

GAP Analysis – Process

Institute of Czech Literature of the Czech Academy of Sciences

HR Excellence in Research Award

June 2021



EVROPSKÁ UNIE
Evropské strukturální a investiční fondy
Operační program Výzkum, vývoj a vzdělávání



MINISTERSTVO ŠKOLSTVÍ,
MLÁDEŽE A TĚLOVÝCHOVY



Process

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. 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, as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HRS4R process in your organisation:

Name	Position	Steering Committee	Working Group	Management line/ Department
PhDr. Petr Šámal, Ph.D.	Director of the Institute of Czech Literature of the Czech Academy of Sciences (henceforth ICL)	x		Management of the ICL / Department for Research into Literary Culture
Mgr. Michal Kosák, Ph.D.	Statutory Deputy Director	x		Management of the ICL / Editorial and Textological Department
doc. PhDr. Ondřej Sládek, Ph.D.	Deputy Director for ICL in Brno	x		Management of the ICL / ICL branch in Brno; Theory Department
Mag. Dr. Michael Wögerbauer	Deputy Director for International Collaboration / Head of Department	x	x	Management of the ICL / Department for Research into Literary Culture
Mgr. Pavel Kořínek, Ph.D.	Scientific Secretary	x		Management of the ICL / Department for Research into Literary Culture
PhDr. Karel Piorecký, Ph.D.	Director's representative for HRS4R Guarantor for evaluation	x	x	Management of the ICL / Department for Research into 20 th Century and Contemporary Literature
Mgr. Vojtěch Malínek, Ph.D.	Director of Czech Literary Bibliography, a large research infrastructure	x		Czech Literary Bibliography, a large research infrastructure

Ing. Markéta Mikesková	Head of Technical and Economic Administration	x		Technical and Economic Administration
Bc. Soňa Pokorná	Head Office manager Guarantor for popularisation	x	x	Head Office, section for the support of science
Mgr. at Bc. Tomáš Suk	Coordinator of the HRS4R project Guarantor for HRS4R		x	Head Office, section for the support of science
Ing. Jitka Černochová	HR Manager		x	Technical and Economic Administration
Mgr. Šárka Navrátilová	Assistant for international collaboration		x	Head Office, section for international collaboration
Mgr. Veronika Zemanová	Coordinator of Open Access and digitalisation		x	Czech Literary Bibliography research infrastructure
Mgr. Lenka Patoková	Populariser		x	Head Office, section for the support of science
Bc. Kateřina Bínová	Assistant of the management		x	Head Office
Mgr. Petra Loučová	R1 representative	x		Czech Literary Bibliography, a large research infrastructure
Mgr. Martin Lukáš, Ph.D.	R2 representative	x		Department for Research into 20 th Century and contemporary Literature
Mgr. Jan Matonoha, Ph.D.	R3 representative	x		Theory Department
prof. PhDr. Bohumil Fořt, Ph.D.	R4 representative	x		Theory Department

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4, as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

Provide information on how the researchers groups were involved in the GAP-analysis:

Stakeholder Group	Consultation format	Contributions
Group of R1–R4 employees and other staff	Questionnaire survey no. 1 (05/2019) supplied starting data for preparing the application for the currently implemented project, which provides financial support for HRS4R implementation. This survey did not differentiate between the groups of respondents. In total, 39 respondents (one-third of ICL staff) took part. The survey included both questions which respondents could reply to using scalable answers and such which respondents could answer in the form of comments.	This survey focused on the area of the European Charter & Code for Researchers. The questionnaire focused on assessing staff's views regarding ICL management, ethical aspects of scientific work, gender equality, international collaboration, and evaluation. The survey aimed at finding out what the staff perceive as strong and weak points in the organisation. The survey helped with acquisition of data regarding the abovementioned points and, at the same time, it helped familiarise institute staff with the intention to implement the HRS4R policy.
Group of R1–R4 employees and other staff	Questionnaire survey no. 2. (09/2020) was extensive and differentiated among respondents according to their position, qualification grade, and gender. This anonymous questionnaire was completed by 80 respondents (two-thirds of staff), of whom 41 were female and 36 male (the remaining did not enter their gender). Detailed results are available in a published evaluation of the survey (http://ucl.cas.cz/en/hr-award).	Using this so far most extensive survey in the history of the ICL, the Working Group gathered detailed data to assess the extent to which the principles of the European Charter & Code for Researchers are being fulfilled. The data were evaluated both from the perspective of gender and from the perspective of working position. It resulted in a large and publicly accessible report. In addition to scalable answers, we also conducted a detailed analysis of comments by splitting them in particular statements wherever the answer required it (one comment could include several statements). This questionnaire survey served as the basic starting point for the GAP analysis. Statistical evaluation of the survey was to some extent limited by the number of respondents: although two-thirds of ICL staff had responded, they formed a small group

		especially for more detailed analyses of views according to working positions.
Group of R1–R4 employees and other staff	Supplementary survey was conducted on a selected sample of ICL employees. The group was composed so as to reflect the proportions of male and female staff, employees belonging to particular qualification grades and other staff. The group comprised 24 respondents in total.	The supplementary survey aimed especially at adding further details to questionnaire survey no. 2. It collected data pertaining to staff evaluation and on provision of feedback, including the handling of complaints.
Meeting of ICL staff to discuss the draft of the Action Plan	A meeting took place in May 2021 and all institute staff were invited.	At the meeting, institute staff were familiarised with the results of the initiation phase. Emphasis was put on a clear presentation of goals of the ICL in connection with implementation of the HRS4R and on a presentation of the Action Plan. It was an opportunity for the team to collect further views, opinions, and comments.
Heads of departments	Regular meetings	Heads of departments were involved via a consultation body (Director's Collegium) which meets monthly. At these meetings, heads of departments discussed partial steps taken by the preparation team and provided feedback.
Representatives of ICL staff	Focus group	The institute created a four-member group of representatives of ICL staff (see the last persons on the list, Petra Loučová to Bohumil Fořt). The group was part of the Steering Committee and functioned as a permanent focus group.
Management of the ICL	Regular meetings	Management of the ICL was intensively involved by direct participation in the project both in the Steering Committee, and in part also in the Working Group. The Working Group and the Steering Committee met together once a month.
ICL Board	Commenting and adoption of plans	The Board is the supreme elected body of the ICL. During the final stage, the Board discussed implementation plans presented by the Committee.

Please describe how the Committee overseeing the process was appointed and how it worked (meetings, decisions, etc.):

The ICL is in comparison to most research institutions a small institute which focuses primarily on national culture. This is reflected also in the main aims of the basic research conducted there. The ICL is moreover not an education institution, only a training centre which serves as a partner to universities. Its organisation structure is thus not robust, which affects the process of implementation of HRS4R policy and involvement of employees in this process (see e.g. the partial personnel overlap between the Steering Committee and the Working group and collaboration between the two).

In creating the Steering Committee, the ICL put emphasis on representation of all groups of staff. As a result, the Steering Committee includes the management of the ICL, management of the technical and economic administration, management of the head office, management of the Czech Literary Bibliography research infrastructure, and a sample of employees representing R1 to R1 grades and non-research units. The sample of employees was selected based on the following criteria: detailed knowledge of environment of the ICL and familiarity with other research institutions. At the same time, there was also appointed Director's representative for the HRS4R as the main representative of the Steering Committee, who is also a former deputy director of the ICL (it should be noted that during the initiation phase, the five-year term of the ICL management had ended, which naturally led to changes in those positions).

The Steering Committee met at regular monthly meetings of the Director's Collegium also with other heads of departments and representatives of the unions to discuss particular planned steps of the initiation phase. Representatives of the institute staff then jointly with other members of the Steering Committee commented on partial outputs of the initiation phase. At the same time, members of the Steering Committee took part in the regular monthly meetings of the Working Group.

At the end of the initiation phase, the Steering Committee provided detailed comments on the Action Plan and subsequently presented all the documents for discussion to the Board of the ICL.

Please describe how the Working Group doing the Gap Analysis was appointed:

The Working Group was composed so as to reflect the key principles of the European Charter & Code for Researchers. On this basis, we created six work packages reflecting the HR, evaluation, international collaboration, open access, and popularisation. These partial activities are then all supervised by HRS4R coordinator.

Working groups were then depending on their area of activities preparing documentation regarding the current state of implementation of the European Charter & Code for Researchers based on assessment of good practice by conducting interviews with members of the Steering Committee, analysis of internal directives, and preparation, distribution, and evaluation of questionnaire surveys. The coordinator then conducted their synthesis and organised partial discussions with the Steering Committee on particular topics. In addition to ad hoc meetings to discuss current subjects, members of the Working Group also met regularly once a month.