**TEMPLATE 2 – GAP ANALYSIS - OVERVIEW**

Case number: 2021CZ600558

Faculty of Pharmacy of Masaryk University

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**GAP Analysis outline**

The Charter and Code provides the basis for the GAP analysis. In order to strengthen the coherence of the thematic areas, 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 the national or organisation 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. To improve the organisation’s recruitment strategy, a self-evaluation checklist is defined in order to ensure an open, transparent and merit-based recruitment.

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| **European Charter for Researchers and the 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 the implementation of initiatives undertaken and/or suggestions for improvement: (Free text 300 words maximum) | **Initiatives undertaken/suggestions:**  Where relevant, please indicate the initiatives undertaken for improving the situation and/or new suggestions modifying the current situation. (Free text 200 words maximum) |
| **Ethical and Professional Aspects** | | | |
| 1. Research freedom | +/- | Research freedom is established by the Higher Education Act and regulated by Masaryk University Statutes declaring freedom of science, research and art. Academic freedom is also regulated by the MU Directive No. 6/2015 of the MU Code of Ethics, Article No. 1, on Academic Freedom. No gaps in the field of research freedom have been found by the Faculty of Pharmacy researchers. A process of methodically informing employees about the contents of the MU Code of Ethics is not set.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  An overwhelming majority of respondents (91%) believes that there are no problems involving research ethics and publication of results in their department. Researchers consider the largest obstacle to be an insufficient volume of available funding (70%), technical equipment and devices (65%) and availability of suitable collaborators (36%). 13% of respondents believe that research freedom is limited by the Faculty of Pharmacy management approach regarding specific research. | New employees will be informed about the Code of Ethics during the onboarding process. |
| 2. Ethical principles | +/- | Respecting ethical principles is anchored in the MU Academic and Professional Employee Code of Ethics and in the Research Ethics Directive (No. 5/2015). Employees are not methodically informed about the MU Code of Ethics during the onboarding process.  Employees are informed about the existence of the Ethics Board and Research Ethics Committee and know where to turn when dealing with ethical matters during their research. Publishing is covered by the Best Practices in Scientific Publishing, however employees do not have sufficient awareness of this document. | New employees will be informed about the MU Code of Ethics during the onboarding process. They will also be required to study the Best Practices in Scientific Publishing and the same will be required from current employees. |
| 3. Professional responsibility | +/- | The principle of professional responsibility is anchored in the MU Code of Ethics, in the Intellectual Property at Masaryk University Directive and the internal system of quality assurance and evaluation. A process of methodically informing employees about respecting principles of intellectual property and issues of plagiarism is not set. Some employees mention previous experience with unethical conduct regarding co-authorship of research results. Diploma theses are verified by using specialized software in order to detect plagiarism; however, this programme sometimes incorrectly flags the thesis as plagiarism.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  Employees of the Faculty of Pharmacy of Masaryk University do not consider the field of professional responsibility to be problematic. They consider the information on intellectual property provided by the Masaryk University as sufficient (66% of respondents). No employee has experienced any discovery of plagiarism at their department. 34% of researchers experienced stating an author who was actually not involved in the thesis, 18% of researchers mention experiencing not disclosing a co-author. | New employees will be informed about professional responsibility during the onboarding process. They will also be required to study the Best Practices in Scientific Publishing and the same will be required from the current employees. Training on plagiarism issues will take into consideration individual needs of senior and junior employees. |
| 4. Professional attitude | +/- | Strategic goals of the Masaryk University are clearly defined in the MU Strategic plan for 2021-2028. This document also shortly outlines goals of the Faculty of Pharmacy. Other documents concerning strategic goals are the MU Measure No.4/2020 – the Strategic Research Projects Board, the MU Measure No.3/2019, Implementation of projects within the ESF calls for universities II and ERDF for universities II, and the Instruction of the Faculty of Pharmacy of Masaryk University 3/2021 – the procedure for submitting project application proposals. Strategic goals of research teams are set by team leaders, for projects by principal investigators (in accordance with project instructions). Systematic internal communication about the strategic intentions and goals of the faculties is missing. | Researchers will be informed about the strategic plan of the Faculty of Pharmacy during the course of their training and development. |
| 5. Contractual and legal obligations | +/- | The employees of the Faculty of Pharmacy are trained in OHS and FS during the onboarding process and further regularly trained within the statutory period; the laboratory staff are additionally informed about laboratory operating rules. Internal regulations are available on the document server. Monitoring of legal measures and data protection is carried out on the university level. Intellectual property training is not approached conceptually, and there is no systemic approach to training offer | Issues regarding Intellectual property will be conceptually approached at the Faculty of Pharmacy; it will also be included in the adaptation process. |
| 6. Accountability | +/- | Ethical principles of work and research are anchored in the MU Code of Ethics but a process where employees would be methodically informed about the contents of the Code is not set. Researchers further follow the guidelines provided by the funding body and the contract on the basis of which the grant is awarded. Clear information, instructions and procedures are available in Czech on the website of the MU Faculty of Pharmacy, in the Věda a výzkum section (Science and research). Consultations concerning financial management of projects are provided by the university and faculty departments for project support. Financial control of projects in the form of internal and external audits take place at the faculty. All project investigators are required to co-operate during the controls and audits.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  The majority of all employees (84%) consider the faculty's method of informing employees about procedures for managing and administration of projects, treatment of accounting documents and other necessary procedures as sufficient. | New employees will be informed about the MU Code of Ethics during the onboarding process. They will also be required to study the Best Practices in Scientific Publishing and the same will be required from the current employees. Documents in the Věda a výzkum (Science and research) section on the faculty website will also be available in English. |
| 7. Good practice in research | +/- | Employees are trained in OHS and FS during the onboarding process and further regularly trained within the statutory period; the laboratory staff are additionally informed about the laboratory operating rules. Data protection is covered by the GDPR. The rules for the best practice in research are not unified in the guidelines; a vast majority of guidelines and directives are available only in Czech. Employees are not sufficiently informed about news and updates in this area.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  An overwhelming majority of employees (91%) believes that they are sufficiently informed about the rules of data protection and processing. | Employees will be informed about relevant updates in the field of OHS, FS and GDPR. They will also be required to study the Best Practices in Scientific Publishing and the same will be required from the current employees. Relevant guidelines and directives will be translated into English. |
| 8. Spreading and exploitation of research results, accessibility of results, commercialisation | +/- | Masaryk University offers the openscience.muni.cz information website as a part of the Open Access strategy, the work of its employees is published in the Masaryk University repository. In this area there is insufficient support at the faculty level – researchers are not sufficiently informed about various options to use supporting services of the marketing department, young researchers are not provided with systematic support for the development of academic writing skills, etc. Neither job candidates nor potential research partners are sufficiently informed about the research results of the Masaryk University Faculty of Pharmacy. The Věda a výzkum (Science and research) section on the faculty website is only in Czech language. | Issues with research result dissemination will be included in the employee training system, including informing them about the possibility to receive support from the marketing department (e.g., in the field of graphic design). More emphasis will be put on publishing and visibility of the research results of Faculty of Pharmacy employees. The Věda a výzkum (Science and research) section on the faculty website will be translated into English. Researchers (particularly R1 and R2) will be methodically trained in order to develop their academic writing skills. |
| 9. Public engagement | +/- | A complex policy and strategy of popularization of science, research and other results of creative activity at the Faculty of Pharmacy is missing; for instance, the researchers are insufficiently informed about the option to use supportive services of the marketing department in order to popularize science, the Věda a výzkum (Science and research) section on the faculty website is available only in Czech, new employees are not methodically trained in the field of creative writing. At university level, the support in this field is provided by the Department for external relations and marketing, Masaryk University also manages the Mendel Museum. The number of activities which bring the public closer to the field of science and research is insufficient. This field is partly covered by the marketing department, the faculty participates in the Researchers’ Night project, the faculty activities are presented on Facebook, etc., the work of the employees is published in the MU repository, on Google Scholar and Research Gate. | Different actions with the purpose of popularization of science and research will be promoted and implemented, such as a series of professional lectures for the public, presenting the activities of the Faculty of Pharmacy on social media (e.g., YouTube, LinkedIn), translating the Věda a výzkum (Science and research) section on the faculty website into English. Researchers will be more informed about the possibilities of using promotion and publishing support of their work results. |
| 10. Non-discrimination | -/+ | The issue of non-discrimination is marginally dealt with in the Code of Ethics and University Selection Procedure Regulations; however, employees are not familiarized with these documents during the onboarding process. The principles of non-discriminatory behaviour are not described in much detail, there are no existing gender rules for the composition of selection committees, the members of the selection committees are not trained in discrimination issues. There is no independent person at the faculty or university level who could be consulted by employees in case of suspicion of discriminatory behaviour.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  Almost all employees (93%) believe that men and women have equal working conditions at the Faculty of Pharmacy. However, some of the respondents experienced discriminatory behaviour towards them in the past three years, most frequently on the basis of affiliation with a certain group of employees (20%), age (20%), temporary contract (11%), sex (8%) and permanent contract (3%). As one of the respondents pointed out, due to his temporary contract he did not have the possibility to use a laptop or attend conferences. | New employees will be informed about the MU Code of Ethics during the onboarding process. Rules for gender-balancing of the selection committees will be set and the members of the selection committees will be trained in issues of discrimination. |
| 11. Assessment/ Evaluation system | -/+ | At present, there is no fixed system of staff evaluation. The EVAK employee evaluation system was tested in 2021 containing employee self-evaluation and subsequent assessment by a superior. Evaluation interviews at the end of the duration of a temporary contract also take place. There are no methodical rules for employee assessment; the evaluation criteria and principles are briefly mentioned in the MU Staff Evaluation directive but a manual for their appraisal is absent. Senior employees are not methodically trained on how to perform the assessment. The evaluation system is not interconnected with personnel processes, e.g., learning, remuneration.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  A half of the respondents have had experience with an evaluation in the last 3 years. The employees mostly believe (69%) that they are sufficiently informed about the evaluation system. More than a half of the respondents (55%) consider the staff evaluation criteria as relevant, however 30% of the employees believe they are not provided with sufficient feedback in this area. | The evaluation methodology will be developed and formalized, including the specification of the evaluation criteria and their appraisal. Senior employees will be methodically trained on how to perform the evaluation of subordinate employees. |
| **Recruitment and Selection – the items listed here correspond with the Charter and the Code of Ethics. Your organisation simultaneously needs a completed checklist for an open, transparent and merit-based hiring which is a separate document focusing on the operationalization of principles.** | | | |
| 12. Recruitment | +/- | Recruitment is generally covered by the Selection Procedure Regulations at Masaryk University. The Faculty of Pharmacy does not have instructions on how to implement selection procedures according to the OTM-R requirements, does not have a methodology of a selection process available, the quality control system of the recruitment process is not set up yet. Advertising is published in Czech (in case of academic posts also in English), there is no description of career development opportunities, the current employees are insufficiently informed about ongoing selection processes. Social networks are not used for advertising available vacancies, advertisements are published mainly on the university portal. In addition, senior positions are also advertised on a commercial career portal and on the Euraxess website. Candidates are not informed in advance about the form of selection process and its time framework. | An internal faculty methodology of the selection process reflecting the OTM-R policy will be created. Instructions for members of the selection committee will be included, preferably in the form of e-learning (basic procedures and recommendations). The methodology will also include a system of quality control of the selection process. Social networks will be used for employee recruitment. Their current employees will be informed about open positions. Relevant documents and website sections will be available in English. |
| 13. Recruitment (Code) | +/- | The area of recruitment is generally dealt with in the Regulations on Selection Procedure Regulations at Masaryk University. The Faculty of Pharmacy does not have instructions on how to implement selection procedures according to the OTM-R requirements, does not have a methodology of a selection process available, and there is no implemented system of quality control of the selection process. Advertising is published in Czech where relevant; in the case of academic positions also in English, the description of possibilities of career development is absent, and the current employees are insufficiently informed about ongoing selection processes. Social networks are not used for advertising available career opportunities; advertisements are published mainly on the university portal. In addition, senior positions are also advertised on a commercial career portal and on the Euraxess website. The Faculty of Pharmacy website does not provide PhD topics in English, which leads to low interest from international candidates. The applicants are not informed in advance about the form of selection process and time framework. | An internal faculty methodology of selection process reflecting the OTM-R policy will be created. Instructions for members of the selection committee will be included, preferably in the form of e-learning (basic procedures and recommendations), the methodology will also include a system of quality control of the selection process. Social networks will be used for employee recruitment. The current employees will be informed about open positions. Relevant documents and website sections will be available in English. |
| 14. Selection (Code) |  | The selection process at the Faculty of Pharmacy is generally covered by the Selection Procedure Regulations at Masaryk University. The process of employee selection is not formally standardized; the evaluation criteria are not set; the same applies for circumstances regarding the assessment and selection of a new employee. The majority of selection processes take place in the form of an interview in front of a committee. The conditions of appointing a selection committee are partially described in the Selection Procedure Regulations, however, the requirements for expertise, qualifications and gender balance of the members in the selection committee are not set. The members of the selection committees are not methodically trained in issues of employee selection.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  The employees mostly believe that hiring procedures and selection of candidates are well set. 91% of employees who participated in selection processes as candidates assess positively the amount of information they received during the selection process. However, 8% of employees believe that the demands placed on candidates during the selection phase do not correspond with the standard of particular academic position. Furthermore, 16% of employees believe that the procedure used for hiring researchers does not does not arouse interest of suitable candidates. | An internal faculty methodology of selection process reflecting the OTM-R policy will be created. Instructions for members of the selection committee will be included, preferably in the form of e-learning (basic procedures and recommendations). The document will specify the process of selection of candidates for individual groups of employees (e.g., an instructor, assistant professor, associate professor, professor), as the procedure for the appointment of selection committees or the candidate evaluation process, including the assessment criteria. The document will also include a system of quality control of the selection process. |
| 15. Transparency (Code) |  | The course of the selection process will be determined by the Selection Procedure Regulations at Masaryk University; however, this document does not take into consideration all the OTM-R requirements. Advertising is published in Czech (in the case of academic positions also in English) mainly on the university portal. In addition, senior positions are also advertised on a commercial career portal and on the Euraxess website, and the current employees are not sufficiently informed about the ongoing selection processes. The candidates do not obtain information about the possibilities of career development before the start of the selection process, neither are they informed in advance about the form of selection process and time framework. Rejected candidates are provided with general feedback, but they are not informed about strengths and weaknesses of their candidature. There is no set procedure for handling complaints and their monitoring regarding the selection process results.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  The respondents considered the hiring and selection process as transparent and open in regards to candidates from the Czech Republic (66%) and abroad (58%). When comparing the internal selection process and the recruitment and selection process abroad, 24% of employees view the faculty recruitment positively, however, a large proportion of the employees (70%) was unable to assess this item. | An internal faculty methodology of selection process reflecting the OTM-R policy will be created. This document will include instructions for members of the selection committee, ideally in the form of e-learning (basic procedures and recommendations) with the emphasis on supporting non-discriminatory working environment and taking into consideration the qualifications and expertise of candidates. The methodology will contain requirement to inform candidates about the possibilities of career development, specifications of feedback for candidates (assessing the strengths and weaknesses of their candidacy), and the information about how to proceed when handling complaints. The current employees will be informed about open positions, social networks will be used for recruitment of employees, and relevant documents and website sections will be available in English. |
| 16. Assessment of merit (Code) | -/+ | The process of employee selection is not formally standardized in regards to the obligatory selection criteria, including the significance of the individual criteria; however on the informal level certain aspects of judging merit during the selection process are reflected. In the case of the selection processes for the academic staff positions the candidates submit a structured CV as a part of their application, including the overview of their publishing, specialized experience, knowledge and skills and proof of achieved practice. The selection committee takes into account the overall experience of the candidates, the number of publications, mobility, experience in managing research projects or teaching, etc. The candidate evaluation depends on a subjective opinion of the individual members of the selection committee primarily in case of qualitative merit assessment. | Internal faculty methodology of the selection process will be created, which will describe the process of assessing professional expertise, knowledge and experience, including assessment criteria. This document will contain instructions for the members of the selection committee, ideally in the form of e-learning (basic procedures and recommendations). |
| 17. Changes in the time sequencing in the CV (Code) | +/- | The Selection Procedure Regulations at Masaryk University do not deal with circumstances regarding career breaks; the conditions for career breaks of the candidates are not formally set. In the case of hiring new employees, no restrictions regarding career breaks are set. The applicants submit a professional CV and a cover letter, and during the personal interview they can comment on particularities of their career. The achieved work experience of candidates is evaluated as a whole. | Methodology of the selection process will cover the topic of career breaks of the candidates, including how to assess these breaks. |
| 18. Recognition of mobility experience (Code) | +/- | The employee selection process is not formally standardized in regards to evaluating candidate mobility, including virtual mobility. On an informal level, the mobility of academic staff is assessed individually within the selection process and it is viewed in a very positive way.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  Some respondents believe that at the Faculty of Pharmacy mobility is considered an integral part of the development of researchers, the figures vary according to the type of mobility: foreign mobility – 59%, institutional mobility within the Czech Republic – 47%, inter-disciplinary mobility – 36%, sector mobility – 25%, virtual mobility – 40%. | Selection process methodology will cover the experience with mobility, including virtual mobility. |
| 19. Recognition of qualifications (Code) | +/- | Recognition of employee qualification coming from abroad is determined by an ordinance of the Ministry of Education. The candidates are provided with support in recognition of qualifications at the Office for External Relations and Internationalization. The process of employee selection at the Faculty of Pharmacy is not formally standardized with respect to recognition of qualifications. | Selection process methodology will cover the recognition of qualifications. |
| 20. Seniority (Code) | ++ | For selecting new employees at the Faculty of Pharmacy, no restrictions are set in regards to seniority. The Selection Procedure Regulations at Masaryk University do not define this concept; seniority is not an obstacle in the process of hiring new employees. During the selection process, qualification for given position, achieved results, practice, publishing and skills, etc., are considered. The level of required qualification corresponds to requirements of the job. | The Faculty of Pharmacy does not suggest any action to be taken regarding this issue. |
| 21. Appointing post-doctoral graduates (Code) | - | At the Faculty of Pharmacy, no clear rules for recruitment and appointment of researchers with post-doctoral status are clearly defined, and no objectives are set for the appointment or maximum duration of post-doctoral studies. | The category of researchers with post-doctoral status will be defined in the form of an internal document, including establishing the rules for recruitment, maximum duration or appointment objectives. |
| **Working Conditions and Social Security** | | | |
| 22. Recognition of the profession | ++ | All researchers at the Faculty of Pharmacy are considered professionals in all stages of their professional career. | The Faculty of Pharmacy does not suggest any action to be taken regarding this issue. |
| 23. Research environment | +/- | Every employee is provided with necessary tools for their job, e.g., IT, laboratory equipment, etc. They are trained in OHS and FS, informed about internal regulations and work procedures, but some instructions and directives are available only in Czech. Researchers consider the equipment at certain departments of the Faculty of Pharmacy to be obsolete; however, they also have the access to modern shared laboratories at different MU departments. Furthermore, the employees can use the support of the MU Research Office for submitting grants or apply for internal GAMU grants; however, there is not enough awareness about this option. Some of the researchers lack the possibilities of networking across institutes of the Faculty of Pharmacy and Masaryk University.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  70% of respondents consider the research environment at their department motivating for development of their scientific performance. | Relevant guidelines and directives will be translated into English. Training for employees of the Faculty of Pharmacy will be prepared, offering different services of the internal Grant Agency of Masaryk University (GAMU), including e-learning for new employees.  A shared space will be created where young researchers would be able to meet informally in order to establish co-operation. Activities suitable for reinforcing networking will be planned and implemented. |
| 24. Working conditions | +/- | The information about working conditions is not easily traceable, complete information on working conditions is not provided as part of the adaptation, and a detailed adaptation manual is missing.. The Faculty of Pharmacy enables the employees to have flexible working hours (e.g., part-time workload, home office). Some employees are not aware of the possibility of a Sabbatical leave and in addition, its implementation is difficult due to the necessity of providing teaching. Employees with specific needs can use the support of the MU internal department.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  92% of respondents consider working environment at the Faculty of Pharmacy as very good (employees help each other, they are friendly and respect each other). | New employees will be informed about working conditions during the adaptation phase; a manual for adaptation will contain complete information about working conditions, e.g., tools for flexible working hours, Sabbatical leave, etc. The rules for taking a Sabbatical leave will be set (including training of researchers). |
| 25. Stability and permanence of employment | +/- | Employees with a permanent contract have comparable conditions to employees with a temporary contract (e.g., the same benefits).  A temporary contract can be in accordance with the Czech Labour Code extended only twice, for the period of maximum of 3 years. With the exception of employees working on special positions of the project which is covered by the Labour Code and MU Collective agreement (this succession of various temporary contracts is permitted). However, these successions can cause the employees to feel insecure and can demotivate them.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  Almost half of the respondents (45%) believe that a temporary contract does not affect performance of the researcher; 43% of employees are convinced about a negative impact on the performance; 11% of respondents believe a temporary contract may positively affect the employees’ performance. According to one of the respondents, in case of working under a temporary contract, the use of a laptop or attending conferences was not possible. | Long-term development plans will be created. The employees and their superior will actively work with these plans; the plans will reflect the career development of the employee. The employee will thus have a clearer idea of their career progress. |
| 26. Funding and salaries | +/- | Funding and salaries are defined by the Internal wage regulations; in the case of project management, the contractual terms of individual projects are respected. Social area (e.g., sick pay) is guaranteed by the collective agreement in accordance with the Labour Code. Employees report insufficient awareness of rules and funding options (for individuals, research, and work teams); no clear rules are set for granting personal remuneration and bonuses. Junior researchers are insufficiently financially supported in their research.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  Approximately half of the respondents consider their salary conditions appropriate. 56 % of employees consider the system of remuneration of men and women at the same or comparable positions at the Faculty of Pharmacy disadvantaging neither men nor women. | Information about remuneration and funding options of research will be included in the manual for adaptation. Remuneration will be interconnected with employee evaluation. Research support for junior staff will be raised. |
| 27. Gender balance | +/- | The principle of equal opportunities is addressed in the Code of Ethics. Women and men are treated equally at the Faculty of Pharmacy; special attention is paid to their achieved qualification and practice in the field of activity. The issue of gender balance is sometimes significantly restricted due to a limited number of candidates. A written gender balance of selection committees is missing.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  Almost all employees (93%) believe that men and women have equal working conditions at the Faculty of Pharmacy. | In regards to internal methodology, gender balance of the selection committees will be set. Within the recruitment process, gender balance will be taken into consideration in regards to the individual positions, methodology will include e-learning for members of the selection committees. |
| 28. Career development | -/+ | The Faculty of Pharmacy has not developed a specific strategy for career development of researchers, a Career code or a similar document which would define the rules of career development is missing. The EVAK employee evaluation system is used (containing work goals) where a senior employee defines an employee’s development within a timeframe of one year. | Career development will be addressed by an internal document describing the creation of development plans (including a learning and development needs analysis), specifying mentoring or in-house lecturing, etc.). Employees will have development plans to be used to direct their career path. Career development will be interconnected with the evaluation and remuneration. |
| 29. Value of mobility | +/- | The role of the Office for External Relations and Internationalization at the Faculty of Pharmacy is to support mobility of employees (in collaboration with the Centre for International Cooperation of Masaryk University it provides employees with a comprehensive service). Short-term trips abroad made by employees are welcome, however, long-term trips cause problems in providing teaching. The employees are insufficiently informed about the conditions of mobility (e.g., funding of foreign trips), therefore, there is not much interest in them among the staff. | Mobility will be in the internal documentation acknowledged as a significant part of the career development (including the interconnection with evaluation and remuneration) and it will be approached as an important criterion during the selection process. Employees will be trained in issues of mobility; the manual for adaptation will also include this information. The Office for External Relations and Internationalization will methodically provide junior researchers and post-doctoral students with relevant information. |
| 30. Access to career advice | - | The Faculty of Pharmacy does not provide their employees with the possibility of career advice and potential assistance with job searching. The personnel office provides support in case of individual requests; however, this activity is not formalized. | A career advice system in the form of an internal document will be put in place (including assistance with job searching), e.g., career planning, CV preparation, cover letter, preparation for an interview, etc. |
| 31. Intellectual Property Rights | +/- | The basic principles of treating intellectual property are described in the Rector’s directive. In the field of intellectual property the employees are provided with support from the Technology Transfer Office at Masaryk University.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  Only a small number of employees have personal experience with university departments dedicated to helping researchers put their research results into practice: services for technology transfer – 30%; services for support of publishing – 24%; services for support of external communication – 27%. These departments provided support for approximately 40% of respondents who needed help when dealing with some kind of issue. | New employees will be informed about issues of intellectual property during the adaptation phase; the current employees will receive training in this field. |
| 32. Co-authorship | +/- | Recognizing co-authorship is anchored in the Code of Ethics and the Rector’s directive. Some researchers have experienced co-authorship rights violation. The employees are not methodically trained in the field of co-authorship. | Newly hired employees will be informed about the issue of co-authorship during the adaptation phase; the current employees will receive training in this field. |
| 33. Teaching | +/- | Teaching at the Faculty of Pharmacy is considered a well-rounded opportunity for researchers to succeed in their career. The volume of pedagogical commitments is in some cases excessive, the employees feel overwhelmed. They perceive a lack of transparency in the volume of teaching, sometimes they feel inadequately remunerated, innovative approach is not appreciated. In regards to career development, the employees are not methodically prepared for activities associated with teaching.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  83% of respondents believe that teaching (overall pedagogical workload, including thesis supervision) is considered a well-rounded part of the job. 72% of employees are satisfied with the distribution of pedagogical, research and administrative activities. | The development of pedagogical skills will be incorporated into the career development of researchers. The Faculty of Pharmacy will monitor the volume of teaching workload of individual teachers, including assessing the ratio of teaching to the overall workload. The faculty will support using software and other electronic tools for creating teaching programmes, and a manual for employee training will be prepared. |
| 34. Complaints and appeals | +/- | Fair and equal treatment is anchored in the Code of Ethics of Masaryk University. If necessary, the employees can present their complaint to their direct superior, the head of the HR office, the dean of the faculty or the rector. For this reason, the Ethics Board and Equal Opportunity Panel has been established at Masaryk University, however, the employees do not have sufficient awareness about their activities. The employees are not methodically informed about the Code of Ethics.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  Employees of the Faculty of Pharmacy of Masaryk University consider information about submission of complaints and appeals by researchers as sufficient (74%). | Newly hired employees will be informed about issues regarding complaint and appeal submission in the adaptation phase, the current employees will receive training in this field. |
| 35. Participation in decision-making bodies | +/- | Researchers at the Faculty of Pharmacy participate in decision-making processes on different levels, they can be elected and have the right to vote. They can become members of the Academic senate or the Scientific Board. The employees are not sufficiently informed about how they can become members of different decision-making bodies. Some of the candidates for the Faculty of Pharmacy Senate do not publish their election programme, so the voters sometimes do not know with what proposals they will represent them. | Newly hired employees will be informed about issues regarding participation in the decision-making bodies during the adaptation phase; the current employees will receive training in this field. Applicants for a position in the Academic Senate of the Faculty of Pharmacy will be recommended to create and publish their election programme. |
| **Training and Development** | | | |
| 36. Relations with supervisors | -/+ | Relations of supervisors with the post-doctoral students are regulated by clear rules, and this collaboration works well. The supervisors are not methodically trained in the field of managing researchers. Relations with the supervisors after completion of the doctoral studies are not set. Institutes have a flat organizational structure, researchers thus come under the competence of the head of the institution. Young researchers do not feel sufficiently supported, they lack supervisors and their methodical management. | Newly hired employees will receive training regarding relations with supervisors during the adaptation phase; the current employees will receive training in this field. Supervisors will receive methodical support in the field of leadership of researchers. |
| 37. Supervision and managerial duties | +/- | One of the main roles of supervisors is supporting, mentoring and supervision of beginning researchers and post-doctoral students. The supervisor’s duties are laid down in the Study And Examination Regulations of Masaryk University based on the Higher Education Act. The relations with supervisors are not established after completing the post-doctoral studies. Institutes have a flat organizational structure, the researchers thus come under the competence of the head of the institution. The supervisors do not have sufficient time to manage starting researchers. The development of management skills is the personal responsibility of individual employees, there is a lack of a systemic approach the training of supervisors in the field of leadership and mentoring of employees.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  Almost all respondents (91%) consider support of young researchers given by supervisors as sufficient. | Newly hired employees will receive training on supervision and mentoring in the adaptation phase; the current employees will receive training in this field. Supervisors will receive systemic support in the field of leadership in order to develop managerial and pedagogical skills. |
| 38. Continuing professional development | -/+ | All employees have the opportunity to continuously develop their skills and abilities. Career development and further education at the Faculty of Pharmacy is not systematically approached. Training is not centrally coordinated, no central records are kept. The employees are responsible for the development of their career; they actively seek training seminars. The direct superior decides on the suitability of the educational program; this assessment is not systemically approached. The development of employees is not interconnected with the evaluation and remuneration process. Software for creation of training programmes which could be used during the adaptation phase or on-line courses is missing. Some of the researchers lack the possibilities of networking across the institutes of the Faculty of Pharmacy and Masaryk University.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  A vast majority of respondents (76%) believes that researchers strive to develop their skills and abilities on all career levels. The employees are generally satisfied with the training options offered by the Faculty of Pharmacy – 74% of respondents express satisfaction with professional training, 89% find training in the field of conducting research satisfactory and 90% perceive positively training of soft skills. | Training and career development system for employees will be set in the new internal document. The supervisors and experienced researchers will receive methodical support in order to develop managerial and pedagogical skills. The training will be centrally registered and coordinated, the criteria for the assessment of suitability of the educational programmes will be set, the educational events will be assessed by the participants. In regards to the evaluation of employees, the efficacy of their career development will be assessed. Interconnection with the remuneration will be provided. The faculty will acquire software for the production of educational programmes, a manual and training for employees will be prepared. A shared space will be created where young researchers will be able to meet informally in order to establish collaboration. Activities suitable for reinforcing networking will be planned and implemented.  The system of career development is closely connected to the evaluation of the academic staff; the emphasis is put on the employee feedback and recommendations of a direct superior or mentor. |
| 39. Access to research training and continuous development | -/+ | Career development and further education at the Faculty of Pharmacy is not systematically approached. Training is not centrally coordinated, no central records are kept. All employees have access to continuous career development, they are responsible for the development of their career, and they actively seek training seminars. The supervisor decides on the suitability of the educational program; this assessment is not systemically approached. There is no software for creation of training programmes which could be used during the adaptation phase or on-line courses.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  Almost a third of employees (31%) believe that men have better/easier access to education and improving their expertise compared to women at the Faculty of Pharmacy. None of the employees believe that women have better/easier access to education and improving their expertise. A significant number of employees (34%) believe that younger employees (under 50) have better/easier access to education and improving their expertise in comparison to older colleagues; only 1% of employees think that older employees (over 50) have better/easier access to education and improving their expertise. | A training and career development system for employees will be set in the new internal document. The training will be centrally registered and coordinated, the criteria for the assessment of suitability of educational programmes will be set, the educational events will be assessed by the participants. In regards to the evaluation of employees, the efficacy of their career development will be assessed. Interconnection with the remuneration will be provided. The faculty will acquire software for the production of educational programmes, and a manual and training for employees will be prepared. |
| 40. Supervision | +/- | The structure of the researcher control system at the Faculty of Pharmacy is hierarchically set (e.g., the dean / the head of an institution / principal investigator / course guarantor). The main supervisor for employees is the head of the institution, for post-doctoral students it is the supervisor of their thesis. There is no defined position of an advisor to whom researchers could turn at the beginning of their career in matters related to the performance of work duties. The development of leadership skills is a personal responsibility of the individual employees, a systemic approach to educate supervisors in the field of leadership and mentoring of employees is not in place.  RESULTS OF THE QUESTIONNAIRE INVESTIGATION:  76% of respondents believe that young researches have someone to turn to in questions regarding their work duties. | Newly hired employees will be informed about the issues of supervision in the adaptation phase; the current employees will receive training in this field. Supervisors will receive systemic support in the field of leadership in order to develop the managerial and pedagogical skills. The supervisors will receive methodical support in the field of leadership of researchers. An advisor position will be defined as the person responsible for support in matters of work duties of researchers will be defined. |