

## GAP Analysis (Charter and Code Checklist)

**Case number:** 2018CZ348775

**Name Organisation under review:** Univerzita Karlova (Charles University)

**Organisation's contact details:** Ovocny trh 560/5, Praha 4, 116 36

**Submission date:** 01/02/2019

**Date endorsement charter and code:** 22/10/2018

### GAP Analysis overview

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

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

- **Status** : to what extent does this organisation meet the following principles?
  
- **Implementation (++, +/-, -/+, --)** :
  - ++ fully implemented
  - +/- almost but not fully implemented
  - /+ partially implemented
  - insufficiently implemented

- **GAP** : In case of --, -/+, or +/-, please **indicate the actual “gap”** between the principle and the current practice in your organisation.
- **Implementation impediments** : If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.
- **Initiatives undertaken/new proposals** : If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
Ethical and Professional Aspects			
1. Research freedom	++ fully implemented	Freedom of research is guaranteed at the CU.	- Research freedom is guaranteed in the Charter of Fundamental Rights and Freedoms (art. 15, para. 2), the Higher Education Act (Sec. 4 in particular), the preamble and art. 2 of the Constitution of the Charles University (Univerzita Karlova – CU) and the CU's Code of Ethics (part I, para. 7 in particular). - The CU has announced its adherence to these principles in its strategic documents and systematically promotes and defends them in public discussions.

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
2. Ethical principles	+/- almost but not fully i...	<p>- These principles are generally observed by the CU, but occasional individual lapses can occur, which are then addressed by the appropriate body. - The Code of Ethics of the CU is not entirely consistent with the principles of the Charter and Code.</p>	<p>- Ethical principles are set forth in the CU Code of Ethics, which is based on general principles, principles of educational practice, and principles applicable to creative activities. - Their infringement is resolved by the CU's Ethics Commission, which issues about five directives a year. - Some faculties have their own Codes of Ethics and Ethics Commissions. - A Commission for Ethics in Research has recently been established by the CU (Constitution of the Commission for Ethics in Re-search, Rector's Measure 74/2017). - On the basis of that Constitution, the faculties have an obligation to set up their own committees for ethics in research.</p>

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
3. Professional responsibility	++ fully implemented	- This principle is generally respected at the Charles University, but occasional individual lapses can occur, for instance plagiarism or publication in disreputable journals, which are addressed by the appropriate bodies.	- Regulated by the Higher Education Act (sec. 1 in particular), the Constitution of the CU (art. 5, para. 8), the CU Code of Ethics (Part I, para. 11 and 13, Part III, para. 4 and 5 in particular) and 'Handling of the Results of research, development and innovation at the CU' (Rector's Measure 3/2015). Violations are resolved by the CU Ethics Commission or by the faculty, and in the case of a student, by the disciplinary committee of the faculty. - The CU uses a system for control of plagiarism, the newly introduced Turnitin System. - Regarding intellectual property see below.

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
4. Professional attitude	++ fully implemented	- This principle is fulfilled. Exceptionally there can be some individual lapses.	<ul style="list-style-type: none"> <li>- The information is provided to researchers by the departments of sciences of the CU, by the faculties and the European Centre of the University, and is also available online.</li> <li>- Some faculties have special departments in their dean's offices for supervising projects, or grant departments, which devote themselves to this matter.</li> <li>- The system for financing the sciences at the CU is known to the employees.</li> <li>- Workers communicate about specific projects with their supervisors, and in some cases with the dean.</li> </ul>

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
5. Contractual and legal obligations	+/- almost but not fully i...	<p>Given the size and diversity of the CU, it has a large number of regulations. Not all employees are able to orient themselves in them. - The training of new employees who are hired by the CU is in the competence of the faculties. It is up to the individual employees to familiarise themselves with this information. - Some materials are not available in English.</p>	<p>- All internal regulations of the CU are publicly available on the Uni-versity's internet site and the web pages of its faculties. The faculties also publish their own regulations. - Information is made available by the departments of the sciences, the grant departments and similar bodies. - A unit of the CU, the Centre for Knowledge and Technology Trans-fer, particularly concerns itself with commercialisation. It has a network of 'technology scouts and knowledge and technology transfer coordinators' in each faculty.</p>

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
6. Accountability	++ fully implemented	<p>- Responsibility toward employers is set forth in employment law and toward investors (in the case of externally financed research), in legal obligations (established by contract, including rights to data and outputs).</p> <p>Responsibility to society is embodied in academic oaths, the Code of Ethics (I/10, III/4 and III/8) and the preamble to the Constitution, and is an element of the so-called third role of the university (see below). - The theological faculty has a special responsibility to the Church (according to its statutes).</p>	Scholars are not always aware of their responsibility to society and the taxpayers.

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
7. Good practice in research	+/- almost but not fully i...	<p>- The awareness of scholars varies. Individual lapses in dealing with sensitive information and in protecting data can occur. - Data protection at the CU was not dealt with systemically prior to the beginning of preparations for the entry into force of the GDPR Rector's Measure. - Meticulous implementation of all proposed measures throughout the University will be time-consuming.</p>	<p>- The inviolability of persons and their privacy is based in the Charter of Fundamental Rights and Freedoms and in laws on protection of personal data, as well as in the Code of Conduct of the CU (I/7, III/4). Recently this matter is also a concern of the Commission for Ethics in Research of the CU. - Upon being hired, employees are trained in the regulations regarding safety and protection of personal health in the workplace. - The European Centre has created a guidebook and offers workshops on best practices in research, for example, handling of scientific data and ethical publication. - Since summer 2018, new measures in connection with GDPR are being implemented. A data protection officer of the CU has been named and a new Rector's Measure responding to the GDPR has been adopted (Rector's Measure 16/2018). In furtherance of that a data management plan is to be introduced.</p>
8. Dissemination, exploitation of results	+/- almost but not fully i...	<p>- Not all scholars are familiar with the work of the Centre for Knowledge and Technology Transfer</p>	<p>- Publication of the results of particular scientific work is an integral part of research at the CU. In the area of commercialisation, the Centre for Knowledge and Technology Transfer</p>



Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
		<p>or the Ethics Commission with respect to the results of science and research (despite the existence of the scout network, which has at least one member in each faculty) - This matter is only rather exceptionally a part of the study plans of the doctoral programs. The dissemination of research results should be more actively promoted within the University. - Scholars do not always have enough time to actually disseminate the results of their research because they are burdened with other activities.</p>	<p>and its network of scouts (Rector's Measure on commercialisation, Board for Commercialisation as the advisory body for the Rector, Constitution of the Board for the Commercialisation of Science and Research Results of the CU (Rector's Measure 1/27)) - The Centre for Knowledge and Technology Transfer has also prepared a Catalogue of Innovation Opportunities, which is a portfolio of the products, particular offers of contract research and other forms of investment opportunities in all faculties, and a Catalogue of Services, in which are presented the scientific teams in each faculty who are offering contract research. - At the same time, a daughter entity of the CU, Charles University Innovations Prague, has been established, which will focus directly on commercialisation. - The Charles University is publishing all diploma theses (Higher Education Act, sec. 47b, CU Constitution art. 21, Rector's Measure 23/2016). - The Charles University adheres to the principle of Open Access (Joint Declaration of the CU Administration and the CU Academic Senate on the Open Access Policy at the CU).</p>

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
9. Public engagement	+/- almost but not fully i...	<p>- The intensity and scope of popularisation activities varies widely throughout the University. - Popularisation is not required of employees. Some scholars do not have enough time for it.</p>	<p>- The goals and objectives of the CU are contained in the preamble to the CU Constitution. Scholars at the CU often make statements to the media and also popularise science with, for example, continuing education courses, the Junior University and at Science Slams. - Faculties and institutes sponsor popularising talks and lecture cycles. - The University offers courses to scholars on how to deal with the media, on the presentation of their know-how and on presenting their profiles on social networks. - Some faculties support their popularisation activities with award programs, although not all of them do so, nor is that given much emphasis. - Popularisation will be one of the subjects of the new European University Alliance '4EU'.</p>

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
10. Non discrimination	++ fully implemented	- Discrimination is defined somewhat differently in the rules of the CU than it is in the Charter. - Unequal access to documents in English among the various parts of the University is a problem. For now, some documents are only available in Czech.	- Discrimination is forbidden by both national legislation (Charter of Fundamental Rights and Freedoms and the law on anti-discrimination) and by the rules of the University (Code of Ethics (I/17), CU Constitution (art. 5, para. 8, subpara. a)).

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
	11. Evaluation/ appraisal systems	- There is no comprehensive system, applicable to the entire University, that covers both researchers and teachers, taking into account their administrative burdens, popularisation activities, supervisors tasks, mentoring and cooperation, along with their compensation. - A significant obstacle to the creation of such a system is the great differences among the faculties with regard to the professional standards they uphold.	- Scientific performance is evaluated on the basis of a bibliometric approach (Register of Information on Results) on which financing at the national level depends. - Currently a special system of evaluation of creative activities is operating, comprised of a more complex evaluative approach (including peer review). - Pedagogical activities are evaluated in regular surveys of student's rating of teaching. Every year the CU awards prizes to the best scientists and teachers. - Some faculties and institutes have developed their own systems of evaluation because according to the Higher Education Act employment relations are within the authority of faculty bodies. (sec. 24, Higher Education Act). - A description of the activities and prerequisites for different levels of an academic career (Academic Worker (R 1-4 ) and Research Worker R 1-4) are described in the CU's Internal Salary Regulations. - Some faculties/institutes have developed their own systems of evaluation. Elsewhere evaluations are left up to responsible employees such as the department or institute heads.

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
Recruitment and Selection - please be aware that the items listed here correspond with the Charter and Code. In addition, your organisation also needs to complete the checklist on Open, Transparent and Merit-based Recruitment included in a separate section, which focuses on the operationalization of these principles.			
12. Recruitment	+/- almost but not fully i...	- The majority of the faculties use recruitment tools that have only local reach and focus. - The Competitive Hiring Process Code is applicable only to academic workers. It is applicable to other workers (research or technical/economic) only insofar as ordered by the dean, the Rector or by internal regulations of a faculty.	- The faculties observe the applicable regulations and norms in recruitment, especially the Law on Employment and the CU's Competitive Hiring Process Code. - Three faculties use EURAXESS or another internationally recognised platform for projects and hiring with an international aspect. - We are preparing an update of the English version of the CU's Internet web pages to extend the scope and reach of our recruitment tools.

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
13. Recruitment (Code)	-/+ partially implemented	<p>- The Competitive Hiring Process Code establishes only minimum standards for the faculties. On the one hand, it gives the faculties freedom and the ability to tailor hiring to their own needs and specifics. On the other hand, requiring more from the faculties and institutes in the recruitment process might lead to an increase in interest in accepting positions and attract interesting candidates to the CU.</p>	<p>- Recruitment is performed in ac-cord with the Law on Employment and the Competitive Hiring Process Code.</p>

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
14. Selection (Code)	-/+ partially implemented	<p>- The Competitive Hiring Process Code does not set forth any requirements for diversity on the selection committees. The committees do not receive any training in hiring methods. Their membership is determined by the deans of the faculties.</p> <p>- Normally, no external professional opinions are obtained.</p>	- Selections are made in accord with the Law on Employment and the Competitive Hiring Process Code.

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
15. Transparency (Code)	+/- almost but not fully i...	<p>- Internal University regulations do not provide a procedure for explaining selection criteria. (Advertisements in the course of the selection process must state the qualifications and other prerequisites desired.) - The Code does not require that applicants be informed of their strengths and weaknesses at the conclusion of the selection process.</p>	<p>- According to the Competitive Hiring Process Code, each applicant must be notified about whether he or she has been selected or not. Upon the request of the applicants, some faculties inform them about their strengths and weaknesses in the selection process.</p>



Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
16. Judging merit (Code)	+/- almost but not fully i...	<p>- The Competitive Hiring Process Code does not specify hiring criteria or the weight they should be given in the process. - That is mainly up to the individual selection committees and the needs of the workplace where the applicant will be employed.</p>	<p>- All the criteria mentioned in the Charter and Code principles are normally respected in practice in selection processes.</p>
17. Variations in the chronological order of CVs (Code)	+/- almost but not fully i...	<p>- The Competitive Hiring Process Code does not specify hiring criteria or the weight they should be given in the process. - That is mainly up to the individual selection committees and the needs of the workplace where the applicant will be employed.</p>	<p>- Career breaks shown in the biographies of applicants are not regarded negatively.</p>

<b>Status</b>	<b>Implementation ( ++ , +/- , -/+ , -- )</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
18. Recognition of mobility experience (Code)	+/- almost but not fully i...	- This is not explicit in the regulations.	- Mobility (especially mobility abroad) is taken into account and is evaluated positively in selection processes.
19. Recognition of qualifications (Code)	+/- almost but not fully i...	- This is not explicit in the regulations.	- Qualifications are recognised.
20. Seniority (Code)	+/- almost but not fully i...	- The Competitive Hiring Process Code does not specify any particular approach to seniority (time in service). - That is mainly left up to the individual selection committees and the needs of the workplace where the applicant will be employed.	- This principle is observed.
21. Postdoctoral appointments (Code)	-- insufficiently impleme...	- The CU does not have postdoctoral positions (except at CERGE)	-
<b>Working Conditions and Social Security</b>			
22. Recognition of		- Unlike academic	- Academic and research workers are

the profession  <b>Status</b>	+/- almost but not fully i <b>Implementation ( ++, +/-, -/+ , -- )</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
		workers, whose status is defined in sec. 70 of the Higher Education Act, research workers do not have teaching duties in their job descriptions. Their different employment and salary category results from this. - In accord with sec. 47, para. 1 of the Higher Education Act, doctoral studies are oriented toward scientific research and independent creative activities in research and development. - In the Czech Republic, doctoral candidates are students, not employees, and therefore they are not paid a salary, but rather a stipend (for full-time studies). - Research workers, as opposed to academic	recognised as members of professional groups. - Some faculties try to secure working positions for PhD students so that they are employees of the University. - Improving the conditions and quality of doctoral studies, along with the quality of graduates, is a priority of the University administration

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
		workers and doctoral candidates are not members of the academic community.	

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
23. Research environment	-/+ partially implemented	<p>- Especially because the CU is housed in historic buildings and has no room to expand, some faculties feel they do not have enough room for their employees. The facilities that exist are not always used efficiently. - Some faculties do not have sufficient funds to invest into ambitious projects, for example, expensive equipment. Given the longstanding underfinancing of the Czech higher education sector, and the slow pace of negotiating large investment projects, addressing the lack of space will be very difficult.</p>	<p>- The CU has a well-equipped library and good access to its data-bases (including remote access from outside the premises of the CU and wireless Internet connection in all of its buildings). - Laboratory equipment and need-ed instruments are mostly available thanks to the Operational Programme Research, Development and Education and Operational Programme Research and Development for Innovation. The CU is planning to build a new building to provide space for the scholars so employed. - Employees are generally trained in connection with protection of health and safety in the workplace and in national legislation in the area of safe research activities (e.g., work in laboratories).</p>

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
24. Working conditions	+/- almost but not fully i...	<p>- Parttime work is sometimes provided as a supplement to the main work duties in order to improve the financial situation of the scholar. - Sabbaticals are not possible in some small workplaces because of the lack of personnel (this restriction is consistent with the Higher Education Act). - There are backlogs in services for researchers who come to the University from abroad with their families (housing, schools, day care).</p>	<p>- The CU Code of Ethics (I/18) takes into account persons with special needs. Such persons are ensured assistance through the Information and Advisory Services. Employment issues are within the authority of the faculties, some of which routinely offer shortened working hours, while some do not. The right to a sabbatical arises from sec. 76 of the Higher Education Act (which allows for six months of leave once every seven years). - The majority of workers have flexible working hours. Some faculties have their own day care facilities, others offer support in the form of an allowance for day care. - Among its benefits, the CU offers employees discounts for participation in sports and cultural activities.</p>

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
25. Stability and permanence of employment	++ fully implemented	<p>- Where workers are funded by grants, they have contracts valid only for the duration of the grant and then must leave, because the workplace does not have the funds for their salaries. This situation is nevertheless consistent with European standards. - Employment under a contract to perform specific work is common for doctoral candidates and externists, and in projects that are very unstable. This uncertain perspective can affect the productivity of workers.</p>	<p>- The Employment Law does not allow for unlimited renewal of employment contracts for a fixed period that would amount to establishing permanent employment. Essential employees thus have stable employment, but this is not always appropriate for employees on some particular projects.</p>

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
26. Funding and salaries	-/+ partially implemented	<p>- Compared to workplaces in the private sector or to those located abroad, salaries are very low. Therefore, we often see linked jobs adding up to more than one ordinary employment (for example, work for several research institutions, work on grants and projects, and the like). - The stipends for doctoral candidates amount to approximately the minimum wage in the Czech Republic. - For such reasons, scholars and doctoral candidates often leave the academic sector or go abroad. - Low wages are a problem for recruitment of new researchers, especially those from abroad.</p>	<p>- There is a high level of social security in the Czech Republic (paid sick-leave, health insurance, unemployment benefits). Employees (other than doctoral candidates) can use the social fund of the CU. - Salaries for academic and research workers are set by the CU's Internal Wage Regulations according to a schedule applied equally across the entire University. Nevertheless, there is tension because the faculties have the right to negotiate employment relationships independently (sec. 24 para. 1, subpara. e of the Higher Education Act). This Regulation also sets the amount of additional compensation for administrative duties. - Scholars get additional financing by participating in projects and grants. - Doctoral candidates are financed by stipends according to the CU's Stipend Regulations. Some faculties try to ensure their doctoral candidates funding in addition to their basic stipends, and there are University-wide opportunities such as those offered by the CU Grant Agency.</p>



Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
27. Gender balance	++ fully implemented	- The CU does not have a special strategy for supporting gender balance. - Selection and evaluation committees are not established primarily with a view to gender balance.	- See non-discrimination. - Employment at the CU is open to men and women equally. Both sexes are represented in governing and advisory bodies. Women are under-represented in management functions but that is continuously improving.
28. Career development	-/+ partially implemented	- The University's existing offering of courses is not fully utilized and scholars do not attend them, partly because they lack the time and partly because of low motivation.	- Information and Advisory Services, the Centre for Lifelong Learning, the European Centre and the Centre for Knowledge and Technology Transfer offer courses related to professional and personal development. Some courses are taught by foreign experts and Czech scholars are sent to teach courses abroad.

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
29. Value of mobility	+/- almost but not fully i...	<p>- Problems are different depending on the specific professional field and individual cases. In some cases, the problem is 'in-breeding' (due in part to the small size of the academic world in the Czech Republic). In others it is lack of mobility between the private and public sectors or the lack of foreign mobility, especially for doctoral candidates. - Recruiting scholars from abroad is a problem, particularly due to the salaries and benefits on offer.</p>	<p>- Inter-faculty projects are supported by the CU's University Centres of excellence (UNCE) and its PROGRES program. The University offers many opportunities for foreign mobility (partner workplaces abroad, strategic partnerships with other universities and faculties, the Mobility Fund, Erasmus and other external resources). - This should greatly improve the access of the CU to the '4EU' Alliance, which has as one of its goals the removal of administrative barriers to mobility and facilitating free movement of students and researchers. - Doctoral candidates have an obligation in the course of their studies to travel abroad. - The PRIMUS program is aimed at attracting promising workers from abroad and creating new teams of young researchers.</p>

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
30. Access to career advice	-/+ partially implemented	- Despite the existence of individual forms of support, the system of professional counselling and talent management is not sufficiently comprehensive.	- See career development. Seminars and professional counselling are organised by the Information and Advisory Services, Centre for Life-long Learning and European Centre. The Information and Advisory Services offers coaching and career counselling for doctoral candidates. The European Centre offers seminars and advice related to grants. - Job offers are sometimes disseminated electronically. Faculties of-ten have their own initiatives in this area. The Centre for Economic Research and Graduate Education (CERGE) offers career advice.

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
31. Intellectual Property Rights	+/- almost but not fully i...	- This issue is not germane to all subjects taught at the CU. Scholars are not using the opportunities they have to fully inform themselves about intellectual property rights.	- Besides national legislation (the Copyright Act), intellectual property is also protected by the CU Code of Ethics (III/5), Rector's Measure 33/2015. - Rules for handling the results of research, development and innovation at the CU, including compensation for originators, are found in OR no. 17/2018 on the work product of employees of the CU. - The matter is also dealt with by the Centre for Knowledge and Technology Transfer, which has a network of scouts (contact persons in each faculty). - One of the advisory bodies for the Rector is the Board for Commercialisation. - Charles University Innovations Prague is a daughter entity of the CU that concerns itself with commercialisation.
32. Co- authorship	++ fully implemented	- At the CU co-authorship is not given any special attention, but this principle is fully implemented.	- Co-authorship is covered by the CU Code of Ethics (III/5), and the Rector's Measure on Results of Creative Activities (31/2017). - In some faculties this is the usual practice, in others it is less usual.
33. Teaching	-/+ partially implemented	- In most faculties, it is not clear how much time must be spent on educational activities	- Teaching is part of the job description of each academic worker (as opposed to research workers). Workers can also be hired as lectors (who devote

Status	Implementation ( ++ , +/- , -/+ , -- )	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
		<p>(teaching, preparation of theses, testing, and final state exams). Time spent on mentoring younger workers for the most part is not considered.</p> <p>- Compensation for training of doctoral candidates varies across the faculties. Mandatory training in teaching methods for doctoral candidates and young scholars is lacking. Courses are voluntary and there are no motivational tools to encourage training. - In light of the lack of training in educational methods, in some workplaces teaching is insufficiently student-centred and effective means of teaching (e.g. flipped classrooms and team-based learning), which would permit</p>	<p>themselves solely to teaching, not to any creative activities. - Evaluation of teaching skills by students is part of the employee's overall evaluation. Each year, the best teachers are awarded the Arnošt of Pardubice prize. Those tutors whose doctoral students graduate on time receive financial rewards. - The University offers courses for improving teaching abilities in the Centre for Lifelong Learning and Information and Advisory Services. A new Centre for Development of Teaching Ability has opened with support from the operational programmes. - The quality of teaching (educators, methods, facilities) will be evaluated in the course of the accreditation process.</p>

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
		better linking of science and teaching, are not always utilised.	
34. Complains/ appeals	+/- almost but not fully i...	- No unified system exists in the CU, and there is no 'ombudsman' who can give confidential and informal assistance. - This can present a problem when workers must address their complaints to their supervisors, especially in cases where the complaint directly relates to their supervisor's behaviour.	- The University has an Ethics Commission. Some faculties have their own ethics commissions. It is possible to appeal to some independent bodies in the CU and the faculties (Constitution of the CU, art. 5, para. 1, subpara. f) and art. 17 para. 1), the heads of institutes, directors, deans and other supervisory employees, depending on the field of study. - Doctoral candidates are given a right to appeal decisions by the administrative regulations. Formal appeals of decisions are specially covered in the University's internal regulations. - Generally, proceedings are in two phases, most of them involving appeal to the Rector.

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
35. Participation in decision- making bodies	++ fully implemented	<p>- Research workers are not represented on academic bodies, (for example, they have no active or passive voting rights in the Academic Senate), because according to law they are not members of the academic community. They must be direct employees and have both creative and educational activities in their job descriptions. - It must be noted, however, that workers who are exclusively re-searchers (without any teaching responsibilities in their job descriptions), are a small minority compared to academic workers.</p>	<p>- Representation is possible on the Academic Senate of the CU and its faculties, on the Internal Evaluation Board, on the research boards of the CU and the faculties, on disciplinary committees, and as volunteer members of professional groups.</p>
Training and Development			

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
36. Relation with supervisors	-/+ partially implemented	<p>- Examples of best practices, like regular meetings between young research workers and experienced academic and research workers, are not always applied in practice. - Every workplace is set up in its own way. As a result, the relationship between doctoral candidates and their supervisors/tutors is individual and its quality highly varies. - Tutors are not trained or prepared to supervise doctoral candidates. Records of each advance in the work and the results of research are not always maintained and in some scientific fields are not up to standard.</p>	<p>- Doctoral candidates attend doctoral seminars as part of their studies. They are also monitored by tutors and reviewed at least once a year by the Departmental Boards. - Doctoral candidates' studies are guided by their individual study plans, which are established separately for each academic year. Some faculties and institutes hold regular colloquia and off-site meetings. - The system of programs for support of the sciences at the CU relies on cooperation with more or less experienced researchers. For example, the UNCE program focuses on support for young, promising academic and research workers from the highest quality groups in basic research.</p>



Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
37. Supervision and managerial duties	-/+ partially implemented	<p>- Experienced researchers do not always perform the functions of managers and auditors and do not have responsibilities for career development of young researchers.</p> <p>- Some of them focus on their creative activities and do not want to involve themselves in management, program direction or leadership posts, because these represent a greater administrative burden and less time for science.</p>	<p>- The approach varies among individual faculties. (for example, between laboratory and social science research). This principle can work well in the relationship between doctoral candidates and their supervisors. - At the university level, there are the Ethics Commission and the Centre for Knowledge and Technology Transfer, which provide monitoring and information, offer courses in soft skills, management science and project management. The trainings are not well attended by top managers.</p>

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
38. Continuing Professional Development	+/- almost but not fully i...	- Courses to improve knowledge and skills are offered, but not all employees have the time or interest to attend them. - They are not encouraged to take them and attendance is up to their individual interests and responsibility.	- Courses are offered by the Information and Advisory Services, Centre for Lifelong Learning, and European Centre. Some faculties and institutes have their own courses as well. Some courses taught by foreign experts or in foreign locations are on offer.

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
39. Access to research training and continuous development	+/- almost but not fully i...	<p>- There is access to education and professional development, but it is not regularly taken advantage of, nor is its use evaluated by all parts of the University. - Employees are not encouraged to take advantage of the offers of training. It is left up to the individual's initiative. - Professional development by means of work and study abroad is limited by financial resources.</p>	<p>- Courses are offered in the Information and Advisory Services, Centre for Lifelong Learning, and European Centre. Contacts with foreign colleagues take place at conferences and during long-term stays abroad. - Some faculties pay more attention to this than others.</p>

Status	Implementation ( ++ , +/- , -/+ , -- )	GAP / Implementation impediments	Initiatives undertaken/new proposals
40. Supervision	+/- almost but not fully i...	<p>- There is no one person designated to supervise, nor any unified system of supervision. - The time of more senior employees and lead supervisors is sometimes burdened by other responsibilities and they are not able to devote much time to more junior employees.</p>	<p>- The system of oversight is established by the internal structure of the University and its faculties, as well as on the custom and practice of the individual workplaces. - Doctoral students are supervised by their tutors and are reviewed once a year by boards of experts. Workers in the departments are supervised by their department head, the director of their institute or their dean. Projects are supervised by their directors.</p>