a focus on increasing the number of suitable candidates for this position.</p> <p>Proposed form of OTM-R measurement in the future:</p> <ul style="list-style-type: none"> • We will translate these procedures into our OTM-R policy. • This policy will be internally communicated through an internal newsletter and intranet and subsequently published on

					our website in both languages (Czech and English).
--	--	--	--	--	---

Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		-/-	<p>Current situation: No, part of the positions is occupied according to the usual practice of individual laboratories, which is heterogeneous.</p> <p>Proposed form of OTM-R measurement in the future: We will prepare a standardized template for advertising working advertisements to match the "EURAXESS structure". We will include the following information in our template:</p> <ul style="list-style-type: none"> • Organization details • Registered office and branches • Contract type • Job description • Requirements for tenderers • Documents to be provided by the tenderer • Terms and conditions offered by the organization • Date of publication of the offer • Deadline for applications • Contact person • Benefits offered by the organization • Link to the CRI website for further details • Link to CRI website including the OTM-R policy • Link to the CRI website including a specific description of the specific research department.
12. Do we include in the job	x	x		-/-	Current situation:

advertisement references/links to all the elements foreseen in the relevant section of the toolkit?					No. Proposed form of OTM-R measurement in the future: We are updating the standardised template for the publication of contributions to reflect the 'EURAXESS structure' as set out in point 11 above.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		-/-	We are updating the standardised template for the publication of contributions to reflect the 'EURAXESS structure' as set out in point 11 above.
14. Do we make use of other job advertising tools?	x	x		-/-	Current situation: The practice is not formalized for selected positions, the practice is unstructured, inconsistent, partially the positions are advertised, if relevant. Proposed form of OTM-R measurement in the future: <ul style="list-style-type: none"> • All job offers will be published on EURAXESS. • At the same time, we will also use other job advertising tools, such as recruitment support, but only additionally to support recruitment for specific positions.
15. Do we keep the administrative burden to a minimum for the candidate?	x			-/-	Current situation: The process has not been standardised. Proposed form of OTM-R measurement in the future: We will continue to reduce the administrative burden on applicants under Czech law (there are legal restrictions for the full implementation of

					this practice - labour code, government regulation). The key tool for reducing the load is the electronization of the process.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees?		x	x	-/-	<p>Current situation: Not for all opened positions.</p> <p>Proposed form of OTM-R measurement in the future:</p> <ul style="list-style-type: none"> • We will prepare an OTR-M policy that respects all steps for recruiting researchers in the Charter and the Code. • Furthermore, the OTM-R policy will include rules for the appointment/establishment of selection committees with a focus on the transparency of the provisions of the selection committees. • These procedures will be communicated internally via an internal newsletter and intranet and subsequently published on our website in both languages (Czech and English).
17. Do we have clear rules concerning the composition of selection committees?		x	x	-/-	<p>Current situation: Not for all opened positions.</p> <p>Proposed form of OTM-R measurement in the future:</p> <ul style="list-style-type: none"> • We will prepare an OTR-M policy that respects all steps for recruiting researchers in the Charter and the Code. • Furthermore, the OTM-R policy

					<p>will include rules for the appointment/establishment of selection committees with a focus on the transparency of the provisions of the selection committees.</p> <ul style="list-style-type: none"> • These procedures will be communicated internally via an internal newsletter and intranet and subsequently published on our website in both languages (Czech and English).
18. Are the committees sufficiently gender-balanced?		x	x	-/+	<p>Current situation: The Institute currently does not have any internal regulation in the selection committee to regulate gender balance in such a commission. It usually establishes gender-balanced (naturally) commissions, but there are exceptions, especially in specific fields where the gender-balanced composition of committees is not possible (especially in cases of expertise in certain specific research projects/areas).</p> <p>Proposed form of OTM-R measurement in the future:</p> <ul style="list-style-type: none"> • The new rules on the selection of staff will include rules for the appointment/appointment of the selection board in line with the focus on gender balance (taking into account the real possibilities of their composition). • These procedures will be communicated internally via an internal newsletter and intranet

					and subsequently published on our website in both languages (Czech and English).
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?			x	-/-	<p>Current situation: There are currently no guidelines for selection committees to help them better assess a candidate's "merits" in the selection process.</p> <p>Proposed form of OTM-R measurement in the future:</p> <ul style="list-style-type: none"> • The new rules on staff selection will include clear guidelines for selection committees to better help them select the most suitable candidate. In particular, standardised tools will be developed in the form of evaluation criteria and evaluations will be based on scaling points, percentages or other methods of evaluation (in some specific cases where exceptional expertise is required). • These rules will be communicated internally via an internal newsletter and intranet and subsequently published on our website in both languages (Czech and English). • The members of the Commission shall be trained to ensure a unified procedure.
Appointment phase					

20. Do we inform all applicants at the end of the selection process?		x		-/+	<p>Current situation: Not for all opened positions.</p> <p>Proposed form of OTM-R measurement in the future:</p> <ul style="list-style-type: none"> • The new rules on employee selection will formally standardize this step in the recruitment process. • These rules will be communicated internally via an internal newsletter and intranet and subsequently published on our website in both languages (Czech and English). • All candidates will receive information on the outcome.
21. Do we provide adequate feedback to interviewees?		x		-/+	<p>Current situation: Yes, the Institute informally informs all candidates about the result, and if they ask for feedback, they are always informed by the Human Resources Department.</p> <p>Proposed form of OTM-R measurement in the future:</p> <ul style="list-style-type: none"> • The new rules on employee selection will formally standardize this step in the recruitment process. • The human resources department will provide brief feedback to all applicants even after the end of the process (whether they have succeeded or not), this can be supplemented on request.
22. Do we have an appropriate complaints mechanism in place?		x		-/+	<p>Current situation: According to the Czech legal system,</p>

					<p>candidates have the opportunity to make a complaint about the selection procedure.</p> <p>Proposed form of OTM-R measurement in the future:</p> <ul style="list-style-type: none"> • The new staff selection rules will include a complaint mechanism and will be communicated internally via an internal newsletter and intranet and subsequently published on our website in both languages (Czech and English). • We will implement the complaint recording process and will also monitor the statistics of complaints submitted per year with details of the reasons for complaints.
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				-/-	<p>Current situation: Given the above, we have not yet implemented a system for continuous monitoring of the achievement of the OTM-R policy objectives.</p> <p>Proposed form of OTM-R measurement in the future:</p> <ul style="list-style-type: none"> • The new staff selection rules will include a system of measuring selected indicators to evaluate the effectiveness of OTM-R. • These rules will be communicated internally via an internal newsletter and intranet and subsequently published on our

					<p>website in both languages (Czech and English).</p> <ul style="list-style-type: none">• We will also prepare statistics to measure the effectiveness of OTM-R with defined indicators (yearly).
--	--	--	--	--	---
