

## TEMPLATE 2 – GAP: ANALYSIS – OVERVIEW –

**Case number:** 2020CZ503512

**Name Organisation under review:** University of Hradec Králové

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### **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**

<p>Status: to what extent does this organisation meet the following principles?</p>	<p>Implementation:                  ++ = <b>fully</b> implemented                  +/- = <b>almost but not fully</b> implemented                  -/+ = <b>partially</b> implemented                  -- = <b>insufficiently</b> implemented</p>	<p>In case of --, -/+, or +/-, please <b>indicate the actual "GAP:"</b> between the principle and the current practice in your organisation.                  If relevant, list any national/regional legislation or organisational regulation currently impeding implementation</p>	<p>Initiatives undertaken and/or suggestions for improvement:</p>
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**Ethical and Professional Aspects**

<p><b>1. Research freedom</b></p>	<p>+/+</p>	<p><u>University and other regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>The Higher Education Act 111/1998</u></li> <li>• <u>Constitution of University of Hradec Králové</u></li> <li>• <u>Code of Ethics of the UHK</u></li> </ul> <p><u>Actual situation:</u>                  In the Czech Republic, research freedom is guaranteed by the Higher Education Act. At the UHK, research freedom is guaranteed by the Constitution where references to the necessary conditions of</p>	<p><u>Undertaken initiatives:</u>                  The UHK Strategic Plan from 2021 Onwards which is currently under preparation shows freedom (including the freedom of creative activity) expressly as one of the key values on the basis of which the UHK fulfils its mission and vision.</p> <p><u>Planned development:</u></p>
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		<p>academic freedom of science, research and artistic work can be found. Freedom of research and thought is one of the pillars of the actual UHK Code of Ethics. Fulfilment of and compliance with the basic parameters of free and ethical research is supervised by the Research Ethics Committee at the UHK.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• The Code of Ethics will be updated and followed by establishment of the UHK Ethics Committee.</li> </ul>	<ul style="list-style-type: none"> <li>• The UHK plans to update the Code of Ethics which will reflect better the actual needs of the university scientific and research environment in relation to the research freedom and ethics.</li> <li>• Institutional ethical standards will be defined. They will include research freedom guarantees (protection of employees from arbitrary decisions of the institution) and ethical standards of research performed at the UHK (protection of the institution from unethical behaviour of employees – plagiarism, predatory journals etc.).</li> <li>• In 2021, the UHK will create a sustainable development strategy of the research organization in which the research freedom will be detailed.</li> <li>• The UHK Ethics Committee will be established.</li> </ul>
<p><b>2. Ethical principles</b></p>	<p>-/+</p>	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Code of Ethics of the UHK</u></li> </ul>	<p><u>Undertaken initiatives:</u></p>

		<ul style="list-style-type: none"> <li>• <u>Rules of Procedure of the Research Ethics Committee of the University of Hradec Králové</u></li> <li>• <u>Student Disciplinary Code of The University of Hradec Králové</u></li> </ul> <p><u>Actual situation and GAP:</u> Ethical principles are included in the UHK Code of Ethics. At the UHK, the Research Ethics Committee was established in 2018. It deals with ethical aspects of research including but not limited to human subjects (including work with biological material of human origin) but also with other activities requiring assessment from the ethical point of view. The Code of Ethics must be reviewed and updated in accordance with the Charter and Code.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• There is no ethics committee which would ensure the compliance with ethical principles on more levels than the actual UHK Research Ethics Committee.</li> <li>• There are no institutional standards and methodology relating ethical standards in research and related activities.</li> <li>• Employees and students are not educated systematically in ethical research standards.</li> </ul>	<p>In March 2021, a work group for the UHK Code of Ethics update and for elaboration of the ethics committee rules of procedure was established. The group is formed by representatives of faculties and the Rectorate.</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK Code of Ethics will be updated.</li> <li>• Rules of procedure of the UHK Ethics Committee will be elaborated.</li> <li>• The UHK Ethics Committee will be established.</li> <li>• Institutional research ethics standards will be defined.</li> <li>• A system and offer of continuous education in ethical principles for the UHK employees will be created.</li> </ul>
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<p><b>3. Professional responsibility</b></p>	<p>+/-</p>	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Code of Ethics of the UHK</u></li> <li>• <u>Rules for the Internal Governance of the University of Hradec Králové</u></li> <li>• <u>Rules of Procedure of the Research Ethics Committee of the University of Hradec Králové</u></li> </ul> <p><u>Actual situation:</u> Professional responsibility is determined sufficiently in two UHK internal regulations (Code of Ethics and Intellectual Property Exploitation at the UHK). A permanent UHK Research Ethics Committee has been established to assess the individual projects/results from the ethical point of view. Plagiarism issues are solved by a committee (Rector's advisory body) on the basis of the UHK Rules for the Internal Governance; the committee elaborates an opinion to the issue and proposes a settlement procedure.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• The scientific and research plagiarism issue is not solved at the UHK as clearly as in, e.g., students; considering the position of academicians and the nature of the UHK relation to them based on trust, this does not appear to be essential.</li> </ul>	<p><u>Undertaken initiatives:</u></p> <ul style="list-style-type: none"> <li>• The UHK declares in the UHK Strategic Plan from 2021 Onwards which is currently under preparation that it wants to be an institution developing highly evaluated and socially useful creative activity.</li> <li>• At the same time, the UHK declares in its scientific and research priorities that it will take account of societal needs in the support of research activities, especially in the system of institutional support of the UHK common research topics that reflect intensively both the national and global societal needs.</li> <li>• The decree <u>Intellectual Property Exploitation at the UHK</u> was updated in 2019 and 2020.</li> </ul> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK Code of Ethics will be updated.</li> <li>• Rules of procedure of the UHK Ethics Committee will be elaborated.</li> </ul>
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<b>4. Professional attitude</b>	+/-	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Správa projektů</u> (Project Management)</li> <li>• <u>Vnitřní kontrolní systém na UHK</u> (Internal System of Control at the UHK)</li> </ul> <p><u>Actual situation:</u></p> <p>There is no comprehensive science and research strategy at the UHK; however, all-university priority research topics were determined in 2019. Reflection of these topics in the UHK overall scientific and</p>	<p><u>Undertaken initiatives:</u></p> <ul style="list-style-type: none"> <li>• The basic parameters of the scientific and research directions are defined in the UHK Strategic Plan from 2021 Onwards which is currently under preparation.</li> <li>• The process of scientific project and grant management including the control mechanisms had been set up.</li> </ul>

		<p>research framework is, however, missing, especially in relation to financing.</p> <p>Research grants are prepared and implemented in accordance with the 2015 Rector's Decree titled Project Management and, at the same time, with the funding/grant provider's conditions.</p> <p>The internal financial control procedure is defined in the 2009 Rector's Decree titled Internal Control System at the UHK.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• The process of research plan/project/grant approval at the UHK does not include any assessment of compliance with the strategy or strategically important research areas.</li> <li>• The university managerial decrees (the Project Management and the Internal Control System) are not available in English.</li> <li>• The UHK internal control system was drawn in 2009 and should be updated.</li> <li>• The Project Management decree must be updated; stress should be laid on division of projects to strategic (mainly European) and scientific-research ones.</li> </ul>	<ul style="list-style-type: none"> <li>• Multilevel approval mechanisms are in place.</li> </ul> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK Strategic Plan from 2021 Onwards includes the plan to prepare (in 2021) a sustainable development strategy of the research organization. This strategy will also define the system of support and development of the UHK priority research topics, including the stress on researchers' awareness of the UHK objectives and research possibilities.</li> <li>• From the point of view of project management procedures, an update of internal managerial documents is planned (in 2021) from the point of view of the actual trends, extension of SW support, and set-up of processes to ensure quality and compliance of research activities with the key all-university research areas.</li> </ul>
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<p><b>5. Contractual and legal obligations</b></p>	<p>+/-</p>	<p><u>University and other regulation:</u></p> <ul style="list-style-type: none"> <li>• <u>Labour Code No. 262/2006 Coll.</u></li> <li>• <u>Nakládání s duševním vlastnictvím na UHK</u> (Intellectual Property Exploitation at the UHK)</li> <li>• <u>Obecná pravidla o ochraně a zpracování osobních údajů pracovníky Univerzity Hradec Králové</u> (General data protection regulation for employees of the University of Hradec Králové)</li> <li>• <u>Instrukce ve vztahu k BOZP a PO</u> (Health and Safety at Work and Fire Protection instructions)</li> </ul> <p><u>Actual situation:</u></p> <p>When an employee signs an employment contract, he/she gets a list of fundamental legal acts that he/she must get familiar with. When internal regulations are changed, employees get an e-mail informing them about the new/amended regulation; there is no retrospective check whether the employee got familiar with it. According to section 301 of the Labour Code, employees are obliged to abide by such regulations if relevant to their work positions.</p> <p>Knowledge of the act regulating safety and health at work and fire protection is the only one that is checked actively. The training is compulsory for all UHK employees.</p>	<p><u>Undertaken initiatives:</u></p> <p>In 2020, the UHK started a new online safety and health at work and fire protection training. The course includes a final test to check the knowledge acquisition.</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• Specific types of initial education of employees that will include internal regulations and legal regulations most relevant to the given employee in his/her work position will be created. Some activities requiring knowledge of a specific internal regulation will be transferred to one person and his/her deputy, which could bring some relief to researchers from the individual projects administration (e.g., in the process of contract making).</li> <li>• Mentoring in processes defined by internal regulations for individual positions will be set up: every new employee will get a mentor who will acquaint him/her with the basic</li> </ul>
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<b>6. Accountability</b>	+/-	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Filing and Shredding Regulations</u></li> <li>• <u>Rules of Procedure of the Research Ethics Committee of the University of Hradec Králové</u></li> </ul>	<p><u>Undertaken initiatives:</u></p> <p>The approaches to and use of research grant results are defined in the updated 2020 Rector's Decree titled Intellectual Property Management. Efficient use of</p>

		<ul style="list-style-type: none"> <li>• <u>Code of Ethics of the UHK</u></li> <li>• <u>Úkoly a odpovědnosti při sběru dat pro RIV za UHK</u> (Tasks and Responsibilities in Data Collection by the UHK for the Registry of Information about Results (RIV); available after logging in the UHK network)</li> <li>• <u>Správa projektů</u> (Project Management)</li> <li>• <u>Vnitřní kontrolní systém na UHK</u> (Internal System Control at the UHK)</li> </ul> <p><u>Actual situation and GAP:</u> This issue has been set up at the UHK for the long-term and is applied in accordance with the national law and grant research project rules. The UHK researchers and employees follow the valid national regulations and defined rules of financial means providers.</p> <p>The role and responsibility of interested individuals are defined in the respective internal regulations, especially in the Rector's Decree Project Management and other related internal regulations. The UHK ethics standards include the Research Ethics Committee. The UHK as a personal data controller has the duty to follow the personal data processing regulation (GDPR).</p> <p><u>GAP:</u></p>	<p>public finances is ensured by the new system for research infrastructure record keeping. Its purpose is to register the key research infrastructure that can be used in various grants or, in general, research activities. The objective is to make the use of available infrastructure more efficient.</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The issue of dedications and affiliations with respect to outputs of projects obtained and solved at the UHK will be solved in form of a managerial decree.</li> <li>• The internal managing decrees will be updated in 2021 not only for the needs of financial management but for the needs of project management in general, including the software support.</li> <li>• The UHK Code of Ethics will be updated, the rules of procedure of the UHK Ethics Committee will be defined and the UHK Ethics Committee will be appointed.</li> <li>• The updated decree Intellectual Property Exploitation at the UHK</li> </ul>
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		<ul style="list-style-type: none"> <li>• The issue of dedication and affiliation obligations of the UHK employees to their employer is not centralized.</li> <li>• Translation of the updated Intellectual Property Exploitation at the UHK into English is not available.</li> </ul>	will be translated into English language.
<b>7. Good practice in research</b>	+/-	<p><u>University and other regulation:</u></p> <ul style="list-style-type: none"> <li>• <u>Labour Code No. 262/2006 Coll.</u></li> <li>• <u>Obecná pravidla o ochraně a zpracování osobních údajů pracovníky Univerzity Hradec Králové</u> (General Rules on Personal Data Protection and Processing by the UHK Employees)</li> <li>• <u>Filing and Shredding Regulations</u></li> <li>• <u>Intellectual Property Exploitation at the UHK</u></li> <li>• <u>Rules of Procedure of the Research Ethics Committee of the University of Hradec Králové</u></li> <li>• <u>Code of Ethics of the UHK</u></li> </ul> <p><u>Actual situation:</u> A new system of safety and health at work and fire protection training was set up in 2020. The training is compulsory for all UHK employees. The rules on personal data protection and processing by the UHK employees are updated regularly (in 2020 for the last time).</p>	<p><u>Undertaken initiatives:</u> The Rector's Decree General Rules on Personal Data Protection and Processing by the UHK Employees was updated in 2020. A new electronic system of safety and health at work and fire protection training, reference tests and working from home has also been created. This system notifies the employees automatically (in time limits according to the valid legal regulations) of the necessity to attend a training course. After the employee completes the training, he/she gets a certificate.</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK will ensure training standardization for new employees.</li> </ul>

		<p>Data and information safety and e-infrastructure protection are regulated by the internal regulation titled UHK Rules of Operation of Information and Communication Technologies.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• There is no on-line system of the UHK employees training in some regulations and ethical principles.</li> </ul>	<ul style="list-style-type: none"> <li>• An on-line educational programme containing information about ethical principles of the institution and compliance with the valid regulations will be created.</li> <li>• The safety and health at work regulation will be updated (the new system of on-line training will be maintained) and translated into English language.</li> </ul>
<b>8. Dissemination, exploitation of results</b>	+/-	<p><u>University Regulation</u></p> <ul style="list-style-type: none"> <li>• <u>Constitution of the UHK</u></li> <li>• <u>Intellectual Property Exploitation at the UHK</u></li> <li>• <u>Tasks and Responsibilities in Data Collection by the UHK for the Registry of Information about Results (RIV) (available on request)</u></li> <li>• <u>Definition of Basic Activities and Powers of the Technology Transfer Unit of the UHK</u></li> <li>• <u>UHK Open Access Strategy</u></li> </ul> <p><u>Actual situation and GAP:</u> Transfer of knowledge in form of dissemination of results from fundamental, applied and contractual research or experimental development belongs to the main mission of the University as a research organization. This mission is a part of the University third role defined in the UHK Constitution. The</p>	<p><u>Undertaken initiatives:</u></p> <ul style="list-style-type: none"> <li>• In 2020, the project of a transfer workplace common with the University Hospital in Hradec Králové was terminated. Therefore, a new office has been created. The office exercises the powers of the Technology Transfer Office and plays an essential role in transfer and subsequent commercialization. Its powers are defined in internal regulations.</li> </ul> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• Within the <i>Open Science</i>, the UHK plans to implement</li> </ul>

		<p>contribution of the <i>Open Access</i> policy to the transfer is definitely positive.</p> <p>Commercialization of results which is linked strongly to the transfer is ensured at the UHK by the Science and Knowledge Transfer Office.</p> <p>The UHK provides administrative support to the commercialization of the transferred knowledge and results and motivates its employees through a 90% share in the commercialization yield.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• The UHK is in a quite early stage of institutional independence in the field of the knowledge transfer; employees have been trained gradually and have been learning the know-how.</li> </ul>	<p>especially the <i>Open Access</i> and <i>Open Science</i> policy through creation of data storage products and payment of the fees for <i>Open Access</i> publications.</p> <ul style="list-style-type: none"> <li>• Staffing of the knowledge transfer agenda and processes will be evaluated in the medium-term.</li> <li>• The development of powers of employees dealing with the transfer of knowledge, intellectual property protection, support of project submission and other spheres important for the support and development of creative activity through educational activities will be of key importance.</li> <li>• To ensure sufficient staffing of the given agenda, the UHK will disseminate the knowledge of procedures relating the results among their originators, i.e. researchers, through, for example, initial and further education in the field of intellectual property.</li> </ul>
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<p><b>9. Public engagement</b></p>	<p>+/-</p>	<p><u>Actual situation:</u>  The UHK organizes regularly or is involved actively in regional and national science- and research-popularizing activities, such as the Researchers' Night. The results of the UHK scientific and research activities are published regularly both in the printed media and in TV and radio broadcasting.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• The process of scientific and research results promotion and their communication to the public is decentralized to some extent, which can limit the popularization impacts.</li> <li>• A part of academicians is involved quite actively in the fulfilment of the university third role; however, the approach of a part of academicians and scientists is dilatory.</li> </ul>	<p><u>Undertaken initiatives:</u>  A special website has been created where the basic UHK fields of research and key scientific and research projects are described, see <a href="http://uni.uhk.cz/research/">http://uni.uhk.cz/research/</a>.</p> <p>The UHK is a part of a project of shared marketing of science, research and innovations in the Hradec Králové Region; science, research and innovations ambassadors from the UHK are a part of it.</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK will support systematic work with the UHK employees with respect to the popularization of their creative activities (training of employees, workshops).</li> <li>• A comprehensive list of specialists in various fields of science and research will be created. The list will be published on the UHK website and will provide contacts for journalists or science- and research-popularizing actors.</li> </ul>
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<b>10. Non discrimination</b>	+/-	<u>University regulations:</u> <ul style="list-style-type: none"> <li>• <u>Code of Ethics of the UHK</u></li> <li>• <u>Collective Bargaining Agreement</u></li> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> <li>• <u>Wages Regulation of the UHK</u></li> </ul> <u>Actual situation:</u>	<u>Undertaken initiatives:</u> <ul style="list-style-type: none"> <li>• In 2020, the UHK initiated a number of activities highlighting this issue; two internal documents declaring clearly the UHK non-discrimination policy were elaborated (Career System and Regular Evaluation of</li> </ul>

		<p>The aspect of equal access and equal treatment is included in the UHK Code of Ethics, the Evaluation of UHK Employees, in the Career System and Regular Evaluation of Academic Staff of the UHK, and also in the 2020-2022 Collective Bargaining Agreement. The Rector's Decree defining support of students with specific needs determines the standards of support guaranteed to all applicants and students. The Wages Regulation determines the qualification prerequisites, wage tariffs and way of employee assignment to wage levels, which ensures a transparent method of wage determination at the UHK.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• The actual UHK Code of Ethics should be revised to reflect better the policy of the UHK equal and non-discriminating position.</li> <li>• The decree Support of Applicants and Students with Specific Needs at the UHK should be updated.</li> </ul>	<p>Academic Staff of the UHK and the Evaluation of UHK Employees).</p> <ul style="list-style-type: none"> <li>• Equal access to employees is also included in the 2020-2022 Collective Bargaining Agreement which defines clearly the rights of all employees in several layers.</li> <li>• A draft methodology of gender-sensitive language has been drawn.</li> </ul> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK Code of Ethics will be updated.</li> <li>• The Rules of Procedure of the UHK Ethics Committee will be elaborated.</li> <li>• The UHK Ethics Committee will be established.</li> <li>• The decree Support of Applicants and Students with Specific Needs at the UHK will be updated.</li> </ul>
<p><b>11. Evaluation/appraisal systems</b></p>	<p>+/-</p>	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Code of Ethics of the UHK</u></li> </ul>	<p><u>Undertaken initiatives:</u></p>



		<ul style="list-style-type: none"> <li>• <u>Collective Bargaining Agreement</u></li> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> </ul> <p><u>Actual situation:</u>  In 2020, the UHK published two internal documents relating the evaluation of employees. These internal documents define transparent rules for regular evaluation of R1–R4 category employees.  The regular evaluation consists of evaluation of the planned objectives achievement in the past period and of the activity and development plans (educational activity, research and publication activity, activities within the university third role, internationalisation, qualification increase etc.) in the next period. The evaluation is written into a form and the employee can also define support needed by him/her from his/her superior. The superior always discusses the evaluation individually with the respective employees.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• Superiors should be trained with respect to higher efficiency of evaluation, correct setting of the evaluation, work with outputs, good feedback etc.</li> <li>• The UHK still does not have a management information system for evaluation.</li> </ul>	<p>In 2020, two internal regulations were published. They are the key strategic documents for evaluation of employees.</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK will evaluate the existing system of evaluation of both academicians and non-academic staff and will implement necessary changes, including the link of the evaluation to remuneration of employees.</li> <li>• A strategy of sustainable development of the research organization and a strategy of evaluation of researchers/teams and the research organization as such will be developed.</li> <li>• The UHK will ensure developmental activities for employees in managerial positions relating the evaluation of employees, provision of good feedback, work with outputs etc.</li> <li>• A managerial information system for human resources management will be implemented.</li> </ul>
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<b>Recruitment and Selection</b>			
<b>12. Recruitment</b>	-/+	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Code of Ethics of the UHK</u></li> <li>• <u>Collective Bargaining Agreement</u></li> <li>• <u>Code of Procedure for Selection of Academicians and managerial Employees of the UHK</u></li> </ul> <p><u>Actual situation:</u> The recruitment of academicians and managerial employees is performed according to the internal Code of Procedure for Selection of Academicians and Managerial Employees. The Code defines the rules for selection of academicians and officials; however, it does not correspond to the OTM-R requirements.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• The process is not set up according to the OTM-R Policy in accordance with the EU Charter and Code.</li> <li>• The UHK has not a systematically set-up process of junior researchers recruitment and support at the beginning of their careers.</li> </ul>	<p><u>Undertaken initiatives:</u></p> <p>----</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• A methodology and rules of the UHK recruitment policy will be elaborated in accordance with the OTM-R principles.</li> <li>• The UHK will implement a comprehensive setup of a professional onboarding system.</li> <li>• Schemes of academicians and researchers support at the beginning of their career will be elaborated.</li> </ul>
<b>13. Recruitment (Code)</b>	-/+	<u>University regulations:</u>	<u>Undertaken initiatives:</u>

		<ul style="list-style-type: none"> <li>• <u>Code of Procedure for Selection of Academicians and Managerial Employees of the University of Hradec Králové</u></li> </ul> <p><u>Actual situation:</u> The UHK has the Code of Procedure for Selection of Academicians and Managerial Employees. It defines the rules for selection of academicians and officials; however, it does not correspond to the OTM-R requirements. A publication of a selection procedure always includes the description of the job, requirements and other essentials; however, the procedure should be updated.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• The Code of Procedure for Selection of Academicians and Managerial Employees of the UHK should be updated according to the OTM-R policy.</li> <li>• Higher standards should be set up especially in e-recruitment, international parameters of the selection procedure, measures to increase the representation of underrepresented groups, and taking account of equal and non-discriminating conditions.</li> </ul>	<p>Within the selection procedures, we inform the applicants systematically about the possibilities offered by the UHK, especially about the benefit programme, flexible working hours, possibility to work from home, part-time employment, sabbaticals for academicians, further education, internships, and mobilities.</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK will update the recruitment process according to the OTM-R and EU Charter and EU Code and will put stress on the highest possible efficiency, transparency and equality.</li> <li>• Barriers for academic inbreeding will be set up, especially by means of holding open selection procedures and requiring international experience of applicants.</li> <li>• The employees responsible for selection procedures at the UHK units will be trained in selection procedures preparation and management.</li> </ul>
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<p><b>14. Selection (Code)</b></p>	<p>+/-</p>	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Code of Procedure for Selection of Academicians and Managerial Employees of the University of Hradec Králové</u></li> </ul> <p><u>Actual situation:</u> The rules governing the appointment of selection committees are specified in the Code of Procedure for Selection of Academicians and Managerial Employees at the UHK. The Code determines the minimum number of the committee members (odd number); academicians, other UHK employees and/or other persons may be appointed committee members. No diversity in terms of age, gender or professional qualification is required. The present internal regulation does not specify the gender balance in selection committees; it is neither monitored systematically. However, it can be taken into account in the appointment of the committee members depending on the Dean's/Rector's (who appoint the committee) opinion.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• No diversity in terms of age, gender or professional qualification is required in the actual internal regulation.</li> <li>• The regulation does not specify the gender balance of the selection committee</li> </ul>	<p><u>Undertaken initiatives:</u></p> <ul style="list-style-type: none"> <li>• The regulation does not determine the gender balance of the committee members but it uses to be taken into account in the appointment of the committee members depending on the Dean's/Rector's (who appoint the committee) opinion.</li> </ul> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK will update the Code of Procedure for Selection of Academicians and Managerial Employees of the UHK according to the OTM-R policy principles. The rules for appointment of the selection procedures committees will respect the principles of diversity and balance.</li> <li>• Employees participating in selection procedures will be trained in recruitment.</li> </ul>
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		<p>members; the gender balance is neither monitored systematically.</p> <ul style="list-style-type: none"> <li>The selection committee members are not trained in terms of employee recruitment and selection.</li> </ul>	
<b>15. Transparency (Code)</b>	+/-	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li><u>Code of Procedure for Selection of Academicians and Managerial Employees of the University of Hradec Králové</u></li> </ul> <p><u>Actual situation:</u></p> <p>The vacancy notice shows the title of the position, pre-requisites for getting the job, the job description, the date of commencement of work, the extent of employment, if any specified, the required documents and the way of the application delivery. In advertisements other than those published on the UHK website, we publish the link to the university website www.uhk.cz. For getting more information, contacts to the workplace head are provided.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>Applicants are informed neither about the career development nor about weaknesses or strengths of their application.</li> </ul>	<p><u>Undertaken initiatives:</u></p> <p>The UHK has a central web site where it informs about all selection procedures at the university.</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>Templates for positions advertising.</li> <li>Creation of a system of informing about the possibilities of career development.</li> <li>Implementation of a mechanism for feedback provision including standards for informing about weaknesses or strengths of the applicant's application.</li> <li>Reference to the personal data protection according to GDPR must be solved.</li> </ul>
<b>16. Judging merit (Code)</b>	-/+	<u>University regulations:</u>	<u>Undertaken initiatives:</u>

		<ul style="list-style-type: none"> <li>• <u>Code of Procedure for Selection of Academicians and Managerial Employees of the University of Hradec Králové</u></li> </ul> <p><u>Actual situation:</u> The Code of Procedure for Selection of Academicians and Managerial Employees does not specify the way of the applicant's merits assessment; there are neither any other written recommendations in this respect. The committee members always have the applicant's materials at their disposal in advance (CV, publication activity etc.) and they discuss the materials among them and with the applicant. Within the selection procedure, the applicant is also questioned on his/her professional background, work experience and other related activities. The resulting evaluation of applicants depends to a great extent on the subjective opinion of the individual selection committee members, especially in terms of qualitative assessment of merits.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• Absence of instructions how to take account of the applicants' merits.</li> </ul>	<p>---</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• Internal methodology for taking account of merits by the selection committees.</li> <li>• Training of selection committee members.</li> </ul>
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<p><b>17. Variations in the chronological order of CVs (Code)</b></p>	<p>+/+</p>	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Code of Procedure for Selection of Academicians and Managerial Employees of the University of Hradec Králové</u></li> </ul> <p><u>Actual situation:</u> Employment applicants submit materials including their CV, motivation letter etc. for the selection procedure. At the interview, the applicant can supplement or comment those materials; the committee members can ask for any related information including the information about the reasons of the applicant's career interruption or change. There is no restriction relating the career interruption in the UHK procedures or standards.</p> <p><u>GAP:</u> ----</p>	<p><u>Undertaken initiatives:</u> ---</p> <p><u>Planned development:</u> ---</p>
<p><b>18. Recognition of mobility experience (Code)</b></p>	<p>+/-</p>	<p><u>University and other regulation:</u></p> <ul style="list-style-type: none"> <li>• <u>The Higher Education Act 111/1998</u></li> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> <li>• <u>Wages Regulation of the UHK</u></li> </ul> <p><u>Actual situation:</u> The UHK motivation elements (Article 4 of the Career system) support both short-term and long-term mobilities, internships and other</p>	<p><u>Undertaken initiatives:</u></p> <ul style="list-style-type: none"> <li>• The all-university career system was adopted in March 2020.</li> <li>• The all-university system of the UHK academician evaluation and career development plan was updated in March 2020.</li> </ul> <p><u>Planned development:</u></p>

		<p>internationalization activities. Deans' decrees define other details. The academic staff personal assessment form and career development plan include the international dimension of the academician's activity. Article 4 of the Career system and Article 18 of the Wages Regulations regulate in detail the statutory possibility of a sabbatical.</p> <p>GAP:</p> <ul style="list-style-type: none"> <li>• The Wages Regulation should be updated in terms of the discretionary wage component during the sabbatical.</li> <li>• An updated translation of the internal Wages Regulation into English is not available.</li> <li>• The UHK has not decided yet the issue of cross-sector or horizontal mobilities.</li> <li>• The UHK has not implemented yet the field of support and offer of virtual or combined mobilities for employees.</li> </ul>	<ul style="list-style-type: none"> <li>• The UHK plans to support horizontal mobilities of the UHK employees allowing them drawing on the experience of various institutions.</li> <li>• The UHK will also develop advisory support for foreign mobilities of both the academic and non-academic staff, especially with respect to removal of barriers preventing participation in the mobilities (e.g., by providing technical equipment for virtual mobilities, arrangement of working conditions, supportive financial grants for those employees whose mobility-related expenses are higher due to care for a close person).</li> <li>• The internal Wages Regulation will be updated in terms of the discretionary wage component during a sabbatical.</li> <li>• The updated internal Wages Regulation will be translated into English language.</li> <li>• The UHK wants to develop a larger offer of the UHK</li> </ul>
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			<p>employee mobilities (e.g., short-term, virtual, combined, internships etc.) that will be inclusive and will allow participation in mobilities to a wide range of employees (e.g., with regard to their family situation, work position etc.).</p> <ul style="list-style-type: none"> <li>• The UHK will support participation in mobilities and foreign experience getting via shadowing at the partner universities.</li> <li>• The UHK will set up the framework and parameters of an internal foreign experience supporting programme.</li> </ul>
<b>19. Recognition of qualifications (Code)</b>	+/+	<p><u>University and other regulation:</u></p> <ul style="list-style-type: none"> <li>• <u>The Higher Education Act 111/1998</u></li> <li>• <u>Procedure for Recognizing Foreign Higher Education and Qualification Obtained by Studies at a Foreign Higher Education Institution (The Recognition Code)</u></li> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> </ul> <p><u>Actual situation:</u></p>	<p><u>Undertaken initiatives:</u></p> <ul style="list-style-type: none"> <li>• The UHK has published clear information about recognition of a foreign higher education on its website (see the <u>UHK</u> website).</li> <li>• The information about recognition of previous education is available in English as well (see the <u>UHK</u> website).</li> </ul>

		<p>In recognition of foreign higher education, the UHK follows the instructions of the Czech Ministry of Education, Youth and Sports and the international agreements on recognition of evidence documents on education, including the agreements on recognition of documents equivalence (see the Ministry website <a href="#">MŠMT</a>).</p> <p>The applicants for recognition get information by the UHK in English. The UHK has an internal recognition code as well. The application for recognition is available both in Czech and English language. There is one employee at the UHK who deals with the recognition of qualification.</p> <p>In case of specifically defined positions (e.g., EU projects relating junior or senior researchers), the UHK defines accurately the conditions of participation in the selection procedure.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• The UHK does not recognize informal qualifications.</li> </ul>	<p><u>Planned development:</u></p> <p>---</p>
<p><b>20. Seniority (Code)</b></p>	<p>+/+</p>	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> <li>• <u>Rules for Bachelor's, Master's, Advanced Master's, Doctoral and Habilitation Theses Handling at the UHK</u></li> <li>• <u>Wages Regulation of the UHK</u></li> </ul>	<p><u>Undertaken initiatives:</u></p> <ul style="list-style-type: none"> <li>• The all-university career system was adopted in March 2020.</li> <li>• The all-university system of the UHK academician evaluation and career development plan was updated in March 2020.</li> </ul>

		<p><u>Actual situation:</u>  In selection procedures, applicants are not assessed according to their age (or standing of the higher education institution which issued the applicant's diploma) but according to their knowledge, experience, practice, mobility, and scientific and creative results of their work. All this is considered on the basis of documents submitted for the selection procedure – especially the CV and motivation letter.</p> <p>The UHK internal regulations do not specify/determine any barriers or limitations in terms of age.</p> <p>The academicians and researchers are evaluated regularly and future plans of their career development are made on the basis of this feedback. The career development is supported by both direct and indirect tools defined in the UHK Career system. Other career development parameters and procedures are defined in the Code of Procedure for Granting Associate Professorship and Full Professorship at the university of Hradec Králové and in the UHK Wages Regulation.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• An updated translation of the internal Wages Regulation into English is not available at the UHK.</li> </ul>	<ul style="list-style-type: none"> <li>• Systemizing the educational programmes and qualification growth of the UHK employees has been a great commitment for the UHK. For this purpose, the university collected data in 2020. In the survey, the employees identified their objectives in the field of their professional and personal education.</li> </ul> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The updated internal Wages Regulation will be translated into English language.</li> </ul>
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<p><b>21. Postdoctoral appointments (Code)</b></p>	<p>-/+</p>	<p><u>University and other regulations:</u></p> <p>----</p> <p><u>Actual situation:</u></p> <p>The UHK has no systematic and all-university system of postdoc development. Although postdoctoral positions are reported separately in the statistics of the Ministry of Education, Youth and Sports, the UHK has not formalized this position yet. Postdocs are formally included in researchers.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• Absence of the concept of education and systematic support of the career development of doctoral students and postdocs.</li> <li>• Definition of rules for the “postdoc” position.</li> <li>• Absence of barriers against academic inbreeding.</li> </ul>	<p><u>Undertaken initiatives:</u></p> <p>In the past years, all-university projects to support junior researchers/postdocs were implemented; some faculties implemented their faculty projects.</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK will set up barriers against academic inbreeding, especially through holding open selection procedures and requiring international experience of applicants.</li> <li>• The UHK plans to implement schemes of academician and researcher support at the beginning of their career.</li> <li>• Through regular evaluation of scientific team results and functioning, the UHK wants to pay attention to their quality, especially in terms of inclusion of researchers in various phases of careers; special attention will be paid to postdocs.</li> </ul>
<p><b>Working Conditions and Social Security</b></p>			

<b>22. Recognition of the profession</b>	+/-	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Code of Ethics of the UHK</u></li> <li>• <u>Collective Bargaining Agreement</u></li> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> <li>• <u>Hodnocení zaměstnanců UHK</u> (Evaluation of the UHK Employees; available after logging in the UHK network)</li> <li>• <u>Wages Regulation of the UHK</u></li> </ul> <p><u>Actual situation:</u></p> <p>The work positions are classified in the UHK Wages Regulation which defines transparent qualification pre-requisites for individuals work positions. Correct approach and respect to employees is embedded in the UHK Code of Ethics. The career development or development of competence exercisable in the individual positions forms a part of two internal documents.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• The UHK still does not have an all-university system to support employees at the beginning of their careers.</li> <li>• The decree Evaluation of the UHK Employees is not available in English.</li> </ul>	<p><u>Undertaken initiatives:</u></p> <p>In 2020, two internal documents dealing with the career system and development of the UHK employees were issued.</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK will elaborate schemes of academician and researcher support at the beginning of their career.</li> <li>• The UHK Code of Ethics will be updated, considering the issue of respect to exercised professions.</li> <li>• The decree Evaluation of the UHK Employees will be translated into English language.</li> </ul>
<b>23. Research environment</b>	+/+	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Collective Bargaining Agreement</u></li> </ul>	<p><u>Undertaken initiatives:</u></p>

		<ul style="list-style-type: none"> <li>• <u>Rules for The Internal Governance of the UHK</u></li> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> <li>• <u>Zajištění bezpečnosti a ochrany zdraví při práci</u> (Health and Safety at Work)</li> <li>• <u>Instrukce ve vztahu k BOZP a PO</u> (Health and Safety at Work and Fire Protection instructions)</li> </ul> <p><u>Actual situation:</u> The UHK supports and innovates the site support for the creative, educational and related activities. The site support for the work of scientists, researchers, academicians and other employees is ensured through regular replacement and modernisation of equipment and facilities (laboratories, software, scientific literature, electronic databases etc.) and through providing administrative support ensuring supportive services to the employees. In the internal UHK document Career System and Regular Evaluation of Academic Staff of the University of Hradec Králové, creation of conditions and site support through the research workplaces furnishing in accordance with the current level and trends is one of the key points of direct ensurance of the employee career growth at the UHK. The employees undergo regular health and safety at work and fire</p>	<p>In 2020, the UHK adopted a new electronic system of regular employee training. This system ensures centralized coordination of training and its compulsory passing (including training performed in English).</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The internal safety and health at work regulation will be updated and translated into English language.</li> <li>• The UHK wants to support extension of foreign links within the professional networks, consortia and research projects through creation of motivation schemes and adjustment of the institutional setting.</li> </ul>
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		<p>protection training; since 2020, it is performed in form of e-training.</p> <p><u>GAP:</u> ---</p>	
<b>24. Working conditions</b>	+/+	<p><u>University and other regulation:</u></p> <ul style="list-style-type: none"> <li>• <u>The Labour Code</u></li> <li>• <u>The Higher Education Act 111/1998</u></li> <li>• <u>UHK Employees' Flexible Working Hours and Working from Home</u> (available after logging in the UHK network)</li> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> <li>• <u>Hodnocení zaměstnanců UHK</u> (Evaluation of the UHK Employees; available after logging in the UHK network)</li> <li>• <u>Collective Bargaining Agreement</u></li> </ul> <p><u>Actual situation:</u> The Labour Code is the basic legal regulation that regulates working conditions of employees. Working conditions at the UHK are also regulated by the Collective Bargaining Agreement (e.g., conditions of a leave provision, right for unpaid leave) and by internal regulations embedding the forms of career development support, determining the possibilities of working conditions adjustment for employees with sensorial or movement</p>	<p><u>Undertaken initiatives:</u> In 2020, three internal documents regulating working conditions were adopted to allow the UHK employees the highest possible standard of their personal and work life harmonisation. These are the Rector's decrees Evaluation of the UHK Employees, UHK Employees' Flexible Working Hours and Working from Home, and the Career System and Regular Evaluation of Academic Staff of the UHK. The possibility to adjust work conditions is included in all mentioned documents and satisfaction or dissatisfaction of employees with their work conditions forms a part of the regular annual evaluation of the UHK employees.</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The internal wages regulation will be updated in terms of the</li> </ul>

		<p>disabilities, parents caring for children, employees who return to work after their maternal/parental leave, employees caring for their family members etc.</p> <p>The UHK undertakes, among others, to provide the non-teaching staff with 2 weeks of extended leave in addition to their statutory entitlement.</p> <p>In 2020, the UHK issued the Rector's decree UHK Employees' Flexible Working Hours and Working from Home to support the harmonization of personal and work life. The decree regulates the possibility to schedule individually working hours of employees.</p> <p>The sabbatical is guaranteed by the Higher Education Act. Wage payment during the sabbatical is regulated by the UHK Wages Regulation.</p> <p>The Career System and Regular Evaluation of Academic Staff determines the elements of direct support of the career development in form of the teaching duty reduction, sabbatical provision, internationalisation support, increase of foreign language knowledge and other support of professional and personal development, and provision of high-quality conditions and site support for creative activity.</p> <p><u>GAP:</u></p>	<p>discretionary wage component during a sabbatical.</p> <ul style="list-style-type: none"> <li>• The decree Evaluation of the UHK Employees will be translated into English language.</li> <li>• The procedure of the UHK employee evaluation will be made electronic.</li> </ul>
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		<ul style="list-style-type: none"> <li>The Wages Regulation should be updated in terms of the discretionary wage component during the sabbatical.</li> </ul>	
<b>25. Stability and permanence of employment</b>	+/+	<p><u>University and other regulation:</u></p> <ul style="list-style-type: none"> <li><u>The Labour Code</u></li> <li><u>Collective Bargaining Agreement</u></li> </ul> <p><u>Actual situation:</u> The conditions under which an employment contract for a definite period of time may be made are defined by the Labour Code. The UHK makes employment contracts in accordance with the law and also with regard to the way of working hours financing because the project jobs can be cascaded without any limit. This possibility is also confirmed by the agreement made by the UHK and the trade unions. Unlimited cascading of employments is applied not only in time-limited project jobs related to the solution of grant research projects, or in work at specific projects financed from time-limited financial sources. It is work of special nature.</p> <p>To ensure better stability and certainty of employees working at such project jobs, the UHK has undertaken in the Collective Bargaining Agreement to notify the employees of non-renewal of their job within at least three months before the end of their contract validity.</p>	<p><u>Undertaken initiatives:</u> The process is set up according to the valid legislation and in accord with the agreement with the trade unions.</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>The UHK plans to develop the onboarding and adaptation procedure of employees.</li> </ul>

		<p>The employees whose wage is financed from such time-limited sources are handled in the same way as employees financed from the public Czech sources. They are entitled to the same advantages and benefits and the same work conditions are applied to them.</p> <p><u>GAP:</u> ---</p>	
<b>26. Funding and salaries</b>	+/+	<p><u>University and other regulation:</u></p> <ul style="list-style-type: none"> <li>• <u>The Labour Code</u></li> <li>• <u>Collective Bargaining Agreement</u></li> <li>• <u>Wages Regulation of the UHK</u></li> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> <li>• <u>Hodnocení zaměstnanců UHK</u> (Evaluation of the UHK Employees; available after logging in the UHK network)</li> </ul> <p><u>Actual situation:</u> Wages of the UHK employees are financed from the allocated Czech government budget and, in addition to it, from EU projects and other grants. The UHK Wages Regulation is the basic document regulating the UHK employee remuneration. The Wages Regulation divides the employees into individual wage levels based on meeting their qualification requirements. The UHK Wages</p>	<p><u>Undertaken initiatives:</u> The process is set up according to the valid legislation and in accord with the Collective Bargaining Agreement.</p> <p><u>Planned development:</u> ---</p>

		<p>Regulation regulates also the conditions for getting the personal incentive bonus and other bonuses or remunerations.</p> <p>The minimum wage is determined by the Government Decree No. 487/2020 Sb., on minimum (and guaranteed) wage (<u>nařízení vlády č. 487/2020 Sb.</u>).</p> <p>The possibilities of the academicians' career development are defined in the Career System and Regular Evaluation of Academic Staff of the UHK. The Rector's Decree Evaluation of the UHK Employees regulates the annual evaluation of the non-academic staff and the personal incentive bonus is based on this evaluation results.</p> <p>The Collective Bargaining Agreement stipulates other labour rights and conditions, e.g., one-time remuneration for obtaining a higher academic title (commencing from Ph.D.), , creation of a social fund and contribution paid to the employees' pension or life insurance scheme, duration of leave, allowance for meals etc.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• The decree Evaluation of the UHK Employees (relating primarily the technical employees) is not available in English.</li> </ul>	
<b>27. Gender balance</b>	-/+	<u>University regulations:</u>	<u>Undertaken initiatives:</u>

		<ul style="list-style-type: none"> <li>• <u>UHK Employees' Flexible Working Hours and Working from Home</u> (dostupné po přihlášení do sítě UHK)</li> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> <li>• <u>Hodnocení zaměstnanců UHK</u> (Evaluation of the UHK Employees; available after logging in the UHK network)</li> <li>• <u>Collective Bargaining Agreement</u></li> <li>• <u>Wages Regulation of the UHK</u></li> </ul> <p><u>Actual situation:</u> The UHK has dealt with the gender balance especially in terms of harmonisation of personal and work life and checking the equality of women's and men's wages. The UHK performed a pilot gender pay GAP survey by means of the Logib tool at one of its units and published three new internal documents. These documents regulate mainly the working conditions of the UHK employees to allow better harmonisation of the employees' personal and work life, particularly with regard to employees returning back to work after termination of their maternal/parental leave.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• The institution does not have a specific solution for appointment of selection and evaluation committees, decision-making</li> </ul>	<p>Internal documents regulate the conditions of flexible working hours and working from home, support of employees returning to work after termination of their maternal/parental leave (adjustment of work conditions, extension of career development deadlines, provision of non-paid leave for care for minor children, taking of leave during the school spring holidays). Further action was taken by means of the gender pay GAP survey under the auspices of the Ministry of Labour and Social Affairs; the UHK wants to continue this activity.</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK Strategic Plan 2021 pays attention to the gender balance in managerial employee appointment, in appointment of the HK bodies and other positions at the UHK, and to positive motivation of the underrepresented gender.</li> <li>• Information and methodological materials will be elaborated continuously with respect to the gender balance at the UHK. The</li> </ul>
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		<p>bodies and managers with regard to the gender balance.</p> <ul style="list-style-type: none"> <li>• The UHK finds the actual absence of systematic education of managers in terms of work with human resources non-conceptual.</li> </ul>	<p>documents will be distributed and communicated at the whole university.</p> <ul style="list-style-type: none"> <li>• The Code of Ethics will be updated and the Ethics Committee will be established.</li> <li>• The recruitment procedure will be harmonised with the OTM-R policy.</li> <li>• The UHK will create a system of education programme modules for leaders. The system will provide the leaders with education depending on the phase of their managerial career and on the field of development (personnel, technical and conceptual skills).</li> </ul>
<b>28. Career development</b>	-/+	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> <li>• <u>Hodnocení zaměstnanců UHK</u> (Evaluation of the UHK Employees; available after logging in the UHK network)</li> <li>• <u>Collective Bargaining Agreement</u></li> <li>• <u>Wages Regulation of the UHK</u></li> </ul> <p><u>Actual situation:</u></p>	<p><u>Undertaken initiatives:</u></p> <ul style="list-style-type: none"> <li>• In 2020, two internal regulations were published. They are strategic documents for the career development. Both documents deal with this issue in general and, at the same time, set up a regular annual evaluation that assists in the career development of</li> </ul>

		<p>The career system determines the motivation elements of the academic staff career development, including the employees – doctoral students. The support of the non-academic staff is embedded in the document Evaluation of the UHK Employees. Both documents define various forms of the career development support or development of competencies within the respective work positions. The system includes regular evaluation and the career development plan. Motivation remunerations for the career advancement are specified in the 2020-22 Collective Bargaining Agreement.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• At present, the UHK neither has a mentoring programme nor does it support systematically employees at the beginning of their career.</li> <li>• The concept of the onboarding process must be set up.</li> </ul>	<p>individual employees. The evaluation as such is performed in form of an interview with the superior over a completed evaluation form relating the respective employee.</p> <ul style="list-style-type: none"> <li>• The UHK career regulations include provisions of direct and indirect support of employees and other support of the employee personal development; such support includes the sabbatical, adjustment of work conditions, motivation remunerations and consulting and advisory support through the UHK Information, Counselling and Career Centre.</li> <li>• The Collective Bargaining Agreement includes one-time bonuses for the UHK employee's increase of academic qualification.</li> </ul> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK will develop a system of the managers' managerial competences in order to</li> </ul>
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			<p>improve the management and make it more professional.</p> <ul style="list-style-type: none"> <li>• Schemes of junior employee support at the beginning of their career and a mentoring programme will be elaborated.</li> <li>• A mentor will be provided to employees from abroad.</li> </ul>
<b>29. Value of mobility</b>	-/+	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> <li>• <u>Hodnocení zaměstnanců UHK</u> (Evaluation of the UHK Employees; available after logging in the UHK network)</li> <li>• <u>Administrace programu Erasmus+: Erasmus na UHK</u> (Erasmus+ Programme Administration: Erasmus at the UHK)</li> </ul> <p><u>Actual situation:</u></p> <p>The UHK attaches considerable importance to foreign mobilities of its employees and supports them, especially via the Erasmus+ and/or other programmes. These are usually short-term mobilities. At the UHK, there is no systematic support of long-term mobilities of employees although they are welcomed and appreciated. The doctoral student mobilities are usually included in their individual curricula and each doctoral student</p>	<p><u>Undertaken initiatives:</u></p> <p>In 2021, the UHK attention starts focusing on virtual mobilities.</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK wants to systematize the support of long-term mobilities and develop other possible mobilities (cross-sectoral, interdisciplinary) and reflect the mobility requirements in the career system and later in the evaluation system as well.</li> </ul>

		<p>should undergo a mobility abroad; these mobilities are supported both from Erasmus+ and other sources. Attention has been focused on virtual mobilities due to, among others, the situation caused by the Covid-19 pandemic. The doctoral students' mobilities are evaluated mainly by the subject-area boards.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• There is no system regulating the cross-sectoral and interdisciplinary mobilities and mobilities between the public and private sector.</li> <li>• Although the career system and the system of the academic staff evaluation mention the mobilities, a more detailed setup of these processes and of the way in which the mobilities are reflected in the evaluation are not available.</li> <li>• The system of other employee evaluation does not mention the mobilities.</li> </ul>	
<p><b>30. Access to career advice</b></p>	<p>+/-</p>	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> <li>• <u>Hodnocení zaměstnanců UHK</u> <u>Hodnocení zaměstnanců UHK</u> (Evaluation of the UHK Employees; available after logging in the UHK network)</li> </ul>	<p><u>Undertaken initiatives:</u></p> <p>In 2020, two key documents came into force; they deal with the employees' further education and development of competences. Measures supporting the career development are in place for the academic staff. The documents also</p>



		<p><u>Actual situation:</u>  The UHK employee development (both personal and career) forms a part of the documents Career System and Regular Evaluation of Academic Staff of the UHK and Evaluation of the UHK Employees.  The career system regulates the position and prospects of professional advancement of the UHK academic staff. It specifies general conditions and motivation elements of the career and personal development and of the wage growth.  Information for the UHK personnel development planning is obtained through regular monitoring of the qualification structure of individual workplaces and their development.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• At present, there is no systematic education of managers.</li> </ul>	<p>create a framework for regular evaluation of employees and monitoring by superiors of the employees' career development or professional competences increase; the superiors thus can support their subordinates in these activities. The evaluation form includes also an activity plan (or career development plan) for the next 12 months and space where the possible support of the employee by his/her superior can be proposed.</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK declares in its Strategic Plan from 2021 Onwards that it will be strengthening systematically the managerial competences of the university, faculty and other superiors in order to improve the management of individual units and make it more professional.</li> <li>• The UHK objective is that at least 80% of the management pass the managerial competences training by 2025.</li> </ul>
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<p><b>31. Intellectual Property Rights</b></p>	<p>+/-</p>	<p><u>University Regulation</u></p> <ul style="list-style-type: none"> <li>• <u>Intellectual Property Exploitation at the UHK</u></li> <li>• <u>Úkoly a odpovědnosti při sběru dat pro RIV za UHK</u> (Tasks and Responsibilities in Data Collection by the UHK for the Registry of Information about Results (RIV); available after logging in the UHK network)</li> </ul> <p><u>Actual situation:</u></p> <p>The UHK solves the intellectual property issue through internal decrees defining the disposal of the work result by the author/originator.</p> <p>The protection of intellectual property of employees is regulated especially by the national law which is specified in more details and defined by internal decrees.</p> <p>When we make and check agreements on the basis of which intellectual property should be generated, we place great emphasis on the intellectual property protection and agreement on the possibilities of its further use – always on the basis of agreement with the author/originator.</p> <p>The mentioned internal regulations define also the potential way of other subject involvement in transfer and commercialization, placing emphasis on the fulfilment of duties determined by the Community Framework for State Aid for Research and Development and Innovation, and by the Czech law.</p>	<p><u>Undertaken initiatives:</u></p> <p>To claim any possible intellectual property rights, the results must have been reported to the Transfer Centre common for the UHK and the University Hospital in Hradec Králové by 2020. In 2020, a new Science and Knowledge Transfer Office was established at the UHK, which should contribute to easier coordination and control of the processes set up for the intellectual property generated at the UHK.</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK will focus on the development of competences of employees dealing with the transfer of knowledge, intellectual property protection, support of project submission and other spheres important for the support and development of creative activity through educational activities.</li> </ul>
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<b>32. Co-authorship</b>	+/-	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Code of Ethics of the UHK</u></li> <li>• <u>Intellectual Property Exploitation at the UHK</u></li> <li>• <u>Úkoly a odpovědnosti při sběru dat pro RIV za UHK</u> (Tasks and Responsibilities in Data Collection by the UHK for the Registry of Information about Results (RIV); available after logging in the UHK network)</li> </ul> <p><u>Actual situation:</u></p> <p>Co-authorship is supported by the UHK although not systematically. Particularly, co-authorship with authors from foreign institutions is monitored. The issue of authorship and co-authorship is solved in the UHK Code of Ethics, highlighting the protection from plagiarism and breach of copyright. Reporting of results participated by more authors has been set up from the legal point of view, including the way of reporting in the Personal Bibliographic Database (OBD).</p> <p><u>GAP:</u></p>	<p><u>Undertaken initiatives:</u></p> <p>---</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The university will provide comprehensive training in ethics of work with professional resources and publishing to all onboarding doctoral students.</li> </ul>

		<ul style="list-style-type: none"> <li>• The document Tasks and Responsibilities in data collection for RIV on behalf of the UHK (<u>Úkoly a odpovědnosti při sběru dat pro RIV za UHK</u>) is available in English only.</li> <li>• Systematic stress must be laid on training of doctoral students and junior researchers in terms of the publishing ethics.</li> </ul>	
<b>33. Teaching</b>	+/-	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Wages Regulation of the UHK</u></li> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> </ul> <p><u>Actual situation:</u> Teaching is a compulsory part of the academic staff work. The extent of teaching is determined by the Wage Regulation. It depends on the work position; in some categories, the extent of teaching is relatively large. Researchers can teach (in such case, they are classified as academicians) or are not obliged to teach (in such case, they are classified as technical employees). Full-time doctoral students can also participate in teaching; the rules are given by the respective programme of study and the subject-area board. Teaching is included in the system of the academic staff evaluation. Among others, the extent of teaching, intensity of preparation for teaching,</p>	<p><u>Undertaken initiatives:</u> The development of teaching competences has been highlighted in the university strategic plan which is under preparation. For expected measures, see below.</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK will systematize the requirements for the academic staff education in teaching methods and their reflection in the career system and the system of regular evaluation of academicians.</li> <li>• The academic staff motivation to develop their teaching competences will be strengthened and the methods of the</li> </ul>

		<p>quality of teaching, and evaluation by students are evaluated. The ratio between teaching and creative activity can be adjusted.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• There are no mechanisms motivating the employees to develop their teaching competences.</li> <li>• No education in teaching methods is embedded.</li> </ul>	<p>academicians' teaching activity evaluation will be developed.</p> <ul style="list-style-type: none"> <li>• The UHK will create a university platform providing professional, methodological and organization support for such activities.</li> </ul>
<b>34. Complains/ appeals</b>	-/+	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Code of Ethics of the UHK</u></li> <li>• <u>Collective Bargaining Agreement</u></li> </ul> <p><u>Actual situation:</u></p> <p>If an employee wants to complain about the conditions of employment, he/she may solve the issue on the basis of the Collective Bargaining Agreement through his/her superior in (possible) presence of the trade union representative. The procedure is defined in the Collective Bargaining Agreement.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• The above given process does not apply to students who, for example, work on a project on the basis of a scholarship, and not on the basis of an employment contract.</li> </ul>	<p><u>Undertaken initiatives:</u></p> <p>The field of ethics with the focus on disputes solving has been highlighted in the university strategic plan which is under preparation. For expected measures, see below.</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK will strengthen the ethics infrastructure that will include the new Code of Ethics, Ethics Committee and guidelines in accordance with the Charter and Code and will ensure safety and equal approach to all at the UHK.</li> <li>• The mentioned documents will define whom a complaint should</li> </ul>

		<ul style="list-style-type: none"> <li>• There is no system of doctoral student protection.</li> <li>• The UHK does not have a fixed procedure for complaints in the field of science and research unrelated to the conditions of employment. The employees usually bring the issue to the faculty Dean and/or the Rector who appoints an <i>ad hoc</i> committee the composition of which corresponds to the subject of the complaint. The Dean/Rector decides on the basis of the committee opinion.</li> <li>• At present, there is no permanent Ethics Committee at the UHK to solve complaints as an independent body. The committee has been appointed <i>ad hoc</i>.</li> </ul>	<p>be addressed, who will solve it, what the possibilities of solution are and/or what are the possibilities of defence against the decision of such complaint (appeal), without regard to whether an employee or student participating in a research project is involved.</p> <ul style="list-style-type: none"> <li>• An online educational programme providing general awareness about the compliance with the set-up ethic principles in science and research and about the remedial possibilities in case of the principles breach will be created for the UHK employees and doctoral students.</li> <li>• The managerial decrees will define clearly and in summary the doctoral students' rights and duties and will set up processes to protect the doctoral students and to solve justly any potential disputes.</li> </ul>
<b>35. Participation in decision-making bodies</b>	+ / +	<u>University regulations:</u>	<u>Podniknuté iniciativy:</u> ---

		<ul style="list-style-type: none"> <li>• <u>Řád Rady pro vnitřní hodnocení Univerzity Hradec Králové</u> (Code of Procedure of the UHK Internal Evaluation Board)</li> <li>• <u>Jednací řád Akademického senátu Univerzity Hradec Králové</u></li> <li>• <u>Jednací řád Vědecké rady Univerzity Hradec Králové</u></li> <li>• <u>Pravidla systému zajišťování a vnitřního hodnocení kvality Univerzity Hradec Králové</u></li> <li>• <u>Disciplinární řád pro studenty Univerzity Hradec Králové</u></li> <li>• <u>Statut Univerzity Hradec Králové</u></li> <li>• <u>Řád výběrového řízení pro obsazování míst akademických a vedoucích pracovníků Univerzity Hradec Králové</u></li> <li>• <u>Volební řád Akademického senátu Univerzity Hradec Králové</u> (Electoral Code of the UHK Academic Senate)</li> </ul> <p><u>Actual situation:</u> A number of self-governing university and faculty academic bodies (academic senate, Rector, Research Board, Internal Evaluation Board, Disciplinary Board, Dean, faculty academic senates, research boards and disciplinary boards) that are formed or co-formed by the academicians have been created at the UHK on the basis of the law and internal regulations. In some of them, students (who may also be doctoral students) are represented</p>	<p>(Code of Procedure of the UHK Internal Evaluation Board)</p> <p><u>Plánovaný rozvoj:</u></p> <p>---</p>
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		<p>(academic senates, disciplinary board, internal evaluation board).</p> <p>Academicians and doctoral students have both the active and passive voting right in academic senate elections, contrary to researchers who are classified as technical employees.</p> <p>Academicians are commonly members of various committees (e.g., selection procedure committees, evaluation committees for internal projects allocation).</p> <p><u>GAP:</u> ---</p>	
<b>Training and Development</b>			
<b>36. Relation with supervisors</b>	+/-	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> <li>• <u>Hodnocení zaměstnanců UHK</u> (Evaluation of the UHK Employees; available after logging in the UHK network)</li> </ul> <p><u>Actual situation:</u> At the UHK, research plans and creative activity outputs are evaluated and controlled systematically by the direct superior. This system is defined centrally and uniformly in the career system that was adopted in March 2020. In addition to this evaluation, internal faculty procedures are in place,</p>	<p><u>Undertaken initiatives:</u> The adoption of the UHK career system in March 2020 represents an important change. The career system regulates the procedure of superiors at evaluation of employees' work results.</p> <p><u>Planned development:</u> The UHK Strategic Plan from 2021 Onwards sets the concept of and formalizes the support of junior researchers in the following way:</p> <ul style="list-style-type: none"> <li>• Creation of schemes of junior employee support at the</li> </ul>



		<p>reflecting often the subject-area specificities. The individual workplaces (on the department and institute level) pay attention to researchers who can present their results at seminars and colloquia; emphasis is placed especially on the junior researchers.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• The UHK controls systematically the fulfilment of the career development plans but the university has no mentoring or any other similar system that would ensure a continuous communication channel required mainly for the development and regular evaluation of junior researchers' activity.</li> </ul>	<p>beginning of their career and of a mentoring system.</p> <ul style="list-style-type: none"> <li>• Set up of professional development support, support of education and procedure of evaluation and feedback aimed at doctoral students and junior researchers.</li> <li>• Regular evaluation of scientific team results and functioning while paying attention to their structure, especially in terms of inclusion of researchers in various phases of career; special attention will be paid to postdocs.</li> </ul>
<b>37. Supervision and managerial duties</b>	+/-	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> <li>• <u>Hodnocení zaměstnanců UHK</u> (Evaluation of the UHK Employees; available after logging in the UHK network)</li> <li>• <u>Wages Regulation of the UHK</u></li> <li>• <u>Rules of Procedure of the Research Ethics Committes of the University of Hradec Králové</u></li> </ul> <p><u>Actual situation:</u></p>	<p><u>Undertaken initiatives:</u></p> <p>In 2020, the university Rules for the Internal Governance were updated.</p> <p><u>Planned development:</u></p> <p>The UHK has undertaken within its strategic plan to:</p> <ul style="list-style-type: none"> <li>• Create schemes of junior employee support at the beginning of their career and a mentoring system.</li> </ul>

		<p>Duties of the senior management are defined in general in the UHK Rules for the Internal Governance and in the university and faculty constitutions. The Wages Regulation defines responsibilities of associated and full professors in supervision over lecturers and assistant professors. The Study and Examination Code (Article 34) defines the basic parameters of supervisor's functions and responsibilities in doctoral study programmes; however, more detailed supervisor standards are not available. At the same time, the UHK does not have any system of doctoral students protection, e.g., by an ombudsman. The system of control and management of junior researchers is rather decentralized without any all-university strategy.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• The UHK has no central system of management, supervision and mentoring of junior researchers.</li> <li>• Central systemization of supervisor standards is neither available.</li> </ul>	<ul style="list-style-type: none"> <li>• Determine supervisor standards that will be monitored and evaluated regularly with the aim to provide adequate support to doctoral students.</li> <li>• Set up processes to protect doctoral students and to solve justly any potential disputes.</li> </ul>
<b>38. Continuing Professional Development</b>	+/-	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> <li>• <u>Hodnocení zaměstnanců UHK</u> (Evaluation of the UHK Employees; available after logging in the UHK network)</li> <li>• <u>Collective Bargaining Agreement</u></li> </ul>	<p><u>Undertaken initiatives:</u></p> <p>In 2020, two managerial regulations were adopted in the field of the career system and evaluation of employees. The key parameter of the mentioned documents is the declared support of further education of employees and</p>

		<ul style="list-style-type: none"> <li>• <u>Wages Regulation of the UHK</u></li> </ul> <p><u>Actual situation:</u> The actual system supports the individual development of R1-R4 employees. The employees have the possibility to develop their language competences at all UHK units. Regular training in electronic databases is offered to R1-R4 employees. Educational activities provided by external suppliers are supported. The development of professional competences and career development is monitored by superiors within the annual UHK evaluation of employees.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• A mentoring programme is not available.</li> </ul>	<p>support of their professional development and competences including regular annual evaluation where the employees evaluate their actual activity and define a plan of their position or career development they want to achieve in the next period. The evaluation includes also a part where the employee defines how his/her superior can support him in his planned position or career development.</p> <p><u>Planned development:</u> The UHK Strategic Plan from 2021 Onwards intends to:</p> <ul style="list-style-type: none"> <li>• Develop managerial competences of the senior management;</li> <li>• Develop support schemes for junior researchers at the beginning of their career;</li> <li>• Provide a mentoring programme and provide mentor's support to employees from abroad.</li> </ul>
<b>39. Access to research training and continuous development</b>	+/-	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> </ul>	<p><u>Undertaken initiatives:</u> The professional competences and career development are embedded in two internal documents relating to all</p>

		<ul style="list-style-type: none"> <li>• <u>Hodnocení zaměstnanců UHK</u> (Evaluation of the UHK Employees; available after logging in the UHK network)</li> <li>• <u>Collective Bargaining Agreement</u></li> <li>• <u>Wages Regulation of the UHK</u></li> </ul> <p><u>Actual situation:</u> Career or professional competences development is regulated by two internal documents on evaluation of employees. Professional development is supported by the institution through multilevel support (direct and indirect support and other elements of professional development support including advisory support provided to employees). Employees are evaluated annually.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• There is neither any strategy of sustainable development of the research organization nor a university strategy of science and research evaluation.</li> </ul>	<p>UHK employees. These documents include regular annual evaluation of the past period, monitoring of the employee development and determination of a plan of activities. The UHK supports the development of competences of employees and their career development at several levels: from adjustment of work conditions through motivation bonuses to advisory and consulting services of the UHK Counselling Centre.</p> <p><u>Planned development:</u> The UHK Strategic Plan from 2021 Onwards intends to:</p> <ul style="list-style-type: none"> <li>• Create a strategy of sustainable development of the research organization and a strategy of evaluation of researchers/teams and the research organization as such.</li> </ul>
<b>40. Supervision</b>	-/+	<p><u>University regulations:</u></p> <ul style="list-style-type: none"> <li>• <u>Constitution of the University of Hradec Králové</u></li> <li>• <u>Study and Examination Code of the University of Hradec Králové</u></li> </ul>	<p><u>Undertaken initiatives:</u> ---</p> <p><u>Planned development:</u></p> <ul style="list-style-type: none"> <li>• The UHK intends to create schemes of junior employee</li> </ul>

		<ul style="list-style-type: none"> <li>• <u>Career System and Regular Evaluation of Academic Staff of the UHK</u></li> <li>• <u>Hodnocení zaměstnanců UHK</u> (Evaluation of the UHK Employees; available after logging in the UHK network)</li> </ul> <p><u>Actual situation and GAP:</u> Junior academicians allocated to a department/institute should address primarily their superior in the workplace. Junior researchers who are allocated to a team should address the head of the team/principal investigator of the project. Every doctoral student has his/her supervisor and the course of his/her study is checked by a doctoral studies board.</p> <p><u>GAP:</u></p> <ul style="list-style-type: none"> <li>• There is no mentoring programme at the UHK and junior employees do not have an official mentor at the beginning of their career.</li> <li>• No supervisor standard has been elaborated and defined. The system of doctoral student supervision reflection in teaching performance of academicians should be updated.</li> <li>• No system of evaluation of superiors in terms of their fulfilment of duties resulting from their position has been set.</li> </ul>	<p>support at the beginning of their career and a mentoring system.</p> <ul style="list-style-type: none"> <li>• A systematic onboarding process for employees from abroad will be set up and will solve, among others, effective involvement of foreign employees in work teams at the UHK, including the support provided by a mentor.</li> <li>• Supervisor standards will be elaborated.</li> <li>• The UHK will update the system of reflection of doctoral student supervision in teaching performance of academicians according to the defined supervisor standards.</li> </ul>
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