

GAP Analysis

Institute of Czech Literature of the Czech Academy of Sciences

HR Excellence in Research Award

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EVROPSKÁ UNIE
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MINISTERSTVO ŠKOLSTVÍ,
MLÁDEŽE A TĚLOVÝCHOVY



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: + = fully implemented = fully implemented +/- = almost but not fully implemented -/+ = partially implemented - = insufficiently implemented = insufficiently implemented</p>	<p>In case of - = insufficiently implemented, -/+, or +/-, please indicate the actual “gap” between the principle and the current practice in your organisation. If relevant, list any national/regional legislation or organisational regulation currently impeding implementation.</p>	<p>Initiatives undertaken and/or suggestions for improvement:</p>
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Ethical and Professional Aspects

<p>1. Research freedom 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 (including supervision, guidance, and management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for</p>	<p>+/- = almost but not fully implemented</p>	<p>Freedom of research is explicitly endorsed on the level of the founding institution of the Institute of Czech Literature (henceforth ‘ICL’) in the Code of Ethics for Researchers of the Czech Academy of Sciences (henceforth ‘CAS’), where it is mentioned in several paragraphs but especially in the General Principles. The level of freedom of research is attested by ICL researchers’ responses in our questionnaire survey, where we asked whether research focus of individual researchers is sufficiently taken into account. 95% of respondents noted that it is, although 60% had some small reservations (in case of</p>	<p>Initiatives undertaken Freedom of thought and objective presentation of research results is guaranteed to researchers at the ICL. Researchers can independently and freely choose the methods they wish to apply to their research topic, but also have to defend their decisions during discussions within the department or team to which they belong. In case of large research projects (teams of three or more researchers), these intentions are, according to Director’s directive no. 1/2011, subject to agreement by ICL Board. The purpose of this step is to maintain the conceptual framework of the ICL, which is redefined every five years. This process, too, takes into account only the scientific relevance of subjects without resorting to censorship, i.e. without any hint of limitations unconnected with scientific relevance.</p>
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<p>reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices to which researchers have to adhere.</p>		<p>only female respondents, 80% indicated small reservations).</p>	<p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Adopt the Code of Ethics for CAS researchers on the level of the ICL, including the part relating to freedom of research.
<p>2. Ethical principles 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.</p>	<p>+/- = almost but not fully implemented</p>	<p>The ICL does not have a relevant body that would spell out the ethical principles of scientific work. A Code of Ethics exists on the level of the institute's founder, i.e. the CAS. ICL staff for the most part perceives that ethical principles are sufficiently well defined (93% of respondents in our questionnaire survey), although there is a large variation in how they perceive their wider foundation. Moreover, not all staff are familiar with the Code of Ethics of the CAS.</p>	<p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Adopt the founder's Code of Ethics on the level of the ICL, eventually supplement it so as to reflect the specific features of research environment at the ICL. - Establish an independent ethics committee for scientific affairs.
<p>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 their work is delegated, that the person to whom it is delegated has the competence to carry it out.</p>	<p>+/- = almost but not fully implemented</p>	<p>Principles of professional responsibility are again currently defined only on the level of the CAS in its Code of Ethics, Part II: Principles of Scientific Work and III: Principles for Publicising Scientific Knowledge and Results. Vast majority (90%) of respondents in our questionnaire survey are convinced that scientific activities at the ICL more or less correspond to current and relevant social and scientific topics and needs. Regarding this point, one needs to take into account the specific features of a literary science institute focused primarily on national literature, a small institution which participates in doctoral programmes only as a partner of universities (as a training centre). For this reason, the ICL did not introduce software that would spot plagiarism. In practice, plagiarism is checked by editorial boards of</p>	<p>Initiatives undertaken Research strategy of the ICL is determined by institute's conception which is re-defined each five years and checked by the ICL Board. This strategic document defines ICL's research priorities and spells out the general framework of research activities, which reflects the field where the ICL is active and social impact of its activities. Czech literary studies are an area of science which importantly contributes to care of collective national memory and it is in this context that the social impact of ICL activities ought to be evaluated.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Define professional responsibility in the Strategy of Management and Sustainable Development of the ICL, a document that is to be created at and for the ICL. - Adopt the Code of Ethics which exists on the level of ICL's founder, the CAS, including passages pertaining to professional responsibility.

		<p>specialised journals, peer review procedures, and members of the relevant scientific community.</p> <p>The ICL does not provide training on issues of copyright, plagiarism, predatory journals, etc. Institute staff have been informed about these issues by their superiors and so far, the institute had never encountered any significant problem with respect to the abovementioned issues.</p> <p>Professional responsibility is not defined on the level of the ICL.</p>	<ul style="list-style-type: none"> - Include the subject of copyright and intellectual property into the system of employee training.
<p>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.</p>	<p>+/- = almost but not fully implemented</p>	<p>The procedure leading to preparation of a Conception of Research Activities is not defined.</p> <p>Questionnaire survey had shown that some employees would appreciate training on ICL strategic intentions, including the strategic document mentioned above.</p> <p>Director's directive no. 1/2011 has not been revised for some time.</p>	<p>Initiatives undertaken Strategic research goals are defined, in accordance with the Statutes of the CAS, by the ICL Board, which spells them out, among others, in the Conception of Research Activities. This Conception is created based on research plans of research units of the ICL, which are then confronted with opinions of the ICL Board. The Conception is published on the institute's intranet.</p> <p>Based on Director's directive no. 1/2011 on project organisation of activities in research, development, and innovations at the ICL, research projects which include three or more researchers are subject to agreement and supervision by the ICL Board, while oversight of smaller project is within the competence of heads of the relevant units.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Consider and describe the process of creating the Conception of Research Activities in the Strategy of Management and Sustainable Development of the ICL. - Check that Director's directive no. 1/2011 is still up-to-date with respect to current practice at the ICL.
<p>5. Contractual and legal obligations Researchers at all levels must be familiar with the national, sectoral or</p>	<p>+/- = almost but not fully implemented</p>	<p>Partial problems have been identified with respect to practical implementation of Director's directive no. 1/2011, in particular</p>	<p>Initiatives undertaken</p>

<p>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.</p>		<p>its part which deals with the registration of licencing conditions pertaining to particular works. Questionnaire survey among ICL staff had also shown that they would like the intranet to be more clearly organised so as to better serve as an instrument of distribution of internal directives and legislative frameworks; they would also appreciate better communication with respect to the abovementioned areas. Given ICL's focus, patents are not relevant to its work. The same applies to qualification theses, because the ICL does not offer its own doctoral programmes (the ICL is just a training centre within a framework of collaboration with universities).</p>	<p>At the ICL, rules regarding safety at workplace are defined in accordance with current legislation and staff receive training on this subject. Handling of sensitive personal data and their protection follows the requirements of the European GDPR directive and an internal directive on GDPR implementation.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Include the subject into the system of staff training. - As part of ICL training activities, present the framework of internal directive no. 1/2020 with emphasis on the requirement to register licence conditions and the role of employees in this process. - Update the intranet with focus on clarity and accessibility of information by users. - Reinforce ICL staff's perception of intranet as an important communication instrument by promoting its use.
<p>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 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.</p>	<p>+/- = almost but not fully implemented</p>	<p>The principle of accountability is defined on the level of the Code of Ethics of the CAS. The process of coordination between grant project leaders, internal financial control of the ICL, and control organs including grant providers is not defined. Internal directive on financial control has not been revised in recent years.</p>	<p>Initiatives undertaken Accountability, effectiveness, and efficiency (3E's) in relation to public funds is currently dealt with in the Code of Ethics of the CAS, in particular its point g), but not on the level of the ICL. Oversight of public finances managed by the ICL is conducted by ICL Supervision Board, which consists mainly of persons unconnected with the ICL in terms of employment. The ICL also publishes annual reports on activities and financial management. Principles of financial oversight and adherence to 3E's rules are defined in ICL internal directive Internal System of Financial Control, adopted in 2010, which represents an implementation of Act no. 320/2001 Coll. on financial control. In relation to the relevant points of the European Charter for Researchers, this directive defines the role of particular units of the ICL in the context of financial control and assigns controlling powers also to heads of units and external subjects, especially audit organs. Internal control is</p>

			<p>moreover since 2020 implemented in an electronic form using an information system and this manner of implementation is being further developed.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Adopt the Code of Ethics of the founder, that is, the CAS, including passages on accountability. - Define the procedure of cooperation between grant project leaders, internal control bodies of the ICL, and control organs including those related to grant providers. - Revise the internal directive on financial control and oversight.
<p>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 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.</p>	<p>+/- = almost but not fully implemented</p>	<p>Directives on occupational safety and health (OSH), including risk management, are not available to ICL employees on the institute's intranet, although employment contracts do make reference to them. There exist no guidelines on IT security and use of institute's technological infrastructure (email, cloud repository, etc.). In the area of GDPR, a standardised system of employee training is likewise missing.</p>	<p>Initiatives undertaken Research focus of the ICL and prevalent methods used in conducting it do not carry increased security, technological, or other risks for either the staff or society at large. Employees receive standard training in OSH and risk management. Work with research data takes place in an electronic form and outputs are saved on institute's own servers administered by ICL's IT department. Moreover, the systems are secured against attack by suitable security instruments. The issue of GDPR is addressed by a relevant internal directive and pertains both to institute's administration and research work and its popularisation.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Publish documents related to OSH on ICL intranet. - Within the system of training, highlight those parts of GDPR which relate to research at the institute and to the Internal Directive of the ICL on processing personal data, which was adopted in 2018. - Prepare guidelines on maintenance of IT security.
<p>8. Dissemination, exploitation of results All researchers should ensure, in compliance with their contractual arrangements, that the results of their</p>	<p>+/- almost but not fully implemented</p>	<p>The ICL does not address this subject on the level of document on strategic development of the institute.</p>	<p>Initiatives undertaken The results of research conducted by ICL researchers are communicated to the academic as well as broader cultural public and students in the form of lectures, workshops, books,</p>

<p>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.</p>		<p>Internal competition for budget item earmarked to support international outputs is not clearly defined. The ICL does not clearly and systematically communicate about this area. The ICL lacks a strategy on Open Access and support of Open Access is not systematic. The ICL does not have a corresponding internet presentation in English.</p>	<p>and periodicals, both in the printed form and electronically. General support is provided by staff of the head office. The ICL has its publishing house, publishes a journal, the <i>Česká literatura</i> [Czech Literature], and co-publishes the <i>Cornova</i> journal. Both journals are as of 2021 transiting into an open access mode without a time embargo. Researchers publish in various other journals and publishing houses depending on their areas of interests and contacts. In total, ICL researchers each year publish dozens of contributions to literary science; in this way, they participate in the public discussion on contemporary literature. Outputs of ICL researchers are also registered in the ASEP repository in collaboration with the Library of the CAS.</p> <p>Within the ICL functions the Czech Literary Bibliography Research Infrastructure (https://clb.ucl.cas.cz/en/), whose results are available via databases under adapted search machine based on the VuFind platform. All database results of the Czech Literary Bibliography infrastructure are in open access regime.</p> <p>To support international outputs, the ICL had established an item in its budget. Use of finances from this item is based on internal competition organised by director's deputy for international collaboration. Within a framework of international collaboration, the ICL oversees and supervises the International Consortium for the Creation and Use of Czech Literary Bibliography and organises world congresses of Czech literary studies every five years.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Address this area in the Strategy of Management and Sustainable Development of the ICL. - Define and implement a suitable type of employee training aimed at disseminating research results and communication of science in general. - Prepare a Strategy for Open Access for the ICL and appoint a person responsible for this area who would also function as support person and prepare a concept of Open
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			<p>Access at ICL; it is also necessary to take this area into account in the system of training.</p> <ul style="list-style-type: none"> - Support of international dissemination ought to be addressed in ICL Strategy of Management and Sustainable Development of the ICL and subsequently in a separate internal directive. - Continue to develop the International Consortium for the Creation and Use of Czech Literary Bibliography. - Translate the relevant part of new website into English.
<p>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 non-specialists, 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.</p>	<p>+/- almost but not fully implemented</p>	<p>ICL researchers are relatively satisfied with the ICL's support of popularisation and promotion events. In the questionnaire survey, 28% of employees said they found it fully satisfactory and another 60% stated they found it satisfactory but had some small reservations. Particular comments on this subject were varied but most frequent were references to the need to promote online communication (web, social networks). The survey showed that the ICL lacks a communication strategy that would form a conceptual framework of all activities which are being implemented. ICL employees receive no training in this area. ICL website is currently being generally overhauled, and the existing website is not fully updated.</p>	<p>Initiatives undertaken The ICL is fully aware of its obligation to the public which stems from public financing. This is also why it aims at communicating the results of its scientific activities to the general public and schools. To this purpose, it organises various forms of popularising activities, especially lectures, workshops, and discussions for schools and the general public (including online via ICL's own YouTube channel: https://www.youtube.com/channel/UCE2SFheliAxSuj4lcUiQPyQ). The ICL also participates in various festivals of science, science fairs, and other events organised by the CAS and other subjects, especially the Week of Science and Technology. ICL's branch in Brno runs a project in literary topology called 'Poetic Brno' (https://www.brno poeticke.cz/). The main output aimed specifically at schools are Seminars in Czech Publication Series (https://www.kniznice.cz/pro-skoly), which present teaching guides for the Czech Library publication series. This series offers new editions of key works of Czech literature. For university students, the ICL organises a regular School of Practical Czech Studies and for teachers, it co-organises a School of Czech Language and Literature. Transition of ICL periodicals to Open Access regime without embargo is part of the institute's response to its perception of public commitment. In 2019, the ICL started to professionalise its communication on social networks. Another large project by which the ICL tries to meet its commitments in this area is a new website,</p>

			<p>whose launch in the beta-version is anticipated by the end of 2021.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Prepare a communication and marketing strategy that would take into account all communication platforms which the ICL uses. - Finish and launch the new ICL website. - The general conception of training activities should also address training in these issues.
<p>10. Non-discrimination Employers and/or funders of researchers will not discriminate against researchers in anyway on the basis of gender, age, ethnic, national, or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.</p>	<p>-+ partially implemented</p>	<p>The questionnaire survey had shown that 70% of respondents strongly agree that at the ICL, they met with no form of discrimination; another 13% indicated that they agree with the statement that they did not meet with discrimination. On the other hand, 10% state that they strongly agree that they met with discrimination and another 8% agree that they met with discrimination. In the survey, 46% of answers came from men, 54% of answers from women. While 83% of men strongly agreed and only 3% agreed that they did not meet with discrimination, women were more critical. Some 56% of women said they strongly agree with statement they did not meet with discrimination and 22% agreed with the statement. Another 22% of women stated that they met with some form of discrimination and 12% strongly agree that they met with discrimination. Comments on this subject mention for instance the absence of women in leading positions or devaluing of women's professional views in team collaboration. Some respondents also noted discrimination in terms of a 'glass ceiling' in career development.</p>	<p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Integrate mechanisms aimed at elimination of discrimination into the Strategy of Management and Sustainable Development of the ICL and implement these mechanisms at the institute both in the form of directives and via training and mechanisms of collection of feedback from ICL staff. - Appoint an Ethics Committee. - Discuss further with the academic public a possible creation of something like an ombudsman and depending on the results of such discussions, take further steps.

		So far, ICL had no systematic instrument to deal with this issue. Emphasis on non-discrimination is spelled out on the level of the CAS in its Career Development Rules, Article 1, paragraph 3, which states 'During the evaluation, employees must not be discriminated in terms of gender, age, origin, religion, political opinion, etc.	
<p>11. Evaluation/ appraisal systems 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.</p>	+/- almost but not fully implemented	<p>The system of evaluation has not been systematically revised for a long time. Questionnaire survey had shown that 78% of employees believe that the current system of attestations is more or less suitable, whereby 18% of employees expressed an unreservedly positive view of it. Criticisms of the current form of attestation procedures were voiced mainly by postdocs. All in all, respondents expressed a wish for increased transparency of the attestation procedure with respect to the attested person, emphasised the need of feedback, expressed wishes for less formality, and pointed to the need to take into account maternal and parental leave as well as varied kinds of work-related activities.</p>	<p>Initiatives undertaken The main segment of ICL's system of evaluation are attestations, whose form and steps are defined in the Attestation Regulations of the ICL (last updated in 2016). This document is based on the Career Development Rules for CAS Employees with a University Degree based on the Statutes of the CAS. According to the Statutes of the CAS, there exist 6 qualification grades into which employees are sorted based on the decision of an attestation committee (in the case of new research staff, based on Director's decision in accordance with recommendation of the Selection Committee). Criteria for inclusion in the qualification grades are spelled out in the Career Development Rules for CAS Employees and by the Attestation Regulations of the ICL. Qualification grades are the following: 1. research assistant (without a Ph.D., this assistant is not a doctoral student); 2. doctoral student, 3a. postdoctoral fellow, 3b. associate scientist/scholar, 4. scientist/scholar, 5. senior scientist/scholar. All employees belonging to grades 1–5 belong to the category of university-educated staff of research units. Those who belong to grades 3–5 form the category of researchers. Attestations are currently linked mainly to the end of an employee's contract unless the employee has an indefinite-term contract (in which case, the employee is attested at least once every five years). Attestations are announced by ICL's Director, who is not part of the Attestation Committee. Attestation Committee consists of seven persons, four of</p>

			<p>whom are internal and three external. Attested employee's superior is involved in the process by submitting an evaluation. Unless other criteria are declared by ICL's Director or proposed by the Attestation Committee, evaluation criteria are spelled out in the Attestation Regulations of the ICL. Evaluation criteria defined in the Attestation Regulations of the ICL are split in quantifiable and non-quantifiable and emphasis is put on their individualised, non-mechanical application.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Prepare a Strategy of evaluation at the ICL. - In view of formulation of this Strategy of Evaluation at the ICL, eventually amend the Attestation Regulations of the ICL.
Recruitment and Selection			
<p>12. Recruitment Employers and/or funders should ensure that the entry and admission 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.</p>	<p>+/- = almost but not fully implemented</p>	<p>Article 51 of Statutes of the CAS does not sufficiently reflect the relevant principles of the European Code of Conduct for the recruitment of researchers and OTM-R. The ICL does not have any directive or guidelines on employee recruitment. Its actions are based solely on good practice. In the questionnaire survey, 94% of respondents indicated that in their view, the recruitment process has a form corresponding to the nature of the institute, whereby 53% indicated small reservations.</p>	<p>Initiatives undertaken The basic framework of recruitment of university-educated staff of research departments is defined in Article 51 of the Statutes of the CAS based on an obligation implied by Act no. 283/1992 Coll., which mandates that public research institutions a) must organise public selection procedures, b) deadline for submission of applications must be at least three weeks after publication of open position, c) selection must be conducted by a committee consisting of at least three members, appointed by ICL Director; d) recommendation to advertise the position on the website of the CAS; e) treating the conclusion of the committee as a recommendation, not a decision (which is up to institute's director). Information about open positions is advertised primarily on the ICL website and its social networks, on the website of the CAS, and eventually also in other relevant sectoral communication channels (e.g. librarian media).</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Implement the OTM-R policy and publish it on ICL web in Czech and English.

			<ul style="list-style-type: none"> - Implement an internal directive on staff recruitment and selection. - Create a position of a person responsible for the selection process and supervision of adherence to its rules and principles. - Check the possibilities of expanding the portfolio of relevant channels for advertising open positions.
<p>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 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.</p>	+/- = almost but not fully implemented	<p>General features of the process of recruitment are dictated by the focus of our research organisation, which is aimed primarily at Czech literature, that is, at national culture. The ICL does not list international qualification grades in its advertisements of open positions. Advertisements of open positions lack more detailed information about the employer, eventually a reference to the still non-existent OTM-R policy and still not formally grounded principle of gender balance. Also absent are details of employee benefits (the text includes only their list) and possibilities of further career development.</p>	<p>Initiatives undertaken At this point, advertisements of open positions include a description of required competencies, which is put together so as to attract a relevant group of candidates. Working conditions are sufficiently well described, primarily on the level of the nature of the position, whether it is full- or parttime, places where the work can be conducted, etc. Position is always advertised at least three weeks in advance of application deadline.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Implement the OTM-R policy and publish it on ICL website in Czech and English. - Adopt an internal regulation on recruitment and selection of new employees. - Make sure that advertisements of open positions correspond to recommendations of the OTM-R.
<p>14. Selection (Code) 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.</p>	+/- = almost but not fully implemented	<p>An internal regulation defining the process of selection of new employees is missing. Members of selection committees currently receive no targeted training. Although the ICL has been inviting external members to selection committees, this practice is not founded on any internal directive or regulation.</p>	<p>Initiatives undertaken Selection committees usually consist of employees from the unit concerned, eventually representatives of other units who have relevant expertise, representatives of the ICL Board, etc. Principles of composing selection committees are spelled out in Article 54 of Statutes of the CAS and while it is common that emphasis is put on gender balance, this practice is not based on any existing directives.</p> <p>Suggestions/challenges</p>

			<ul style="list-style-type: none"> - Adopt an internal regulation on recruitment and selection of new employees that would take into account requisite competencies of selection committee members. - Prepare and implement a system aimed at training selection committee members. - In view of specific sectoral requirements, consider the option of systematising the involvement of external persons in selection committees.
<p>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.</p>	+/- = almost but not fully implemented	Candidates receive no information about career development prospects.	<p>Initiatives undertaken When positions are advertised, candidates receive information about selection criteria, the number of open positions, whether positions are full- or parttime, length of contract, etc. Candidates are subsequently informed about the results of the first or second round of the selection process and can contact a person appointed for communication with candidates to ask for feedback.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - An internal directive on recruitment and selection of new employees should include the abovementioned transparency requirements.
<p>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 evaluated both qualitatively and quantitatively and emphasis be placed not only on the number of publications, but also outstanding results achieved during a varied professional career. The proportion of bibliometric indicators should be duly balanced within a context of broader evaluation criteria, such as teaching, supervision, work in a team, knowledge transfer, management of researchers, and activities linked to</p>	+/- = almost but not fully implemented	Given the current absence of ICL directive on the recruitment and selection of employees, criteria of selection are declared as part of opening each selection procedure.	<p>Initiatives undertaken In general, selection committees judge candidates not only on the basis of quantifiable criteria but also their overall professional profile.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - In the internal directive on the recruitment and selection of new employees, take into account the need for balancing the quantitative and qualitative evaluation and general assessment of candidate's professional profile.

public awareness. For candidates from the industrial sphere, special attention should be paid to patents, development, and inventions.			
<p>17. Variations in the chronological order of CVs (Code)</p> <p>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 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.</p>	+/- = almost but not fully implemented	Due to the absence of a relevant internal directive, it is not defined how selection committees should deal with such circumstances in candidate's professional profiles.	<p>Initiatives undertaken</p> <p>The process of selection of candidates is always based on an overall assessment of candidate's profile in accordance with set criteria, where the committee always aims at achieving optimal balance between the general and the concrete ones. The criterium of continuity or break in research work is not applied at the ICL, although this is not explicitly stated in any internal directives.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - The internal regulation on recruitment and selection of new employees should, during the selection procedure, take into account the chronology of researcher's career and this fact should be implemented in the relevant directive.
<p>18. Recognition of mobility experience (Code)</p> <p>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.</p>	+/- = almost but not fully implemented	<p>Experience with mobility is during the selection process taken into account only on the basis of good practice.</p> <p>The questionnaire survey had shown that 96% of respondents believe that international mobility receives sufficient support, whereby 57% of respondents strongly agree with this claim. There is also a widespread opinion within the ICL to the effect that research staff would benefit from having more international colleagues (38% of respondents strongly agree and another 48% agree with minor reservations). In a further survey, 78% of respondents expressed their belief that such collaboration would be beneficial.</p>	<p>Initiatives undertaken</p> <p>Mobility of any kind is supported at the ICL. Intersectoral mobility within literary studies is usually limited to relevant humanities (history, linguistics, other national philologies, philosophy, history of art, etc.). The institute also supports interdisciplinary research, especially in digital humanities.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Internal directive on the recruitment and selection of new employees should explicitly mention international mobility as one of the criteria of selection of candidates for open positions.
19. Recognition of qualifications (Code)	+/- = almost but not fully implemented	Due to the absence of an internal directive on the recruitment and selection of new	Initiatives undertaken

<p>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.</p>		<p>employees, the process of recognition of qualifications is not described on an institutional level and is determined only by the relevant current legislation.</p>	<p>Recognition of professional qualifications within the EU is based on European and Czech legislation, in particular the Lisbon Treaty and subsequently Act no. 18/2004 Coll. on recognition of professional qualifications. Another relevant legislation is Act no. 341/2005 Coll. on public research institutions, which defines the legislative framework for employment of staff and hosting of professionals from third countries at public research institutions. Based on this law, the ICL is listed as a public research institution that may accept researchers from third countries.</p> <p>The ICL tries, both in the case of employing and in the case of hosting international researchers, to shoulder as much of the administrative burden connected with this process as possible.</p> <p>Support in this area is provided by the Head Office, in particular its section for international collaboration.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Recognition of qualifications should be taken into account in the internal directive on recruitment and selection of new employees. - Elaborate this area in ICL Strategy for development of international collaboration. - Provide support to members of selection committees with respect to recognition of qualifications, also for instance via the ERIC-NARIC.
<p>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 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.</p>	<p>+/- = almost but not fully implemented</p>	<p>The relevant internal directive on recruitment and selection of new employees does not as yet exist.</p>	<p>Initiatives undertaken Requirements on qualifications are, in selection procedures, based on good practice and defined in view of the nature of the position that is opening. Save for a few exceptions, qualification is determined by the level of education and professional profile. These requirements are always defined by the selection committee so as not to discriminate against persons whose careers evolved differently. In accordance with a custom generally accepted in academic settings, the ICL supports a model of learning and acquisition of professional</p>

			<p>competencies viewed as a process of life-long professional development.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Internal directive on recruitment and selection of new employees should include principles that guide the selection of candidates.
<p>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 primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.</p>	<p>+/- = almost but not fully implemented</p>	<p>The ICL does not have any general rules regulating the recruitment of postdocs aside from rules for their integration and save for accepting postdocs within the framework of Support for Perspective Human Resources – Postdocs programme of the CAS.</p>	<p>Initiatives undertaken Appointment of employees to postdoc positions is linked to successful completion of doctoral studies. Job description of postdoc positions is currently defined in the Career Development Rules of the CAS, which state that an employee may remain at the postdoc position for at most five years after receiving the title Ph.D. The ICL also participates in a system of postdoc fellowships of the CAS. Candidates to these positions are appointed based on a selection procedure that has several rounds. The procedure is defined in an internal directive of the CAS and the process involves organs of both the ICL and the CAS.</p> <p>Suggestions/challenges The internal directive on recruitment and selection of new employees should include principles guiding the appointment of postdocs.</p>
Working Conditions and Social Security			
<p>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).</p>	<p>+/- = almost but not fully implemented</p>	<p>This area is not taken into account in the Code of Ethics on the level of the ICL.</p>	<p>Initiatives undertaken According to the Statutes of the CAS and Career Development Rules of the CAS, researchers who have acquired the title Ph.D., postdocs, and employees without a Ph.D. belong to a category of university-educated staff of research units. Seniority level has no bearing on the fact that all employees of research units are recognised as belonging to one professional group in different stages of their careers. This principle is grounded in the Statutes of the CAS, in the Career Development Rules of the CAS, and in the Code of Ethics of the CAS. On the level of the ICL, it is also grounded in its</p>

			<p>Organisation Rules. All staff of research units are members of a scientific community and have the right to enjoy the respect accorded to scientific work and academic culture.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Adopt the Code of Ethics which exists on the level of ICL founder, the CAS, on the level of the ICL.
<p>23. Research environment Employers and/or funders of researchers should ensure that the most stimulating research or research training 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.</p>	<p>+/- = almost but not fully implemented</p>	<p>Questionnaire survey had shown that 87% of employees are happy with the working environment, whereby 33% of employees expressed full satisfaction. Men seem more satisfied with the working environment than women are: only 8% of men are somewhat unsatisfied with it, 0% unsatisfied, whereas 13% of women are somewhat unsatisfied with it and 5% are unsatisfied. Least satisfied are the doctoral students. Employees expressed dissatisfaction with lack of space in offices, with absence of a relaxation space, and noted some reserves regarding facilities. Space is limited by the nature of buildings of the ICL: it is not uncommon that four persons have to share one office. OSH regulations are not published on the intranet. Process of acquisition of equipment of workstations is not defined.</p>	<p>Initiatives undertaken</p> <p>The ICL has two branches: one in Prague, the other in Brno. Employees of research units can choose where they wish to work. They can also, based on internal directive 2020/2 on working hours, opt for working from home. Every employee has at his or her disposal a workstation in an office. Employees have facilities they need to perform their work based on decision of head of their units. The ICL operates for its employees as well as the general public a library focused primarily on Czech literature and literary studies as well as a research infrastructure which creates and updates bibliography on literary studies. Employees have access to international article catabases. ICL employees are provided with computers/laptops, access to shared data storage and information systems, access to internet, and general IT support. Head office of the ICL provides further support: it functions as a service unit which helps with grant agenda, popularisation of research activities, and other areas. Employees do receive training on OSH (OSH guidelines are not, however, accessible on the intranet).</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Publish documents on OSH on ICL intranet. - Define, in the Strategy of Management and Sustainable Development of a Research Institution, a standard of research environment and necessary equipment. - Define a procedure by which employees can lodge their application for purchase of equipment needed for work.
<p>24. Working conditions</p>	<p>+ = fully implemented</p>		<p>Initiatives undertaken</p>

<p>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 family and work, children and career. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.</p>			<p>Based on internal directive 2020/2 on working hours, the ICL offers flexible working hours with the option of working from home office. In this way, the ICL offers flexible working hours and supports work–life balance. The ICL also offers parttime contracts to those employees who for any reason express their interest as long as this is possible in view of their job description. In case an employee leaves for a parental leave, the ICL guarantees the option of returning for five years after commencement of the leave. It is viewed as part of good practice that employees receive a leave while on internship or study leave abroad; conditions of such leave are set individually and correspond to the length of stay and status of ICL employee at the hosting institution.</p> <p>In the questionnaire survey, employees expressed they are 100% satisfied with working conditions as far as flexibility, working hours, location where work may be performed, and option of parttime contract is concerned. Only 14% of employees expressed some reservations. Most of these persons were women. Comments on this subject further confirmed a general satisfaction with these aspects of the work process.</p> <p>At the time when the questionnaire survey was conducted, 24% of respondents worked parttime.</p> <p>Most parttime employees were on R3 level (32%), followed by employees of service units (26%). In 44% of cases, employees decided to work parttime in order to care for a child or children, the second most frequent reason (17%) was having another employment. All respondents who listed childcare as a reason for working parttime were women. In general, women work parttime at the ICL more frequently than men do.</p>
<p>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</p>	<p>+/- = almost but not fully implemented</p>	<p>Most employees of research units have fixed-term contracts in accordance with Act no. 262/2006 Coll. (Labour Code), in particular §39, paragraph 4. Length of contract is proposed, based on Act on Public Research</p>	<p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Conduct an internal audit of current settings of the form and duration of contractual relations and define, in the Strategy of Management and Sustainable Development of

<p>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.</p>		<p>Institutions and Attestation Rules, by institute's director. The Attestation Rules of the ICL explicitly state that attestation committee decides to submit a proposal whether another contract is to be offered to the employee, whereby the maximum length of a contract is three years (except for cases where parental leave and the like are involved).</p> <p>Only 8% of employees perceive the ICL as providing rather unstable employment, whereby no respondents expressed a fully negative view of the ICL as employer. 58% of respondents view the ICL as a fully stable employer and another 38% expressed only minor reservations. Of male responders, 57% view ICL as fully stable employer, 34% some reservations, and 9% of male responders view the ICL as rather not a stable employer. This is a better opinion than female employees had expressed (50% fully agree that ICL is a stable employer, 43% with some reservation, 8% rather not). The highest level of employment instability is perceived among employees belonging to category R3, while lowest instability is perceived by employees in R1 and employees not working towards a Ph.D. Numerous comments had shown that this instability is not a problem of the ICL but rather of the external circumstances, namely the manner of financing and unstable social and political environment. Fixed-term contracts were mentioned only in the third place.</p>	<p>the ICL, particular steps and conditions that would lead to stabilisation of employment relations.</p> <ul style="list-style-type: none"> - Based on the results of such internal audit, initiate a discussion with ICL staff. - Develop support for applying and management of grants and train employees in national and European grant policies.
<p>26. Funding and salaries Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding</p>	<p>+/- = almost but not fully implemented</p>	<p>Questionnaire survey had shown that although in recent years, the ICL tried to increase salaries and balance eventual</p>	<p>Initiatives undertaken According to the Labour Code, salary policy is discussed with unions active at the ICL and on the level of the ICL</p>

<p>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.</p>		<p>differences in remuneration, employees tend to be dissatisfied with tariff salaries. In 2020, the average salary at the ICL was 43,000 CZK including personal bonuses, but most employees receive 30,000–40,000 CZK a month.</p> <p>Underfinancing of salaries in research is, however, a general problem on a national level.</p> <p>Given its status of a public research institution founded by the CAS, the ICL has minimal opportunities to increase salaries aside from the use of grant resources. In 2020, grants acquired in addition to support provided by the founding institution amounted to 40% of ICL budget.</p>	<p>determined by Salary Regulations 2019, including its supplement no. 1/2020. This supplement defines the upper and lower limits of salaries for particular qualification grades. For staff of non-research units, Salary Regulations define five categories based on the type of work performed and education. For individual employees, their tariff salary within the range of the tariff class is determined by ICL Director based on proposals submitted by heads of their units. The tariff system also defines further bonuses, e.g. bonus from the budget of head of units, bonus for outstanding work achievements, bonus for supervision, etc.</p> <p>Salary Regulations also define bonuses for success in grant acquisition, which according to the supplement to Salary Regulations amounts to 50% of salary saved, i.e. one half of employee's tariff salary depending on whether the employee has a part- or fulltime contract.</p> <p>In order to support financing from grants, the Head Office has established a section for the support of science, which among other things provides project service.</p> <p>Based on the Act on Public Research Institutions, the ICL has established a social fund; its resources are used to finance employee benefits such as contribution to supplementary pension insurance, lunch vouchers, recreation, purchase of compensation aids, etc. In the questionnaire survey, 78% of employees expressed their satisfaction with its functioning, although 51% expressed some reservations. Only 5% of employees expressed dissatisfaction with the functioning of employee benefits. Space for improvement is felt especially in informing employees about the benefits they can access.</p> <p>All ICL employees have social and health insurance, which means they have the right to receive sickness benefits, retirement pension, unemployment support, etc. in accordance with Czech legislation.</p> <p>Employee benefits at the ICL include, based on employee's decision, also contributions to private pension insurance. Employees are also entitled to five weeks of paid leave (with fulltime contract), contribution to lunch vouchers, three days of sick leave a month, and maternity leave and subsequent</p>
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<p>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 without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.</p>	<p>-/+ = partially implemented</p>	<p>So far, the ICL had addressed the issue of gender balance and fair treatment only on the basis of intuitive good practice and efforts to make the institute an attractive employer for women.</p> <p>So far, the institute did not address these issues in a way that would provide systematic guidelines and define clear steps aimed at achieving equal opportunities for men and women. These issues have not yet been addressed in either the institute's core documents or in its communication with the public.</p> <p>The first questionnaire survey (from Spring 2019) had shown that 86% of respondents view the issue of gender equality at ICL as unproblematic (36% even view the institute's efforts in this area as outstanding). The remaining 14% of respondents view this process as average or less than satisfactory. Respondents' comments focused mainly on the selection of candidates, whose current standards they viewed as evidence of fair and equal treatment. This survey did not differentiate between male and female respondents.</p>	<p>Initiatives undertaken</p> <p>At the ICL, it is standard practice to accommodate women's needs after return from maternity leave by offering parttime contract or individualised job description. In general, the ICL offers its employees work flexibility and emphasises life-work balance.</p> <p>With the aim to address gender balance, the ICL started collaborating with the National Contact Centre for Gender & Science. The aim of currently implemented and planned steps is to bring ICL practice in accord with Gender Equality Strategy 2020–2025.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Implement an internal gender audit and take its results into account when preparing a Strategy of Management and Sustainable Development of the ICL and subsequently in a Plan of Implementation of Gender Equality. - Integrate into an internal directive on employee recruitment principles aimed at ensuring gender balance. - Integrate the principle of gender balance into the Code of Ethics of the ICL. - Include in employee training the subject of gender equality. - The ICL should publicly declare its endorsement of gender balance by its participation in relevant social activities.

		<p>In the second survey, the question was not put explicitly: gender equality was investigated using a wide range of questions and we were able to differentiate between responses by men and women. Already the first question aimed at respondent's sex and career development yielded valuable results which confirm a general trend in Central Europe: while among early-stage researchers (typically doctoral students) women are more numerous than men, in further career stages the number of women decreases almost to a minimum.</p> <p>Responders to this questionnaire included 51% of women and 45% of men (4% of responders did not choose to identify as either), in category R4 we had 9 men and 0 women, whereas among doctoral students, there were 8 women and 1 man. The balance between genders changes to women's detriment with the end of doctoral studies: 24% of respondents work only parttime, 44% of those are women taking care of a child or children. Although childcare is not the only reason for parttime employment, 68% of responders who have parttime contracts are women.</p> <p>Women perceive the ICL as offering stable employment to almost the same level as men do: 50% of female responders indicated they fully agree with the statement that ICL offers stable employment (in men, it was 57%), another 43% of responders expressed minor reservations (in men, this was 34%). The remaining female responders perceive the ICL as a rather unstable employer and the same holds of male responders.</p>	
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<p>28. Career development 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.</p>	<p>-/+ = partially implemented</p>	<p>The ICL does not have a unified strategy aimed at a development of human resources aside from the Career Development Rules of the CAS. Career development advice works on the basis of discussions with one's superior or support provided by service units of the ICL. Given the size of the ICL and the fact that it is merely a partner for universities for doctoral studies, it seems impracticable to employ a specialised career advisor. Instead, the ICL should create and define a system of support of career development, publication activities, participation in grant projects, etc.</p>	<p>Initiatives undertaken The principle of career development is spelled out in the Career Development Rules of the CAS. The ICL supports career development via programmes organised mainly by the CAS which are aimed at postdocs and higher qualification grades and deal also with the potential of acquisition of grants aimed at academic mobility.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Define the framework of career development in the Strategy of Management and Sustainable Development of the ICL.

<p>29. Value of mobility Employers and/or funders must recognise the value of geographical, inter-sectoral, 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.</p>	<p>+/- = almost but not fully implemented</p>	<p>Due to absence of a strategy of international collaboration or an internal directive on the process of staff recruitment, this issue is not sufficiently addressed at the ICL. A questionnaire survey had shown that 38% of employees do not participate in mobility due to their family situation and 17% due to insufficient financial support.</p>	<p>Initiatives undertaken The ICL recognises the value of researchers' mobility both when hiring new researchers and in the process of assessment and evaluation. International mobility is also addressed in the Attestation Rules of the ICL as one of the criteria to be considered. The ICL has an item in its budget aimed at support of acquisition of international experience (support of participation at conferences and publication activities) and it uses a support programme of the CAS, especially the Josef Dobrovský Fellowship. It also participates in other programmes aimed at supporting mobility, especially those offered by the Ministry of Education of the Czech Republic. In terms of administration, support of mobility is provided by two sections of the Head Office, in particular by section for international collaboration and section for the support of science (project service).</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Define the framework of career development in the Strategy of Management and Sustainable Development of the ICL. - Further develop a system of keeping employees informed about opportunities of financing mobility from external resources. - Standardise institutional support.
<p>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.</p>	<p>+/- = almost but not fully implemented</p>	<p>This issue has not yet been dealt with systematically and functions only on the basis of good practice.</p>	<p>Initiatives undertaken Due to the size of the institute and especially the fact that the ICL does not run its own doctoral programmes, it also does not have its own career advice centre. This role is currently assumed by heads of units or grant projects and support provided by service units.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Address the issue of career development advice and identify ways in which it could be developed in view of the specific features of ICL in the Strategy of Management and Sustainable Development of the ICL.

			- Address the topic of career development in the Conception of Supervision of Early-Stage Researchers.
<p>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 provided for under specific collaboration agreements or other types of agreement.</p>	+/- = almost but not fully implemented	<p>Due to recent adoption of the relevant document on the level of the ICL, practical implementation is not yet complete. Employees will need to be adequately informed about this subject. Also missing is a clear and user-friendly presentation of this issue.</p>	<p>Initiatives undertaken The issue of intellectual property rights is, on the level of the ICL, addressed by the Directive of Director of the ICL no. 1/2020 on handling the results of activities in research, development, and innovations and on the protection of intellectual property belonging to the institute, which is based on a directive of the CAS no. 3/2018. This directive addresses procedures at the ICL and the rights and obligations of employees and collaborators with respect to using copyrighted works. It defines the use and protection of results of activities in research, development, and innovations, as well as the exercise of ownership rights to work by employees at the ICL, registration of results of research, development, and innovation, intellectual property of the ICL, and other related areas. The directive clarifies that based on agreement with publisher, in case of work done by employee at the ICL this employee is the sole recipient of moneys paid for the use of intellectual property. This directive also includes the Power of attorney to conclude a publishing licence agreement. The area of copyright – and related areas of copyright work, ownership, and moral rights – are on a general level addressed in Act no. 121/2000 Coll. on Copyright and rights related to Copyright and on amendment to certain acts (Copyright Act).</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Training in legislation on intellectual property should be incorporated into the system of employee training. - Create a clear and user-friendly manual on the conclusion of licence agreements in connection with Directive of Director of the ICL no. 1/2020
<p>32. Co-authorship Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a</p>	+/- = almost but not fully implemented	<p>The topic of co-authorship is not addressed by any internal directive on the level of the ICL.</p>	<p>Suggestions/challenges Co-authorship and collective authorship are defined in Czech legislation by Act no. 121/2000 Coll. (Copyright Act). Co-</p>

<p>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 co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).</p>			<p>authorship is listed in accordance with the Code of Ethics of CAS under conditions defined therein. In terms of registration of scientific results, the ICL always lists all authors, including international ones. The ICL has a longstanding culture of collective collaboration in its research activities. It is common that ICL employees publish works with dozens of co-authors. It is also customary to include co-authors regardless of their seniority, including doctoral students in the role of main authors of publications.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Adopt a Code of Ethics of the founder (CAS) on the level of the ICL, including passages that deal with co-authorship.
<p>33. Teaching 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.</p>	<p>+ = fully implemented</p>		<p>Initiatives undertaken Teaching is not part of job description of ICL employees, because the main task of the institution is to conduct basic research. This status is spelled out by the Foundation Charter of the ICL. If ICL employees do teach, they do so as part of their collaboration with a university. The current Attestation Rules of the ICL consider teaching at a university as one of the possible assessment criteria and to limited extent, such educational activity is supported.</p>
<p>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</p>	<p>-/+ = partially implemented</p>	<p>The ICL does not have a standardised mechanism for dealing with complaints, nor a mechanism that would go over and above what is required by the Labour Code as far as research activities are concerned (excepting</p>	<p>Initiatives undertaken ICL employees are, in accordance with the Labour Code (Act no. 262/2006 Coll.), represented by two unions. From a legal perspective, these form two independent subjects.</p> <p>Suggestions/challenges</p>

<p>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.</p>		<p>the possibility of addressing the Ethics Committee of the CAS). The questionnaire survey had shown that 14% of employees would unreservedly support the creation of a position of ombudsman and another 19% viewed this proposal favourably; 51% of respondents view this proposal not favourably and 16% rejected the proposal altogether. Respondents who rejected the notion of creating a position of an ombudsman believe that this function should be played by the unions, eventually a HR specialist, or that this kind of issues should be addressed directly, without a mediator. Men seem more in favour of creating this function (42%) than women are (27%). This proposal found the greatest support among employees belonging to R1, where 58% of responders support the introduction of such position; they are followed by R4 employees, where 44% are in favour.</p>	<ul style="list-style-type: none"> - Discuss further with the ICL staff eventual introduction of a position of an ombudsman and depending on outcome of the discussion take further steps. - In connection to implementation of the Code of Ethics of the ICL, create an Ethics Committee. - Create guidelines for addressing complaints.
<p>35. Participation in decision-making bodies 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 decision-making 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.</p>	<p>+ = fully implemented</p>		<p>Initiatives undertaken Due to the structure of the ICL as an academic institution, all employees of research units have sufficient representation in decision-making and advisory bodies. In this context, one should first of all define the notion of ‘researcher’. According to the Career Development Rules of the CAS, a researcher is a person who has acquired a Ph.D. (at least R2). Such employees according to Statutes of the CAS may participate in assemblies of researchers and vote for and recall members of the ICL Board. The Board then in accordance with Act on Public Research Organisations and internal directives of the CAS organises selection procedures to fill the position of director of the institute and recommends the successful candidate for appointment to President of the CAS. The Board moreover has the right to propose that</p>

			<p>Director of the ICL be recalled. Statutes of the CAS also grant researchers the right to submit proposals.</p> <p>Director of the ICL has, according to Organisation Rules, several advisory organs. One of them is the Director's Collegium, composed primarily from the heads of units and representatives of unions, whereby both heads of units and the unions represent all employees of the ICL.</p> <p>The questionnaire survey had shown that 84% of employees believe that employees at the ICL have sufficient options to participate in the institute's decisions, although 45% of these respondents also see areas where there is potential for further improvement. When split by genders, the percentages are reversed. In particular, women view the opportunity for participation as lower (women: 27% strongly agree, 57% agree; men: 46% strongly agree, 37% agree). Least opportunity to participate in decision-making at the ICL is felt in the R2 group (29% strongly agree, 43% agree, 14% disagree, 14% strongly disagree).</p>
Training and Development			
<p>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 reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.</p>	<p>+/- = almost but not fully implemented</p>	<p>The internal directive on the involvement of doctoral students at the ICL is brief and has not been updated for some time. The role of employees on the position 'doctoral student' is not quite clear. The ICL does not have a conception of supervision of early-stage researchers.</p>	<p>Initiatives undertaken Based on this status of institute of the CAS, the ICL participates in doctoral programmes solely in the form of functioning as partner to universities; the ICL is a training institution where supervisors are researchers employed at the ICL. Formulation of individual study plans as well as their standardised oversight and control take place at the relevant university. The functioning of doctoral students as employees is defined by Internal directive on the functioning of doctoral students at the ICL (2012). Based on Directive no. 4/2017, the ICL appoints a person responsible for cooperation with universities and guarantees the status of a training centre. The ICL has been trying to involve doctoral students in grant projects which by their very nature imply assessment of their research work. The ICL also organises internal seminars whose aim is to present progress made in the research of doctoral students,</p>

			<p>and with a consortium of collaborating universities, the ICL participates in organising nationwide events of this type.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Prepare a Conception of Guidance of Early-Stage Researchers, including doctoral students. - Update the internal directive on the rules of functioning of doctoral students at the ICL (the current version is from 2012).
<p>37. Supervision and managerial duties</p> <p>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.</p>	-/+ = partially implemented	<p>The ICL currently does not have any explicitly defined mentoring programme and offers no training aimed at improvement managerial skills. All such collaboration is based on good practice.</p>	<p>Initiatives undertaken</p> <p>In general, the role of mentor is assumed by the head of unit or grant project and by supervisors, who are usually employees of the ICL.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Prepare a Conception of Guidance of Early-Stage Researchers, including doctoral students. - Prepare a mentoring programme for R2 as part of the Conception of Guidance of Early-Stage Researchers, including doctoral students.
<p>38. Continuing Professional Development</p> <p>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 e-learning.</p>	-/+ = partially implemented	<p>Less than one-half of respondents (47%) in our questionnaire survey are of the view that the opportunities which the ICL provides for continuing professional development (education aimed at general development of skills, organisation skills, IT competencies, etc.) are either not satisfactorily or quite unsatisfactorily. Respondents also pointed out that they are not sufficiently well informed about the possibilities of further training.</p> <p>The ICL has no conception of guidance of early-stage researchers or functioning of</p>	<p>Initiatives undertaken</p> <p>Employees can use language courses offered by the CAS, eventually other available training courses and events of their choice. Still, the questionnaire survey had shown that awareness of existing opportunities for continuing development is, among the ICL staff, low. More encouragingly, the survey had shown that ICL employees are interested in further training courses and continuing development.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Present planned training courses at ICL intranet.

		doctoral students. The only relevant document it has is an internal directive on the functioning of doctoral students at the ICL.	<ul style="list-style-type: none"> - Prepare a Conception of Guidance of Early-Stage Researchers, including doctoral students.
<p>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 employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take-up and effectiveness in improving competencies, skills and employability.</p>	-/+ = partially implemented	The ICL does not have any specific research training programme. Employees find training opportunities based on their priorities and possibilities.	<p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Present planned research training courses at ICL intranet. - Prepare a system of training and its support as part of the Strategy of Management and Sustainable Development of the ICL.
<p>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.</p>	+/- = almost but not fully implemented	The ICL does not have any such conception.	<p>Initiatives undertaken In case of doctoral studies, the main point of contact for doctoral students is deputy director appointed to this function. The next contact person is the supervisor, who is mostly an employee of the ICL. In some cases, this role is assumed by the head of the relevant unit or leader of the relevant grant project. The two last-named options are characteristic of R2 researchers. In some cases, newly incoming employees are assigned a mentor who helps them along especially during the first months of their work at the ICL.</p> <p>Suggestions/challenges</p> <ul style="list-style-type: none"> - Prepare a Conception of Guidance of Early-Stage Researchers, including doctoral students. - Prepare a mentoring programme for R2 as part of the Conception of Guidance of Early-Stage Researchers, including doctoral students. - In the system of training, focus on strengthening competencies for supervision and guidance of early-stage researchers.

