



Jihočeská univerzita
v Českých Budějovicích
University of South Bohemia
in České Budějovice

Gap analysis HRS4R

November 2018 / May 2019

TEMPLATE 2 – GAP ANALYSIS - OVERVIEW

Case number: 2018CZ317964

Name Organisation under review: The University of South Bohemia in České Budějovice

Organisation's contact details: opokorna@jcu.cz

SUBMISSION DATE: 30th NOVEMBER 2018 / 16th MAY 2019

DATE ENDORSEMENT CHARTER AND CODE: 1st December 2017

GAP ANALYSIS

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.

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	+/- = almost but not fully	GAP: The current valid University of South Bohemia (USB) legislation: <ul style="list-style-type: none"> - is missing certain points of the Charter and Code (gender equality, non-discrimination etc.) - there are no precisely formulated principles for adjudicatory, evaluating, theses reader's and expert activities - the role and powers of the "Ombudsman" are not determined - information on non-discriminative approach to staff contracted for definite and indefinite period is missing - the information on which documents the regulations are based is missing, e.g. references to the Ethical Framework of Research (Government Resolution of the Czech Republic of 17th August 2005 No. 1005) and the European Charter for Researchers (2005/251 / EC, Official 	Current practice: Ethical principles and procedures for researchers and other employees are included in the Code of Conduct of the University of South Bohemia. The current version is dated 4 th November 2014 and was amended on 9 th March 2017. A serious violation of ethical principles is primarily dealt with by the Ethics Committee (see the Rules of Procedure of the Ethics Committee of 28 th June 2017). The principles of the University of South Bohemia approach towards its students are governed by the Declaration of Socially Responsible Behaviour of the University of South Bohemia in Relation to the Educational Activities from 2 nd November 2016. 1 DOCUMENT ANALYSIS These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents

		<p>Journal of the European Union of 22nd March 2005); - English version of the regulations is not available</p>	<p>has helped during creating gap analysis (as initial basic source) and to identify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 111/1998 Coll.</u>, On Higher Education Institutions, Section 4a • Act No. 130/2002 Coll., On Support of Research, Experimental Development and Innovation <p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>USB Statutes</u> (only for registered users) • <u>USB Code of Conduct</u> • <u>Declaration of the Responsible Behaviour of the University of South Bohemia in Relation to Educational Activities</u> • <u>Rules of Procedure of the Ethics Committee</u> <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) To create a document taking into account the principles of the Charter and Code</p> <p>2) Creating an Ombudsman position</p>
2. Ethical principles	+/- = almost but not fully	<p>GAP: See point No. 1 Code of Conduct Ethics Committee</p>	<p>Current practice: Ethical principles and procedures for researchers and other employees are included in the Code of Conduct of the University of South Bohemia. The current version is dated 4th November 2014 and was amended on 9th March 2017. A serious violation of ethical principles is primarily dealt with by the Ethics Committee (see the Rules of Procedure of the Ethics Committee of 28th June 2017). The principles of the</p>

			<p>University of South Bohemia approach towards its students are governed by the Declaration of Socially Responsible Behaviour of the University of South Bohemia in Relation to the Educational Activities from 2nd November 2016.</p> <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>USB Code of Conduct</u> • <u>Declaration of the Responsible Behaviour of the University of South Bohemia in Relation to Educational Activities</u> • <u>Rules of Procedure of the Ethics Committee</u> <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) Creating a document taking into account the principles of the Charter and Code</p>
3. Professional responsibility	+/- = almost but not fully	GAP: See point No. 1 Code of Conduct	<p>Current practice: The Technology Transfer Office (<u>JCTI</u>) serves all Faculties and independent departments of the University and whose mission is to connect the world of research with the commercial sphere.</p> <p>1 DOCUMENT ANALYSIS</p>

			<p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • Act No. 121/2000 Coll., On Copyright, on Rights Related to Copyright and on Amendments to Some Acts • Act No. 527/1990 Coll., On Inventions, Industrial Designs and Improvement Proposals • <u>Act No. 89/2012 Coll., Civil Code, Section 2382</u> <p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>USB Code of Conduct</u> • <u>Declaration of the Responsible Behaviour of the University of South Bohemia in Relation to Educational Activities</u> <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) Creating a document taking into account the principles of the Charter and Code</p>
4. Professional attitude	+/- = almost but not fully	<p>GAP: See point No. 1 Code of Conduct</p> <p>Research and Development Strategy - a whole-university strategy is not in place yet</p>	<p>Current practice: Information on funding for research is provided by the <u>Research Department</u>, the Technology Transfer Office (<u>JCTT</u>), the <u>Development Department</u>, etc.</p> <p>Contracts between the University and the financial support provider include adherence to funding</p>

			<p>procedures, adherence to the timetable and workload of each project executor.</p> <p>The <u>Internal Audit Department</u> oversees, among other things, the fulfilment of the set aims, objectives and responsibilities, including the aspects of their fulfilment etc.</p> <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 111/1998 Coll.</u>, On Higher Education Institutions Section 4a • Act No. 130/2002 Coll., On Support of Research, Experimental Development and Innovation • Act No. 320/2001 Coll., On Financial Control • Act No. 218/2000 Coll., On Budgetary Rules and on Amendments to Certain Related Acts • Act No. 23/2017 Coll., On the Rules of Budgetary Responsibility <p>1.2 Internal Regulations of the USB:</p> <ul style="list-style-type: none"> • <u>R 238 USB Conditions of Employment</u> • <u>Implementation Document of the Strategic Plan of the USB</u> • <u>R 215 Statutes of the Internal Audit</u> <p>2 IMPLEMENTATION PROPOSALS</p>
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			<p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) Creating a document taking into account the principles of the Charter and Code</p>
5. Contractual and legal obligations	+/- = almost but not fully	<p>GAP:</p> <p>Current Researcher Contracts</p> <ul style="list-style-type: none"> - there is no definition of the employee's liability towards the employer -there is no definition in the area of know-how created within the activities carried out at the University of South Bohemia and its constituent parts <p>Precise records of research activities of the University of South Bohemia</p> <ul style="list-style-type: none"> - no measures at the university level <p>Collective Agreement</p> <ul style="list-style-type: none"> - valid for the years 2014 - 2016 - has not been updated or replaced (new version is under review) 	<p>Current practice:</p> <p>The Technology Transfer Office (<u>JCTI</u>) serves all Faculties and independent departments of the University and whose mission is to connect the world of research with the commercial sphere</p> <p>Contracts between the University and the financial support provider include adherence to funding procedures, adherence to the timetable and workload of each project executor.</p> <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p>

			<p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • Act No. 106/1999 Coll., On Free Access to Information • Act No. 121/2000 Coll., On Copyright, on Rights Related to Copyright and on Amendments to Some Acts • <u>Act No. 89/2012 Coll., Civil Code, Section 2382</u> • Act No. 527/1990 Coll., On Inventions, Industrial Designs and Improvement Proposals • Government Regulation No. 397/2009 Coll., On the Information System for Research, Experimental Development and Innovation, Section 3 and Section 4 <p>1.2 Internal Regulations of the USB:</p> <ul style="list-style-type: none"> • <u>Code for Habilitation Procedure and Procedure for Appointment of Full Professorship at the USB in České Budějovice</u>
6. Accountability	+/- = almost but not fully	<p>GAP: See point No. 1 Code of Conduct</p> <p>Responsibility for efficient use of money towards investors, fund providers, etc. - insufficient employee awareness of social responsibility</p>	<p>Current practice: The internal quality assurance system for educational, creative and related activities is detailed in several interrelated internal regulations and other relevant USB documents.</p> <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p>

			<p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 563/1991 Coll. On Accounting</u> • <u>Act No. 320/2001 Coll. On Financial Control</u> <p>1.2 Internal Regulations of the USB:</p> <ul style="list-style-type: none"> • <u>USB Code of Conduct</u> • <u>Declaration of the Responsible Behaviour of the University of South Bohemia in Relation to Educational Activities</u> • <u>K 121/2018 Measures of the Quaestors determining the approval procedures for the implementation of the preliminary management control pursuant to Act No. 320/2001 Coll., On Financial Control in Public Administration</u> <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) Creating a document taking into account the principles of the Charter and Code</p>
7. Good practice in research	+/- = almost but not fully	<p>GAP: IT Security - Information Security Management System (ISMS) - insufficient system of data transfer / data sharing - absence of comprehensive monitoring of qualitative and quantitative parameters / indicators / data - there is no shared research data storage</p>	<p>Current practice: <u>Health and safety at work fire protection departments</u> governed by valid legislation of the Czech Republic educate and supervise the employees responsible for setting and application of working procedures. They also perform training in security and crisis management.</p> <p>1 DOCUMENT ANALYSIS</p>

			<p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 262/2006 Coll.</u>, The Labour Code, Section 101 to 106 <p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>R 365 - Rector's Ordinance on Experimental Animals</u>
8. Dissemination, exploitation of results	+/- = almost but not fully	<p>GAP: Strategy and dissemination of research results - lack of marketing and communication strategy at the whole-university level</p> <p>Webpages = formal communication - inconsistent websites (graphics and content) - outdated information</p>	<p>Current practice: The Technology Transfer Office (<u>JCTI</u>) serves all Faculties and independent departments of the University and whose mission is to connect the world of research with the commercial sphere.</p> <p>Contracts between the University and the financial support providers include adherence to funding procedures, adherence to the timetable and workload of each project executor.</p> <p>1 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) Improvement of formal communication</p>
9. Public engagement	+/- = almost but not fully	<p>GAP: See point No. 8 Webpages = formal communication</p>	<p>Current practice: The Marketing Department engages experts in popularization of science at the USB and Faculty levels. The department takes part in public events.</p>

			<p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • Act No. 111/1998 Coll., On Higher Education Institutions, Part Nine • Act No. 130/2002 Coll., On Support of Research, Experimental Development and Innovation <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) Improvement of formal communication</p>
10. Non discrimination	+/- = almost but not fully	GAP: See point No. 1 Code of Conduct	<p>Current practice:</p> <p>There are a number of support tools available at the University to eliminate discrimination</p> <ul style="list-style-type: none"> • Support Centre for Students with Special Needs • pre-school facilities for children of employees • availability of part-time jobs • criteria of selection process <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents</p>

			<p>has helped during creating gap analysis (as initial basic source) and to identify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 262/2006 Coll., Labour Code, Section 16 to 17</u> • <u>Act No. 198/2009 Coll., On Equal Treatment and Legal Means of Protection against Discrimination and the Amendments of Some Acts</u> • <u>Act No. 435/2004 Coll., On Employment</u> • <u>Resolution No. 2/1993 Coll., Resolution of the presidium of the Czech National Council on the proclamation of the <u>LIST OF FUNDAMENTAL RIGHTS AND FREEDOMS</u> as part of the constitution of the Czech Republic</u> <p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>USB Code of Conduct</u> • <u>Declaration of the Responsible Behaviour of the University of South Bohemia in Relation to Educational Activities</u> • <u>R 238 Conditions of Employment at the USB</u> • <u>R 374 Rector's Ordinance establishing a Policy to Prohibit Sexual Harassment</u> <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) Creating a document taking into account the principles of the Charter and Code</p>
11. Evaluation/ appraisal systems	+/- = almost but not fully	GAP: Evaluation	Current practice:

		<p>- no regular performance evaluation - no fixed interim or annual evaluation in the context of the superior-subordinate relationship</p> <p>Academic Staff Evaluation System - there are no general evaluation procedures at the university level - there is no link to annual appraisals - there is no system to detect lack of skills or knowledge as a basis for possible further training and education</p>	<p>The internal quality assurance system for educational, creative and related activities is set forth in several inter-related internal regulations and other relevant USB documents.</p> <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 111/1998 Coll.</u>, On Higher Education Institutions, Section 77b <p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>R 238 Conditions of Employment at the USB</u>
Recruitment and Selection			
12. Recruitment	-/+ = partially implemented	<p>GAP: OTM – R - Strategy - none has been established at the University yet</p> <p>HR Department - fulfils only administrative HR tasks, not the HR policy - inadequate training of the HR staff or those engaged in the recruitment of researchers - due to the valid legislation of the Czech Republic (autonomy of faculties in the HR policy), central USB management is missing, partly compensated for by the central methodical management</p>	<p>Current practice: The recruitment and selection of academic staff is governed by internal regulations.</p> <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 111/1998 Coll.</u>, On Higher Education Institutions, Section 77

			<p>1.2 Internal regulations of the USB</p> <ul style="list-style-type: none"> • <u>R 238 – Conditions of Employment - specifically part III. Point 3 (R1-R4)</u> • <u>Rules for the Selection Process of Academic Staff at the USB in České Budějovice (R1-R4)</u> <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) To create document including OTM – R strategy 2) To improve the HR Department– administrative work</p>
13. Recruitment (Code)	-/+ = partially implemented	<p>GAP: See point No. 12 OTM – R - strategy HR Department</p> <p>See point No. 8 Webpages = formal communication - the procedure and publication of advertisements are not unified</p> <p>Euraxess – is currently not sufficiently used</p>	<p>Current practice: Advertisements for vacancies are located on the University's web site as well as on the websites of the Faculties and Internet job portals. Currently, there is a unified style of advertisements published in both Czech and English.</p> <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 111/1998 Coll.</u>, On Higher Education Institutions, Section 77 <p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>Rules for the Selection Process of Academic Staff at the USB in České Budějovice</u>

			<p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) OTM – R strategy 2) To improve the HR Department – administrative work</p>
14. Selection (Code)	-/+ = partially implemented	<p>GAP: See point No. 12 OTM – R - strategy HR Department</p> <p>Hiring Committee - there is no clear definition of the rules for selection of applicants for a specific position according to the R1-R4 classification</p>	<p>Current practice: Within the University of South Bohemia, Rules for the Selection Process of Academic Staff at the USB in České Budějovice determine the composition of the Selection Committees.</p> <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 111/1998 Coll., On Higher Education Institutions, Section 77</u> <p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>Rules for the Selection Process of Academic Staff at the USB in České Budějovice</u> <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p>

			<p>1) OTM – R strategy 2) To improve the HR Department– administrative work</p>
15. Transparency (Code)	-/+ = partially implemented	<p>GAP: See point No. 12 OTM – R - strategy HR Department - lack of feedback on the strengths and weaknesses of the applicants in the selection process</p> <p>See point No.13 Web pages Euraxess</p>	<p>Current practice: Each employment opportunity stipulates the requirements on the applicant. After the selection process, each candidate is provided with information about outcome of the selection, either by telephone or e-mail.</p> <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to identify weaknesses.</p> <p>1.1 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>Rules for the Selection Process of Academic Staff at the USB in České Budějovice</u> <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) OTM – R strategy 2) To improve the HR Department– administrative work</p>
16. Judging merit (Code)	+/- = almost but not fully	<p>GAP: See point No. 12 OTM – R - strategy HR Department</p>	<p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents</p>

			<p>has helped during creating gap analysis (as initial basic source) and to identify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 111/1998 Coll., On Higher Education Institutions, Section 72 and Section 89</u> <p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>Rules for the Selection Process of Academic Staff at the USB in České Budějovice</u> • <u>Code for Habilitation Procedure and Procedure for Appointment of Full Professorship at the USB</u> <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) OTM – R strategy 2) To improve the HR Department– administrative work</p>
<p>17. Variations in the chronological order of CVs (Code)</p>	<p>+/- = almost but not fully</p>	<p>GAP: See point No. 12 OTM – R – strategy HR Department</p>	<p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to identify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 111/1998 Coll., On Higher Education Institutions, Section 72 and Section 89</u> <p>1.2 Internal regulations of the USB:</p>

			<ul style="list-style-type: none"> • <u>Rules for the Selection Process of Academic Staff at the USB in České Budějovice</u> <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) OTM – R strategy 2) To improve the HR Department– administrative work</p>
18. Recognition of mobility experience (Code)	+/- = almost but not fully	<p>GAP See point No. 12 OTM – R – strategy HR Department</p> <p>See point No.13 Euraxess</p> <p>Mobility - on research staff mobility outcomes / recognition of qualifications</p>	<p>Current practice: Within the university, both staff and students can use the programme Erasmus.</p> <ul style="list-style-type: none"> • Mobility between the programme and partner countries. • International cooperation projects. <p>1 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) OTM – R strategy 2) To improve the HR Department– administrative work 3) Mobility - creating formal regulations on research staff mobility outcomes / recognition of qualifications.</p>
19. Recognition of qualifications (Code)	+/- = almost but not fully	<p>GAP: See point No. 12 OTM – R – strategy HR Department</p>	<p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents</p>

		<p>See point No. 18 Mobility - mobility selection criteria are missing</p>	<p>has helped during creating gap analysis (as initial basic source) and to identify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 111/1998 Coll.</u>, On Higher Education Institutions, Section 70 to 74, Section 77, Section 89 and Section 90 <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) OTM – R strategy 2) To improve the HR Department– administrative work 3) Mobility - creating formal regulations on research staff mobility outcomes / recognition of qualifications.</p>
20. Seniority (Code)	+/- = almost but not fully	<p>GAP: See point No. 12 OTM – R – strategy HR Department</p>	<p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to identify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 111/1998 Coll.</u>, On Higher Education Institutions, Section 70 to 74, Section 77, Section 89 <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p>

			<p>1) OTM – R strategy 2) To improve the HR Department – administrative work</p>
21. Postdoctoral appointments (Code)	+/- = almost but not fully	<p>GAP: See point No. 12 OTM – R – strategy HR Department</p> <p>Post-doctorate policy - a definition of postdoctoral staff is missing - due to funding provided from different sources, there cannot be uniform criteria for postdoctoral staff selection - criteria for setting the maximum appointment / employment length are missing</p>	<p>Current practice: Within the University, support for university post-doctoral staff is provided. The USB Grant Agency is also used for this purpose.</p> <p>Within the project International Mobility are carried out stays of foreign post-doctoral researchers at the USB (10 mobility). In addition, research stays of junior researchers are also implemented abroad (6 mobility). Vacancies are available on the USB website and are also advertised on the Euraxess web site.</p> <p>1 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) OTM – R strategy 2) To improve the HR Department– administrative work 3) To create a document determining the USB Postdoctoral policy</p>
Working Conditions and Social Security			
22. Recognition of the profession	+/- = almost but not fully	<p>GAP: See point No.11 Evaluation Academic Staff Evaluation System</p>	<p>Current practice: The internal quality assurance system for educational, creative and related activities is set forth in several inter-related internal regulations and other relevant USB documents.</p>

		<p>Career Regulations - due to the Czech national legislation in force, such document is missing at the University level, they are available only separately at each Faculty - terminology in the current documents is not unified</p>	<p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 262/2006 Coll., The Labour Code</u> • <u>Act No. 111/1998 Coll., On Higher Education Institutions</u> <p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>Payroll Regulations of the USB</u> • <u>Code for Habilitation Procedure and Procedure for Appointment of Full Professorship at the USB</u> • <u>Report on Internal Evaluation of Quality of Educational, Creative and Related Activities – chapter 6.2 and 6.3 and chapter 8.</u>
23. Research environment	+/- = almost but not fully	<p>GAP: See point No. 4 Research and Development Strategy</p> <p>See point No. 5 Collective Agreement</p> <p>See point No. 8 Webpages = formal communication</p>	<p>Current practice: Each employee has a personal account on the USB website. Microsoft 365 including Microsoft Outlook is provided for their computers which allows them to work out of office.</p> <p>The Grant Agency of the University of South Bohemia promotes the professional development of doctoral students and academic staff in the early and middle stage of their research career by internal grants.</p> <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents</p>

			<p>has helped during creating gap analysis (as initial basic source) and to identify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • Act No. 258/2000 Coll., On Protection of Public Health and on Amendments to Some Related Acts Title II Part 7 and 8 • Government Regulation No. 101/2005 Coll. on More Detailed Requirements for Workplaces • <u>Act No. 111/1998 Coll.</u>, On Higher Education Institutions, Section 18 • <u>Act No. 262/2006 Coll.</u>, The Labour Code, Section 101 to 108, Part Ten • Act No. 309/2006 Coll., On Ensuring Additional Conditions of Health and Safety at Work • Act No. 130/2002 Coll., On Support of Research, Experimental Development and Innovation • Government Regulation No. 27/2002 Coll., Stipulating the Method of Organization of Work and Working Procedures the Employer is Obligated to Provide for Animal Husbandry Related Work <p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>HEALTH AND SAFETY REGULATIONS</u> • <u>Collective Agreement</u> • Grant Agency of the USB
24. Working conditions	-/+ = partially implemented	<p>GAP: See point No. 1 Code of Conduct</p> <p>See point No. 5</p>	<p>Current practice: University employees can use various benefits such as:</p> <ul style="list-style-type: none"> • better mobile phone rates

		<p>Collective Agreement</p> <p>Homeworking - this option is not stated in the employment contracts - in the R 186 Rector's Ordinance, these rules are not updated</p> <p>Flexible working hours - due to the Czech national legislation in force (autonomy of faculties in the HR policy), flexibility is not implemented at the central, University level</p>	<ul style="list-style-type: none"> • preschool for children of the employees or children's group • Children's University, Junior University • afterschool clubs, day and summer camps for children • part-time positions • subsidized meals • Library services, etc. <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 262/2006 Coll.</u>, Labour Code Section 156 Part Nine, Part Eight, Part Four, and Section 103, paragraph 5 • Resolution No. 2/1993 Coll., Resolution of the presidium of the Czech National Council on the proclamation of the <u>LIST OF FUNDAMENTAL RIGHTS AND FREEDOMS</u> as part of the constitution of the Czech Republic • Act No. 198/2009 Coll., On Equal Treatment and Legal Means of Protection against Discrimination and the Amendments of Some Acts • Act No. 435/2004 Coll. On Employment Part Three • <u>Act No. 111/1998 Coll.</u>, On Higher Education Institutions, Section 76 <p>1.2 Internal regulations of the USB:</p>
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			<ul style="list-style-type: none"> • <u>R 220 Determination of Working Hours and their Record</u> • <u>R 238 Conditions of Employment at the USB</u> • <u>R 337 Declaration of Socially Responsible Behaviour at the USB in Relation to Educational Activities</u> • <u>R 186 Ordinance on USB Employees Carrying Work outside the Employer's Premises - Homeworking</u> <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) Creating a document taking into account the principles of the Charter and Code 2) To implement home office/ homeworking to HR policy</p>
25. Stability and permanence of employment	+/- = almost but not fully	<p>GAP: See point No. 1 Code of Conduct</p> <p>See point No. 5 Collective Agreement</p> <p>See point No. 8 Webpages = formal communication</p>	<p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 262/2006 Coll.</u>, the Labour Code Section 39 a Section 65 - within the law, access to a fixed-term employment (maximum length, possibility to renew, justification of the fixed-term contract and its termination) is defined

			<p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>R 337 Declaration of Socially Responsible Behaviour at the USB in Relation to Educational Activities</u> • <u>R 238 Conditions of Employment at the USB</u> <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) Improvement of formal communication 2) Creating a document taking into account the principles of the Charter and Code</p>
26. Funding and salaries	+/- = almost but not fully	<p>GAP: See point No. 5 Collective Agreement</p> <p>Payroll Regulations - due to the Czech national legislation in force, such document is missing at the University level, each constituent part deals with the situation individually</p>	<p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to identify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 262/2006 Coll., The Labour Code, Part six</u> • Government Regulation No. 567/2006 Coll., On Minimum Wage, the Lowest Levels of Guaranteed Wages, Determination of Difficult Working Environment and the Level of Wage Supplement for Working in a Difficult Working Environment • Act No. 589/1992 Coll., of the Czech National Council on Social Security Contributions and State Social Security Contribution to Social Security, Section 3 and Section 5 and Section 7

			<ul style="list-style-type: none"> • Public Health Insurance Act, Section 3, Section 4, Section 6, Section 9 • Act No. 187/2006 Coll., The Health Insurance Act stating the employer's obligations towards the state, e.g. to inform that the employee has started a sick leave, payroll etc. • Act No. 435/2004 Coll., On Employment, Title III. • <u>Act No. 111/1998 Coll., On Higher Education Institutions, Section 18</u> • Act No. 218/2000 Coll., On Budgetary Rules and on Amendments to Certain Related Acts • Act No. 130/2002 Coll., On Support of Research, Experimental Development and Innovation <p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>Payroll Regulations of the USB</u> • <u>R 164 Rector's Ordinance on Remuneration for Work under Agreements to Perform a Job and Agreements to Perform Work</u> • <u>R 125 Rector's Ordinance on Wage Compensation for Temporary Incapacity for Work</u> • <u>R 206 Rector's Decision on a Single Pay Date</u> • <u>R 367 Rector's Ordinance on the Lowest Level of Guaranteed Salary</u>
27. Gender balance	-/+ = partially implemented	GAP: See point No. 1 Code of Conduct See point No. 5	Current practice: In the key sections of the organizational structure of the University there is a predominance of men. The opportunities for entering the positions are non-discriminatory.

		<p>Collective Agreement</p> <p>See point No. 12 OTM – R – strategy</p> <p>See point No. 26 Payroll Regulations</p>	<p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • Strategy Europe 2020, pages 18-19 • National goals of the Czech Republic within the Europe 2020 strategy - National sub-target of the employment rate for women: 65%. • <u>Act No. 262/2006 Coll.</u>, The Labour Code Section 1a letter e) • <u>Constitutional Act No. 1/1993 Coll.</u>, Constitution of the Czech Republic - the general sense of the Constitution • Act No. 198/2009 Coll., On Equal Treatment and Legal Means of Protection against Discrimination and the Amendments of Some Acts, Section 1 and Section 2 and Section 8, Par. 2 and Section 9 • VAVAI National Policy - Action Plan for the Development of Human Resources for Research, Development and Innovation and Gender Equality in Research, Development and Innovation in the Czech Republic for the years 2018 to 2020 • National Policy R&D 2004-2008 <p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • Organizational, Career and Incentive Regulations of Faculties
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			<ul style="list-style-type: none"> • Code of Conduct at the USB • Collective Agreement, Point 3.10 <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) Creating a document taking into account the principles of the Charter and Code 2) To implement OTM-R strategy</p>
28. Career development	-/+ = partially implemented	<p>GAP: Advisor / mentor for personal and professional development of staff</p> <ul style="list-style-type: none"> - no professional and personal development advisors - no clear definition of who is a mentor - no list of counsellors / mentors <p>Adaptation process</p> <ul style="list-style-type: none"> - there is no formal procedure for staff training at the beginning of the career or upon taking up a particular position - there is no official evaluation process of the employees within 1 year of commencement of their career <p>Help with professional / career development</p> <ul style="list-style-type: none"> - there is no competence training when staff members advance to leadership positions (e.g. managerial, financial, communication, personnel, etc.) - no regular training is set for new employees - there are no possibilities for evaluation of employees and no plans for education 	<p>Current practice: Within the Operational Programme OP VVV 2014-2020 the activity DA2 / 1 of teaching competencies is set in order to increase the professional competencies of the academic staff. The Internet portal Lifelong Education offers optional courses for employees.</p> <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to identify weaknesses.</p> <p>1.1 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • Code of Lifelong Learning at the USB in České Budějovice • R 306 Rector's Ordinance on Recording Life-Long Learning Activities • Lifelong Education • Operational Programme VVV -2014-2020

			<p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) To reinforce HR Departments to implement HR policy, not only administration</p>
29. Value of mobility	-/+ = partially implemented	<p>GAP: See point No.11 Evaluation Academic Staff Evaluation System</p> <p>See point No. 12 OTM – R – strategy</p> <p>See point No. 18 Mobility</p>	<p>Current practice: Procedures for the provision of travel costs for foreign mobility of employees under the Erasmus+ programme (2014-2020) was established by the University Within the Operational Program OP VVV 2014-2020 the key activity of KA5 - systemic strengthening of internationalization was set up that covers</p> <ul style="list-style-type: none"> • development of international cooperation and international partnership • the internationalization of the University environment • mobility of students and university staff <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 111/1998 Coll.</u>, on Higher Education Institutions, Section 89 and Section 90a and Section 106 • Europe 2020 - a strategy for smart, sustainable and inclusive growth, p. 18-19

			<p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>R 342 Rector’s Ordinance on Concluding Cooperation Agreements with Foreign Entities</u> • <u>R 375 Rector’s Ordinance issuing the USB Rectorate Regulations</u> • Ordinances of individual Faculties <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) Mobility - Creating formal regulations on research staff mobility outcomes / recognition of qualifications. 2) OTM-R strategy</p>
30. Access to career advice	-/+ = partially implemented	<p>GAP: See point No.28 Advisor / mentor for personal and professional development</p> <p>System of work positions - there is none across the University</p>	<p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>R 375 Rector’s Ordinance issuing the USB Rectorate Regulations</u> • <u>Regulations of Organisation 286/2014</u> <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p>

			1) To reinforce HR Departments to implement HR policy, not only administration
31. Intellectual Property Rights	++ = fully implemented		<p>Current practice: The Technology Transfer Office (JCTT) serves all Faculties and independent departments of the University and whose mission is to connect the world of research with the commercial sphere.</p> <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • Act No. 106/1999 Coll., On Free Access to Information • Act No. 121/2000 Coll., On Copyright, on Rights Related to Copyright and on Amendments to Some Acts • <u>Act No. 89/2012 Coll.</u>, Civil Code, Section 2382 • Act No. 527/1990 Coll., On Inventions, Industrial Designs and Improvement Proposals • Government Regulation No. 397/2009 Coll., On the Information System for Research, Experimental Development and Innovation, Section 3 a Section 4 <p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • Technology Transfer Office (<u>JCTT</u>) relevant directives • <u>Code of Conduct at the USB</u> • Ordinances of individual Faculties

32. Co-authorship	++ = fully implemented		<p>Current practice: The Technology Transfer Office (<u>JCTI</u>) serves all Faculties and independent departments of the University and whose mission is to connect the world of research with the commercial sphere.</p> <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • Act No. 106/1999 Coll., On Free Access to Information • Act No. 121/2000 Coll., On Copyright, on Rights Related to Copyright and on Amendments to Some Acts • <u>Act No. 89/2012 Coll.</u>, Civil Code Section 2382 • Act No. 527/1990 Coll., On Inventions, Industrial Designs and Improvement Proposals • Government Regulation No. 397/2009 Coll., On the Information System for Research, Experimental Development and Innovation, Section 3 and Section 4 <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1.2 Internal regulations of the USB:</p>

			<ul style="list-style-type: none"> • <u>R 274 Rector's Ordinance on the Treatment of Intangible Assets at the University of South Bohemia in České Budějovice</u> • <u>R 294 Rector's Ordinance contracts for research</u>
33. Teaching	-/+ = partially implemented	<p>GAP: See point No.11 Evaluation Academic Staff Evaluation System</p> <p>See point No.28 Help with professional / career development</p>	<p>Current practice: The internal quality assurance system for educational, creative and related activities is set forth in several inter-related internal regulations and other relevant USB documents. Within the Operational Programme OP VVV 2014-2020 the activity DA2 / 1 of teaching competencies is set in order to increase the professional competencies of the academic staff. The internet portal <u>Lifelong Education</u> offers optional courses for employees.</p> <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • <u>Act No. 262/2006 Coll., The Labour Code, Section 132 a Section 133 a Section 230 to 235</u> • <u>Act No. 111/1998 Coll., On Higher Education Institutions</u> <p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>Code for Habilitation Procedure and Procedure for Appointment of Full Professorship at the USB.</u>

			<ul style="list-style-type: none"> • <u>Lifelong education</u> • Ordinances of individual Faculties <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) To reinforce HR Departments to implement HR policy, not only administration</p>
34. Complains/ appeals	-/+ = partially implemented	<p>GAP: See point No. 5 Collective Agreement</p> <p>Ombudsman - there is no independent person offering informal help in dealing with employment disputes, conflicts and complaints - no procedures / measures set for dealing with employment disputes, conflicts and complaints etc.</p>	<p>Current practice: A serious violation of ethical principles is primarily dealt with by the Ethics Committee (see the <u>Rules of Procedure of the Ethics Committee of 28th June 2017</u>).</p> <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Legislation of the Czech Republic:</p> <ul style="list-style-type: none"> • Act No. 106/1999 Coll., On Free Access to Information • Act No. 198/2009 Coll., On Equal Treatment and Legal Means of Protection against Discrimination and the Amendments of Some Acts • <u>Act No. 262/2006 Coll.</u>, The Labour Code, Section 1a and Section 276

			<p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>R 239 Filing and Handling Complaints, Proposals and Suggestions of Citizens</u> • <u>R 374 Rector's Ordinance establishing a Policy to Prohibit Sexual Harassment</u> • Ordinances of individual Faculties • <u>Rules of Procedure of the Ethics Committee</u> <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) To create position of an Ombudsman in accordance with the Ethics Committee activities</p>
35. Participation in decision-making bodies	++ = fully implemented		<p>Current practice:</p> <p>Researchers are represented in advisory and decision-making bodies, where they can defend and promote not only personal but also collective interests. They include, for example</p> <ul style="list-style-type: none"> • Academic Senates of University and Faculties (including students) • Scientific Boards of University and Faculties • Internal Evaluation Board of University <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to identify weaknesses.</p> <p>1.1 Legislation:</p>

			<ul style="list-style-type: none"> • <u>Act No. 111/1998 Coll.</u>, On Higher Education Institutions, Section 7 <p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>Statutes of the USB</u> (only for registered users) • <u>Regulations of Organisation 286/2014</u>
Training and Development			
36. Relation with supervisors	-/+ = partially implemented	<p>GAP: See point No.11 Evaluation Academic Staff Evaluation System</p> <p>See point No.28 Advisor / mentor for personal and professional development Adaptation process Help with professional / career development</p> <p>Informal communication - there are little informal opportunities to meet the University and Faculty managements to improve information transfer and sharing of values across the University.</p>	<p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Legislation:</p> <ul style="list-style-type: none"> • <u>Act No. 111/1998 Coll.</u>, On Higher Education Institutions, Section 47 and Section 77b <p>1.2 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>R 238 Conditions of Employment at the USB</u> • <u>Study and Examination Regulations</u> • <u>R 337 Declaration of Socially Responsible Behaviour at the USB in Relation to Educational Activities</u> • Ordinances of individual Faculties <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p>

			<p>1) To reinforce HR Departments to implement HR policy, not only administration – create the framework for adaptation process, education plans and mentoring.</p> <p>2) Communication informal - Creation communication strategy and aim to gain better information within the USB.</p>
37. Supervision and managerial duties	-/+ = partially implemented	<p>GAP: See point No. 5 Collective Agreement</p> <p>See point No. 12 HR Department</p> <p>See point No.28 Advisor / mentor for personal and professional development Adaptation process Help with professional / career development</p> <p>See point No. 36 Informal communication</p>	<p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>Collective Agreement</u> • Ordinances of individual Faculties <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) To reinforce HR Departments to implement HR policy, not only administration – create the framework for adaptation process, education plans and mentoring.</p> <p>2) Communication informal - Creation communication strategy and aim to gain better information within the USB.</p>
38. Continuing Professional Development	-/+ = partially implemented	<p>GAP: See point No. 12 HR Department</p> <p>See point No. 28</p>	<p>Current practice: The Internet portal <u>Lifelong Education</u> offers optional courses for employees.</p>

		<p>Advisor / mentor for personal and professional development Adaptation process Help with professional / career development</p> <p>See point No. 36 Informal communication</p>	<p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>Study and Examination Regulations of the USB</u> • <u>Code for Habilitation Procedure and Procedure for Appointment of Full Professorship at the USB</u> • <u>Lifelong education</u> <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) To reinforce HR Departments to implement HR policy, not only administration – create the framework for adaptation process, education plans and mentoring.</p> <p>2) Communication informal - Creation communication strategy and aim to gain better information within the USB</p>
<p>39. Access to research training and continuous development</p>	<p>-/+ = partially implemented</p>	<p>GAP: See point No.28 Advisor / mentor for personal and professional development Adaptation process Help with professional / career development</p> <p>See point No. 36 Informal communication</p>	<p>Current practice: The Internet portal <u>Lifelong Education</u> offers optional courses for employees.</p> <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents</p>

			<p>has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Internal regulations of the USB:</p> <ul style="list-style-type: none"> • <u>Lifelong education</u> • Ordinances of individual Faculties <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) To reinforce HR Departments to implement HR policy, not only administration – create the framework for adaptation process, education plans and mentoring.</p> <p>2) Communication informal - Creation communication strategy and aim to gain better information within the USB.</p>
40. Supervision	-/+ = partially implemented	<p>GAP:</p> <p>See point No. 5 Collective Agreement</p> <p>See point No.11 Evaluation Academic Staff Evaluation System</p> <p>See point No. 12 HR Department</p> <p>See point No.28 Advisor / mentor for personal and professional development Adaptation process Help with professional / career development See point No. 36</p>	<p>Current practice:</p> <p>At present, the incoming post-doctoral researchers and PhD students in particular have an officially appointed staff member whom they report to for management, training or primary supervision of their work and for feedback.</p> <p>1 DOCUMENT ANALYSIS</p> <p>These are the documents which fully or partially regulate particular principle of C&C. Analyzing these documents has helped during creating gap analysis (as initial basic source) and to indentify weaknesses.</p> <p>1.1 Internal regulations of the USB:</p>

		<p>Informal communication</p>	<ul style="list-style-type: none"> • <u>Collective Agreement</u> • <u>R 337 Declaration of Socially Responsible Behaviour at the USB in Relation to Educational Activities</u> • Operational procedures of individual Faculties <p>2 IMPLEMENTATION PROPOSALS</p> <p>These are alteration proposals which should lead to the elimination of identified weaknesses.</p> <p>1) To reinforce HR Departments to implement HR policy, not only administration – create the framework for adaptation process, education plans and mentoring.</p> <p>2) Communication informal - Creation communication strategy and aim to gain better information within the USB</p>
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