Czech Technical University in Prague

GAP ANALYSIS

TEMPLATE 1 – GAP ANALYSIS

Case number: 2018CZ329037

Name Organisation under review: Czech Technical University in Prague

Organisation's contact details: Jugoslávských partyzánů 1580/3, Prague, Czech Republic, 160 00

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Date endorsement Charter and Code: 22/08/2018

Please provide the date when your organisation officially endorsed the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

Process (Max. 300 words)

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. [1] These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4[2], as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide evidence of how the above groups were involved in the GAP-analysis: e.g. names, meeting dates, or consultation format. In addition, indicate how the Committee and Working Group are composed.

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. In order to help the organisation's recruitment strategy, a specific selfassessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

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[1] *The term 'Human Resources' is used **in the largest possible sense**, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career 'level', type of contract etc. etc.*

[2] *For a description of R1-R4, please see http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf*

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?	++ = **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, please list any national/regional legislation or organisational regulation currently impeding implementation	Initiatives already undertaken and/or suggestions for improvement
Ethical and Professional Aspects			

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1. Research freedom	++	REGULATORY FRAMEWORK / EXISTING PRACTICE:	No immediate action is needed. Research
Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances		The internal regulations of CTU are derived directly from the Higher Education Act No. 111/1998 Coll., § 4 Academic freedom and academic law, which defines the academic freedom and academic rights for universities in the Czech Republic. The internal regulations of CTU, in particular the Code of Ethics of CTU, fully agrees with all general principles and requirements for researchers related to research freedom, as stated in Preamble of and further specified in Article 1 therein.	freedom at CTU will be continuously pursued and its principles will be strengthened in future.

(including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.			

2. Ethical principles	-/+	REGULATORY FRAMEWORK / EXISTING PRACTICE:	SUGGESTIONS FOR IMPROVEMENT:
Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.		The Code of ethics of CTU sets the code of conduct at the institutional level and sets the fundamental principles regarding pedagogical (Article 3), research (Article 4), and expert (Article 5) activities of academic staff and students. Article 6 also outlines the role of the Ethics committee in the resolution of the code violations; the corresponding Rules and procedures are detailed separately. The committee is established and the records of its meeting are publicly available at https://www.cvut.cz/etickakomise. ACTUAL GAP: Rules and procedures of the Ethics committee are available only in Czech. The current rules do not explicitly specify the scope of issues addressed by the Ethics committee, e.g., in the form of an indicative list. Thus, the specific committee responsibilities are not clear enough. Components of the European Code of Conduct for Research Integrity (e.g., collaborative working or reviewing, evaluating, and editing) are not included in the current ethics statement. Members of the CTU community are not required to complete introductory ethics training or to sign an academic integrity statement at any point of	Rules and procedures of the ethics committee will be made available in English. An indicative list of topics pertinent to the Ethics committee - covering pedagogical, research, and expert activities – will be included in its Rules and practice. The list will be revised every three years. The Code will be updated to full compliance with the European Code of Conduct for Research Integrity, e.g., regarding collaborative working and co-authorship principles. All members of the CTU community will receive mandatory training at three-year intervals when the Code and practice are updated. All opinions reached by the committee will be made available in the internal information system to increase the awareness to ethical principles by concrete examples.

| | | their academic careers. Opinions and recommendations reached by the committee are not available as examples of good practice. A specific Committee for Ethics in Research has not been established yet at the university level. | A new Committee for Ethics in Research will be established at the university level, combining best practice from already existing committees at Charles University and the Faculty of Biomedical Engineering at CTU. |

3. Professional responsibility Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: Higher Education Act no. 111/1998 Coll. provides general framework for professional responsibility aspects, which is particularized through university- and faculty-level regulations and guidelines. CTU requires that its employees (i.e. both junior researchers and academic staff) conduct their research in full compliance with Article 4 of the Code of Ethics of CTU. Additionally, CTU issued Methodological Guideline No. 1/2009] that stipulates how to follow ethical principles in the preparation of bachelor, master, and doctoral theses. The ethical committee has been established to deal with violations of the Code of Ethics of CTU, as discussed in Principle 2. ACTUAL GAP: English translation of all the documents is currently unavailable. Maintaining a high standard of professional conduct relies on the quality of staff at CTU; however, official written guidelines are not available. Current CTU Strategy does not form a basis for promoting excellent research. Guide on Good Research Practice is missing.	SUGGESTION FOR IMPROVEMENT: The CTU Guide on Good Research Practice that acknowledges the various research cultures at faculties and institutes of CTU will be created. The guide will cover for example good laboratory practice, proper research data management, research relevance to society, professional responsibilities (including contractual and legal obligations) and promoting excellent research. All members of the CTU community will receive a mandatory training on research practice when the Guide is completed.

their work is delegated, that the person to whom it is delegated has the competence to carry it out.			
4. Professional attitude Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: Research and funding-related strategic goals at CTU and faculty level are set with two documents: Long-Term Development Plan of CTU and CTU Development Strategy. Both documents are public and available to all employees. CTU operates several information systems and databases supporting approval, results, monitoring, and funding mechanisms and related economic activities, such as project database (EZOP), database of scientific results (V3S), and application for monitoring project calls (ANLUPA). CTU employees are required to enter the data related to their submitted and ongoing projects in the relevant databases. All project applications need to be approved by the corresponding superior(s). Furthermore, department heads and project coordinators share responsibility for the management of project funds. Some of these aspects are summarized in CTU Handbook for Investigators of National and International Research projects. ACTUAL GAP: Some information systems, such as EZOP or ANLUPA, or some documents are available only in Czech language. There are no overall established procedures for handling delays or irregularities in research projects. Some faculties or institutes have established such procedures, and others act more on an ad-hoc basis.	SUGGESTIONS FOR IMPROVEMENT: Launching English versions of the related CTU information systems, and translation of the relevant documents into English. Incorporating the major principles on project submission and management into CTU Guide on Good Research Practice discussed in Principle 3.

5. Contractual and legal obligations	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: The general regulatory framework is provided by the Labour Code No. 262/2006 Coll., which at the university level is further	INITIATIVE ALREADY UNDERTAKEN:
Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.		particularized by the CTU Collective Labour Agreement. The Rector's Directive 2/2014, two Vice-Rector's Directives 1/2014 , and 2/2014 further specify the procedures of handling patent applications and intellectual property protection (IPR). The CTU Patent Centre (https://www.cvut.cz/en/patent-centre) provides help with writing and submitting patent applications for the whole university. Administrative support for IPR is provided by staff of R&D offices at the faculties and institutes of CTU. National level legislation: Labour act No. 262/2006 Coll. CTU level legislation: Collective agreement. Internal regulations: Approval of CTU authorities is required for submission of patent applications. ACTUAL GAP: Legal services are usually outsourced. CTU lacks handbook on Good research practice.	The contribution of the CTU Patent Centre is being improved by enhancing the IPR related services provided by the Centre. SUGGESTIONS FOR IMPROVEMENT: Knowledge, expertise, and service for all faculties and institutes will be provided at central level of CTU Rectorate. Contractual and legal obligations will become part of the CTU version of Good research practice (Principle 3).

6. Accountability Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE Accountability is codified in the Higher Education Act no. 111/1998 Coll. and Accounting Act no. 563/1991 Coll., the university-level policies are codified in the CTU Collective Agreement and The Code of Ethics of CTU. Existing practice: The Department of Internal Audit of the CTU supervises proper management of research funds at the university level. ACTUAL GAP: Although employees are eager to share the results of their work, a culture that fosters critical debate on accountability is	INITIATIVES ALREADY UNDERTAKEN: Enhancing the functionalities of information systems for grant projects registration, approval and registry of scientific results (EZOP, V3S), as well as the system for assisting the researchers with the financial management of their research and economic activities (iFIS). SUGGESTIONS FOR IMPROVEMENT: Increasing the level of awareness regarding the

public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.		missing. On a systematic level, there are functional deficiencies of information systems for grant projects registration, approval and registry of scientific results (EZOP, V3S). It is technically possible for employees to avoid entering the data in the databases that are meant for monitoring. CTU handbook on Good research practice is missing.	accountability via: 1) Dissemination of relevant information via seminars and handbooks. 2) Organizing a series of lectures to improve practices in project management. 3) Functional improvements of information systems for grant projects approval/ registration, and for registering of scientific results (EZOP, V3S). 4) Including guides on accountability issues in the handbook on Good research practice (Principle 3).

7. Good practice in research Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: Labour Code No. 262/2006 Coll. specifies basic requirements for safe working conditions, which are implemented at the university level through CTU Collective Labour Agreement, including the requirement for regular health and safety instructions. The implementation of data and confidentiality protection is regulated with Rector's Directive 04/2018 on GDPR, summarized online at https://www.cvut.cz/en/data-processing-and-protection-gdpr. Existing practice: All employees are required to go through regular safety training related to a wide range of risk levels relevant to	SUGGESTIONS FOR IMPROVEMENT: Preparing English version of the relevant documents. Formulation and implementation of data backup strategies.

preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.		their position (e.g. radioactivity, laser radiation, electricity, etc.), at faculties where this risk exists. All employees are required to pass medical examination on regular basis. GDPR guidelines are strictly enforced at the faculties and institutes. ACTUAL GAP: Some documents, are available in Czech language only. CTU lacks university-wide systematic data backup strategies.	

8. Dissemination, exploitation of results	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: Dissemination of the results is generally addressed in the Statute of CTU in Prague Article 15); implementation strategies are available only locally, e.g. the Communication Principles of the University of Centre for Energy Efficient Buildings. Commercialization of results is regulated with Rector's Directive 2/2014; two Vice-Rector's Directives 1/2014 and 2/2014 further specify the procedures of handling patent applications and intellectual property protection (IPR). CTU Patent Centre (https://www.cvut.cz/en/patent-centre) provides help with writing and submitting patent applications for the whole university. Administrative support for IPR is provided by staff of Research and Development offices at the faculties and institutes of CTU and CTU employees can submit an application to CTU License Fund (http://orptt.cvut.cz/cs/cesky-licencni-fond/ [in Czech]) to cover IPR protection-related costs. ACTUAL GAP: Dissemination and exploitation of results is not incorporated in the contractual arrangements, CTU Collective Labour Agreement, or other general internal legislation, both for junior- and senior-level researchers. CTU has not university-wide dissemination plan or communication principles.	SUGGESTION FOR IMPROVEMENT: Dissemination and exploitation activities will be incorporated in the CTU Career Code and included in the work contracts. CTU will endeavour to become an outward going source of information to the public concerning the presentation and sharing of results of faculties and institutes.
All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.			

9. Public engagement Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by nonspecialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: The university and all its faculties and institutes include Departments of Public Relations (PR) that handle the communicating research activities and direct engagement with the public. The practice in public engagement activities and communication between scientific staff and PR departments varies among individual parts of CTU. Actions like Open-Door Days, Night of Scientists, Museum Night, and faculty-specific events offer a podium to engage with the general public. ACTUAL GAP: As revealed by the survey, a significant part of researchers is not familiar or unaware of public engagement activities and services offered by PR departments.	SUGGESTIONS FOR IMPROVEMENT: Future reinforcement of PR competences of researchers by appropriate training activities. Assistance in dissemination activities among wide public by PR specialists. Implementing rules for recognition of public engagement activities in the CTU Career Code, for example lectures at secondary schools, involvement in PR activities, organising public events, etc.
10. Non discrimination Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.	+-	REGULATORY FRAMEWORK / EXISTING PRACTICE: CTU follows the principle of equality and non discrimination within the framework of existing legislation. General framework is provided by legislation at national and internal level in accordance with European legislation. National level legislation: Labour act No. 262/2006 Coll. Act no. 198/2009 Coll. (i.e. Antidiscrimination Act). CTU level legislation: CTU Collective labour agreement. CTU Code for academic staff selection. ACTUAL GAP: Relevant documents are unavailable in English.	SUGGESTION FOR IMPROVEMENT: Preparing English translation of internal documents

11. Evaluation/ appraisal systems Employers and/or funders should introduce for all researchers, including	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: CTU has a database information system (V3S) that collects all achieved scientific results including, e.g., publications as citations, bibliometric indications, management of research, or teaching involvement and evaluation indicators at the national level	SUGGESTIONS FOR IMPROVEMENT: CTU Career Code will be implemented at the university level, respecting the various research cultures at faculties and institutes of CTU. The Code will define the minimum requirements in

senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably inter-national) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.		released by the Research, Development and Innovation Council of the Czech Republic. The Faculties of Electrical Engineering, Transportation Sciences, and Information Technology and Czech Institute of Informatics, Robotics and Cybernetics use V3S as the basis for evaluation and appraisal system. Career Codes, including the criteria for regular performance evaluations, are fully implemented at the Faculty of Electrical Engineering and at the Czech Institute of Informatics, Robotics, and Cybernetics. Other CTU parts rely on internal evaluation systems. ACTUAL GAP: The career evaluation system and evaluation of employees is fully implemented only at the Faculty of Electrical Engineering only; other CTU parts has not publicly available procedure for performance evaluations and/or appraisal systems. At some parts of CTU, performance of academic staff members and researchers are not evaluated on regular basis, neither by national (for junior researchers) nor international (for senior researchers) committees.	terms of evaluation and appraisal of researchers and their regular evaluations. Data supporting the assessment will be made publicly available in the V3S database, combining the best practices from CTU.

Recruitment and Selection – please be aware that the items listed here correspond with the Charter and Code. **In addition**, your organisation also needs to complete the checklist on **Open, Transparent and Merit-Based Recruitment** included below, which focuses on the operationalization of these principles.

12. Recruitment Employers and/or funders should ensure that the entry and admission	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: Labour Code No.262/2006 Coll. and Higher Education Act No. 111/1998 Coll.(§77) provide the regulatory framework for the recruitment at the national level. At CTU, the recruitment	SUGGESTION FOR IMPROVEMENT: Revise the Hiring Process Code for Academic Staff at

standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.		procedures follow from the CTU Collective Labour Agreement (which part) and are specified in the Hiring Process Code for Academic Staff at CTU. This policy and the corresponding regulations are implemented at the whole university. ACTUAL GAP: Hiring Process Code for Academic Staff at CTU specifies technicalities of the recruitment process, e.g., required documents or the size of the selection committee, but does not implement the principles of the Code of Conduct for the Recruitment of Researcher or OTM-R regarding, e.g., the admission of young or returning researchers and disadvantaged groups; see also the additional Sections for further details.	CTU to include the OTM-R principles specified above.

| 13. Recruitment (Code) Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so | -/+ | REGULATORY FRAMEWORK / EXISTING PRACTICE: The regulatory framework is set by the Hiring Process Code for Academic Staff at CTU and specifies the required documents and the minimum 30day gap between announcement of the position (at the webpages of the relevant part of CTU) and submission of the application in Article 2. Practice varies considerably among individual faculties and institutes, ranging from internationally comparable advertisements including for example broad description of knowledge and competencies required and specification of working conditions and career prospects, up to highly specialized openings published only at the faculty level and in the Czech language. ACTUAL GAP The Hiring Process Code for Academic Staff at CTU lacks specificity in defining the minimum standards for the recruitment procedure, resulting in considerable differences within CTU. | SUGGESTION FOR IMPROVEMENT: Article 2 of the Hiring Process Code for Academic Staff at CTU will be revised to provide the standards for the recruitment procedure in terms of its openness, efficiency, and transparency, including the obligation to announce each position on for example the university EURAXESS profile. |
| specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic. | | | |

14. Selection (Code)	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: Requirements on the selection committee are specified in Article 3 of the Hiring Process Code for Academic Staff at CTU and include the number of its members, expertise of committee members or the resolution of the conflict of interest. ACTUAL GAP: Article 3 of the Hiring Process Code does not stipulate for example diversity in expertise, mix public-private sector or gender balance. Gender balance of the selection committees is not always achieved because of the large proportion of males in the technical fields. Committee members do not undergo training for their membership.	SUGGESTIONS FOR IMPROVEMENT: Article 3 of the Hiring Process Code will be modified to promote diversity of selection committees regarding their competencies, gender balance, and evaluation by external experts. One-off elearning / face-to-face trainings of the selection panels members will be launched at the university level.
Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-			

face interviews. Members of selection panels should be adequately trained.			

15. Transparency (Code) Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.	-/+	REGULATORY FRAMEWORK / EXISTING PRACTICE: The Hiring Process Code for Academic Staff at CTU specifies the recruitment process at the university level and cover mainly the announcement of an available position (Article 2) and responsibilities of the committee (Article 3). ACTUAL GAP: Article 2 of the Rules does not cover the selection criteria and career development prospects. No feedback from the selection committee is required in Article 3.	SUGGESTIONS FOR IMPROVEMENT: Selection criteria and career development prospects will be added as a compulsory part of the position announcement in Article 2 of the Hiring Process Code. Article 3 of the Hiring Process Code will be extended to include feedback from the committee on the strengths and weaknesses of all applications.
16. Judging merit (Code) The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified	-/+	REGULATORY FRAMEWORK / EXISTING PRACTICE There is no regulatory framework for judging merit and is judged ad-hoc by the selection committee. ACTUAL GAP: The Hiring Process Code for Academic Staff at CTU, in particular Article 3, does not address the judging procedure at all.	SUGGESTIONS FOR IMPROVEMENT: An indicative list of criteria for judging the merit of candidates will be included in the Hiring Process Code to address, e.g., both qualitative and quantitative research results, research independence, or patents and inventions. All advertisements of new positions will contain a link to the newly established/existing Career Codes and Rules of Habilitation Procedure and Procedure to Appoint Professors at CTU, where research independence, teaching, or industrial collaboration, etc., are listed among the criteria for promotions. All members of selection committees will receive a mandatory one-off training covering the fundamental principles of judging merit.

career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.			

17. Variations in the chronological order of CVs (Code) Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development	-/+	REGULATORY FRAMEWORK / EXISTING PRACTICE There is no regulatory framework to deal with variations in the chronological order of CVs. This is addressed ad-hoc by the selection committee. ACTUAL GAP: The Hiring Process Code for Academic Staff at CTU does not address career breaks or variations.	SUGGESTION FOR IMPROVEMENT: Article 2 of the Rules will be extended to specify how to address career breaks and variations in CV when judging an applicant to a position. Selection committee members will be briefed how to deal with career breaks and variations in CV of a candidate.

of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.			

18. Recognition of mobility experience (Code) Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.	-/+	REGULATORY FRAMEWORK / EXISTING PRACTICE: There is no regulatory framework to deal with mobility experience. This is addressed ad-hoc by the selection committee. ACTUAL GAP: The Hiring Process Code for Academic Staff at CTU does not address mobility experience at all.	SUGGESTIONS FOR IMPROVEMENT: Article 3 of the Rules will be extended to specify mobility experience as one of the evaluation criteria. All advertisements of new positions will contain a link to existing/newly established Career Codes and Rules of Habilitation Proceedings and Proceedings to Appoint Professors at CTU, where mobility experience is/will be listed among the criteria for promotions.
19. Recognition of qualifications (Code)	++	No GAP identified. This principle is considered fully implemented and governed by national and university-level regulations, and internal HR procedures. According to the Higher Education Act no. 111/1998 Coll., CTU is entitled to issue the recognition of a degree gained abroad as equivalent to Czech Republic higher education standards. Detailed instructions for this administrative procedure are publicly available at the university webpages.	No immediate action is needed. SUGGESTIONS FOR IMPROVEMENT: Staff training concerning of the rules, procedures and standards governing the recognition of these qualifications will be planned for future implementation steps.

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non- formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.			

20. Seniority (Code) The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: Qualification level required for each position is a compulsory part of any job opening, according to Article 2 of the Hiring Process Code for Academic Staff at CTU. The qualification levels are also related to salary levels as specified in the Internal Salary Regulation of CTU, and do not act as entry barriers. ACTUAL GAP: Internal Salary Regulation is available in Czech only. Recognition and evaluation of qualification are not addressed by the Hiring Process Code.	SUGGESTIONS FOR IMPROVEMENT: Internal Salary Regulation of CTU will translated to English language. The Hiring Process Code will be extended to include principles of recognition and evaluation of qualifications, with emphasis on personal achievements and lifelong professional development.
achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.			

21. Postdoctoral appointments (Code) Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the	-/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: The postdoctoral position is defined only in the Career Code of the Czech Institute of Informatics, Robotics and Cybernetics (CIIRC) (Article 1). ACTUAL GAP: Postdoctoral positions are codified by neither the Higher Education Act no. 111/1998 Coll. nor internal CTU regulations, except for CIIRC's career code.	SUGGESTIONS FOR IMPROVEMENT: The Postdoctoral research position corresponding to appropriate academic position according to Higher Education Act (Paragraph No. 70) will be specified in the CTU Career Code regulations including its rights and obligations and explicit guidelines for the recruitment and appointment, including the maximum duration and the objectives of such appointment.
primary purpose of providing additional professional development opportunities for a research career in the context of long- term career prospects.			
Working Conditions and Social Security			

22. Recognition of the profession All researchers engaged in a research career should be recognised as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).	-/+	REGULATORY FRAMEWORK / EXISTING PRACTICE: Profession of a researcher is recognized by the Career Code at some faculties and institutes of CTU (e.g. codified as a Dean's internal directive/internal regulation). The Carrier Code codifies the duties and expectations of each academic positions. ACTUAL GAP: Career Code is missing at some CTU faculties and institutes. Research qualifications as codified in the Higher Education Act (assistant, assistant professor, associate professor, professor) are not fully consistent with European qualification definition. Missing positions in national legislation are e.g. postdoctoral fellow, junior/senior researcher. Doctoral students are not fully recognized as professionals except of CIIRC institute Career Code.	SUGGESTIONS FOR IMPROVEMENT: Career Code will be implemented at those CTU divisions which are engaged in research and where the code is missing. The correspondence of research positions between European and national definitions will be identified and codified in the internal directives/regulations of CTU. Further, it will be included in the legislation documents of those CTU divisions which are engaged in research. The career development aspect of doctoral students will be recognised in Doctoral Study codes.
23. Research environment Employers and/or funders of researchers should ensure that the most stimulating research or research training	++	REGULATORY FRAMEWORK / EXISTING PRACTICE: The attainment of the most stimulating research and educational environment is emphasized in the Long-Term Development Plan of CTU. This plan fully agrees with the General Principles and Requirements applicable to Employers and Funders] in all aspects related to Research environment.	No immediate action is needed. SUGGESTIONS FOR IMPROVEMENT: Future evaluation and improvement of research environment support facilities at CTU will be planned for next implementation period

environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.			

24. Working conditions Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: Working conditions for researchers are defined by national legislation and by CTU Collective Labour Agreement. Taking into consideration research's working patterns and roles (researcher, mentor, supervisor, teacher, manager but also a parent), flexible working hours, part-time working, teleworking are allowed and at the same time encouraged but only at certain faculties by their own internal policy documents. ACTUAL GAP: CTU Collective Labour Agreement does provide a framework for creating flexible working schemes and appropriate working conditions for the researchers with any form of disability. Besides, it does not specify how to approach people who might need to take a break for personal reasons (e.g. mental health issues).	SUGGESTIONS FOR IMPROVEMENT: CTU Collective Labour Agreement needs to be revised and elaborated on flexible working hours, family friendly policy and on employment of disabled people and people with mental health issues. To improve working conditions but at the same time wellbeing of CTU employees, Employee Assistance programme could be offered. Prior to that we would have to run a survey to see whether employees would appreciate such a service.
family and work, children and career . Particular attention should be paid, inter alia, to flexible working hours, part-time working, teleworking and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.			

25. Stability and permanence of employment Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work	++	REGULATORY FRAMEWORK / EXISTING PRACTICE: Fixed-terms contracts are regulated by national and European legislation (Council Directive 1999/70/EC) and Labour code No. 262/2006 Coll.	No immediate action is needed. CTU will continuously evaluate and improve the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.
26. Funding and salaries Employers and/or funders of researchers should	++	REGULATORY FRAMEWORK / EXISTING PRACTICE: Salaries of all positions at CTU are codified with the Internal Salary Regulation at CTU according to the Collective Labour Agreement of CTU and consist of the fixed and performance-based parts. All the relevant social security provisions, including health insurance and sickness leave, are ensured at the national level according to the Labour Code No. 262/2006 Coll.	No immediate action is needed. SUGGESTIONS FOR IMPROVEMENT: The continuous evaluation of funding and salaries at CTU is planned and appropriate increase of funding and salaries will continue in next period.

ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.			

| 27. Gender balance Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages | +/- | REGULATORY FRAMEWORK / EXISTING PRACTICE: There is no regulatory framework to establish gender balance. Gender balance is left at the discretion of selection committees or representatives of CTU parts that appoint the committees. GAP: There is considerable gender imbalance among staff in favor of men, as typical of universities of technology; according to the most recent CTU Annual report, Table 6.1 on page 109, only 35% of FTEs are women. Rules of Selection Procedure to Appoint Academic Workers at CTU address neither an opportunity policy nor gender balance of the selection committee. | INITIATIVE ALREADY UNDERTAKEN: CTU operates on-campus short-time and full-time daycare and an elementary school used extensively by early-career researchers. Part-time positions and remote work are offered to employees. Maternal and parental leaves are considered as career breaks, as specified, e.g., in Article 19 of Study and Examination Rules for Students at CTU. SUGGESTIONS FOR IMPROVEMENT: Equal opportunity principles will be included in the Hiring Process Code, as an obligatory part of any position announcement. Article 3 of the |

| without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance. | | | Hiring Process Code will be extended to specify that the ratio of women in the selection committee must exceed the FTEs ratio of the relevant Faculty or Institute, considering its academic staff. |

28. Career development	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: Currently, career development is implemented at faculties and institutes of CTU in different legal forms, e.g. by Career Code as internal regulation (e.g. FEL, UCEEB, CIIRC) or by Career plans codified by dean's or director's directives or it is not adopted at all. ACTUAL GAP: Career Codes and Career Development Strategy are missing at some CTU constituents, including annual and periodic assessment of academic and research employees.	SUGGESTIONS FOR IMPROVEMENT: CTU as a whole will adopt Career Code including Career Development Strategy and implement procedures for academic and research employee assessment on those CTU divisions where it is missing. All researchers will be made aware of the documents through one-off training delivered by Human Resource Departments or relevant Dean's Office Division at each CTU part.
Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such			

provisions and arrangements.			

| 29. Value of mobility Employers and/or funders must recognise the value of geographical, intersectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation. | +/- | REGULATORY FRAMEWORK / EXISTING PRACTICE: CTU recognizes the value of mobility. Rector's office allocates yearly funds for support of visiting professors. At university level, additional funds are obtained via projects provided by external agencies. International experience of CTU employees is one of the important criteria for their career advancement. Specifically, international stays longer than 3 months contribute to successful evaluation of candidates for the rank for associate and full professors, as stated in the Rules of Habilitation Procedure and Procedure to Appoint Professors at CTU. CTU recognizes and supports the position of a Visiting Professor. At some CTU parts (e.g. FCE) the recommended stay of each doctoral student at foreign university or research centre is in minimum 3 month. ACTUAL GAP: There are no official positions of Extraordinary professors, allowing to employ researchers with the experience in private sector as associate/full professors. Additionally, there are no official Postdoc positions at CTU. There is no financial scheme how to support admission of international Postdocs at CTU. | INITIATIVE ALREADY UNDERTAKEN: In the new Study and Examination Rules for Students at CTU PhD students are required to spend at least one month at a research institute outside of Czech republic for the purpose of their research. SUGGESTIONS FOR IMPROVEMENT: Promoting international long term scientific stays of CTU employees. International experience will be added as a requirement in selection process of assistant professors. Establishing official Postdoc positions for international applicants. Establishing official Extraordinary professor positions, primarily from abroad. Supporting excellent teams at CTU, capable of attracting experienced foreign researchers. |

30. **Access to career advice** Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: Career advice for students is available through Career centre at CTU. ACTUAL GAP: No similar services are being offered to CTU employees, including early-stage researchers.	SUGGESTIONS FOR IMPROVEMENT: Further development of the Career centre services, so that they cover both students and CTU employees. Establishing career advice officers (e.g. vice deans or other senior employees) at faculty level.

| 31. Intellectual Property Rights Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly | +/- | REGULATORY FRAMEWORK / EXISTING PRACTICE: Commercialization of results is regulated with Rector's Directive 2/2014; two Vice-Rector's Directives 1/2014 and 2/2014 further specify the procedures of handling patent applications and intellectual property protection (IPR). The CTU Patent Centre (https://www.cvut.cz/en/patent-centre) provides help with writing and submitting patent applications for the whole university. Administrative support for IPR is provided by staff of Research and Development offices at the faculties and institutes of CTU and CTU employees can submit an application to CTU License Fund (http://orptt.cvut.cz/cs/cesky-licencni-fond/ [in Czech]) to cover IPR protection-related costs. License Fund of CTU is an internal fund of CTU designed to support the international protection of research and development results, which have demonstrable application potential. The Licensing Fund is managed by the Chairman of the Licensing Council and the Licensing Board, which decides on the allocation of funds. Incubator CTU InQbay offers its business activities to anyone with a goal, idea or project. An extensive network of partners, | SUGGESTIONS FOR IMPROVEMENT: CTU will update information in relevant rector/vice-rector directives related to the IPR management and handling and technology transfer. |

| provided for under specific collaboration agreements or other types of agreement. | | mentors, and professionals from the business sphere helps young enthusiasts in the early stages of their entrepreneurial effort. CTU Rectorate's Department of Project Management and Technology Transfer which includes Patent Centre is dedicated department responsible for support of the agenda of intellectual property protection and technology transfer. ACTUAL GAP: Rector and vicerector directives contain obsolete information and references to non-existing CTU parts and must be updated accordingly. | |

32. Co-authorship Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as coauthors of papers, patents, etc, or to publish their own research results	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: General principles on attributing co-authorship are provided with Article 4 of the Code of Ethics of CTU. ACTUAL GAP: Some CTU constituent parts have implemented more detailed regulations, e.g., the Principles of Scientific and Publishing Activities at the Faculty of Electrical Engineering (FEE). Other parts lack specific rules, and the awareness of academic staff to co-authorship principles is accordingly low.	SUGGESTIONS FOR IMPROVEMENT: CTU as a whole will adopt the main principles of FEE regulations at the university level. The Code of Ethics of CTU will be translated to English.

independently from their supervisors			

33. Teaching	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: Teaching is recognised as an essential mean of knowledge dissemination at CTU and it is representing the important criteria of staff evaluation. The head of the supervising department could determine the extent of optional practice-teaching by the approval of the doctoral student or yang researcher. PhD. students can earn some credits during their study block for optional teaching practice. Teaching practice on average extent 4 hours per week over the period of 4 semesters on average, may have the value of no more than four credits. Teaching practice in smaller amounts shall have a proportional credit value. In legitimate cases approved by the head of the supervising department, doctoral students may also obtain teaching-practice credits based on creating new learning texts, multimedia teaching courses, and laboratory work. ACTUAL GAP: Currently, there is no maximum amount of teaching load by Ph.D. candidates set among the CTU faculties. CTU does not have any systematic criteria to prevent early-stage researchers from excessive teaching loads. Early-career researchers involved in teaching are not exposed to systematic training.	SUGGESTIONS FOR IMPROVEMENT: Suitable training/mentoring scheme will be provided for teaching and coaching activities as part of the professional development of researchers. The rules and PhD. study codes will be revised and prevention criteria for excessive teaching load of early-stage researchers will be implemented.
Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional			

development of researchers.			
34. Complains/ appeals Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: General principles for the resolution of complaints, related to ethical issues, is provided in Article 6 of the Code of Ethics. ACTUAL GAP: Article 6 of the Code lacks specificity regarding resolution procedures and covers only a minor part of work-related conflicts.	SUGGESTION FOR IMPROVEMENT: An ombudsman-type position will be established at the university level, who will be easily accessible by all CTU employees. The ombudsman will be responsible for assessing and helping to resolve the issues raised up at the Ethical Committee at a less formal level.

35. Participation in decision-making bodies	++		

		REGULATORY FRAMEWORK / EXISTING PRACTICE:	No immediate action is needed.
Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decisionmaking bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution		Participation in decision-making bodies is implemented according to the national legislation a the CTU Statute codification. The principles of academic self-governance are declared in the Higher Education Act no. 111/1998 Coll. and further elaborated in the Statute of CTU in Prague. Every academic employee and every student has the right to elect his deputies in the senate (both on the level of faculty and university), and the senate elects (and removes) the dean (faculty) and the rector (university). Another important role of the senate is that it approves the yearly budget. Non-academic employees cannot elect the members of the senate. The competencies of the senate are given by law (Act No. 111/1998 Coll. and cannot be altered by any internal regulation. The Scientific Council of CTU is the body responsible for R&D strategy, education rules and academic careers. Distinguished scientists are proposed by the rector and confirmed by the senate. The procedures of the Scientific Council can be found in its Rules of Procedure. The CTU Collective Labour Agreement implies that all CTU employees may become members of the labour union, which presents the major partner for negotiating the employment contracts.	SUGGESTIONS FOR IMPROVEMENT: More information will be provided to CTU employees about possibilities of their participation and representation in decision-making bodies.
Training and Development			

36. **Relation with supervisors** Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: There is no regulatory framework at CTU that sets the relation with supervisors. Each CTU institution follows their own guidelines based on their research culture and own experiences. Obligations of the PhD student, his/her position, and obligations of the supervisor are defined in Doctoral Study Codes, and Study and Examination Rules for Students at CTU throughout at all parts of CTU that offer post-doctoral training. CTU has set a maximum of five PhD students per supervisor to ensure that the supervisor can devote proper amount of time to his/her PhD students. ACTUAL GAP: Relation with supervisors is missing also for Postdoctoral position. This position is not codified.	SUGGESTIONS FOR IMPROVEMENT: CTU will recodify Doctoral Study Codes with inclusion the postdoctoral position. This will also include best practices and recommended relation structures.
reports and seminars, applying such feed- back and working in accordance with agreed schedules, milestones, deliv- erables and/or research outputs.			

37. **Supervision and managerial duties** Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.	-/+	REGULATORY FRAMEWORK / EXISTING PRACTICE: The CTU Collective Labour Agreement in Article 6 arranges for the employer to provide an appointed manager with a training in managerial competences, prevention of bossing, mobbing and general understanding of labour relations prior the commencement of a new position. ACTUAL GAP Although the appropriate training is required by the Collective Agreement, CTU lacks university-wide policy on training in leadership and project management skills, even for senior academic staff. Lack of training on leadership and project management. To develop a training program for all supervisors and leaders on the topics of (transformational) leadership, prevention of bossing/ mobbing, detection of burnout and project management. It is not possible to introduce these programmes at the same time. Therefore, we will aim to systematically provide senior researchers with a one day/two training on the topic of leadership and/or project management which would be offered once/ twice a year. Firstly, workshop supporting their leadership skills - workshop on how to lead performance appraisals, will be offered to all senior managers.	SUGGESTIONS FOR IMPROVEMENT: To develop a training program for all supervisors and (senior) staff on the topics of (transformational) leadership, prevention of bossing/ mobbing, detection of burnout and people management. We will aim to systematically provide senior researchers with a one day/two training on the topic of leadership and/or project management which would be offered once/ twice a year. Specific workshops supporting their leadership skills – such as how to lead performance appraisals - will be offered to all senior managers. Cooperation with an on-demand coaching service for senior researchers will be established.

| 38. Continuing Professional Development Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and elearning. | -/+ | REGULATORY FRAMEWORK / EXISTING PRACTICE: The obligation of continuous personal development is implemented in the Career Code at some CTU faculties and institutes. At other parts it is left to the individual action and motivation of the employees themselves. ACTUAL GAP: Continuing professional development as part of the Career Code is implemented only at some CTU faculties and institutes. | SUGGESTIONS FOR IMPROVEMENTS: The Career Code will be implemented within all CTU faculties and institutes. The future improvement will be held in wider implementation of the Career Code and Implementation of the Individual development plans. |

39. Access to research training and continuous development Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employ- ability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for	+/-	REGULATORY FRAMEWORK / EXISTING PRACTICE: CTU offers a large number of opportunities of lifelong learning in the form of postgraduate courses and professionally oriented courses. These include soft skills courses, ICT courses, and language skills. ACTUAL GAP: There is no appropriate regulation and especially the impact evaluation of the continuous professional development process at CTU is missing.	SUGGESTIONS FOR IMPROVEMENTS: The appropriate process regulation by the internal legislation and improvements of critical assessment of the research training process and its content at CTU is needed.
their accessibility, take up and effectiveness in improving competencies, skills and employability.			

40. Supervision Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.	-/+	REGULATORY FRAMEWORK / EXISTING PRACTICE: Supervision is based more on tradition than written rules at the faculties and institutes of CTU. ACTUAL GAP: Details of the research training process and supervision is not well specified yet. The current practice is more tradition based than codified in a process management scheme as an obligation. The research training process is not continuously monitored and evaluated in all their aspects (including supervisors).	SUGGESTIONS FOR IMPROVEMENTS: The future improvement will be based on the full implementation of supervision in the process management scheme and its evaluation. These responsibilities will be included in the newly established university-level Career Code.