

GAP Analysis

(Charter and Code Checklist)

Institute of Microbiology of the Czech Academy of Sciences

HRS4R Case Number 2023CZ53621

January 18th, 2024; revised June 20th, 2024

HR Excellence in Research

GAP Analysis (Charter and Code Checklist)

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Case number

2023CZ53621

Name Organisation under review

Institute of Microbiology of the Czech Academy of Sciences

Organisation's contact details

Vídeňská 1083, Praha 4, 142 00, Czech Republic

Date endorsement charter and code

18/01/2023

Submission date to the European Commission

20/06/2024

GAP Analysis overview

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

- **Status** : to what extent does this organisation meet the following principles?
- **Implementation (++, +/-, -/+, --)** :
 - ++ fully implemented
 - +/- almost but not fully implemented
 - -/+ partially implemented
 - -- insufficiently implemented
- **GAP** : In case of --, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation.
- **Implementation impediments** : If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.
- **Initiatives undertaken/new proposals** : If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

Status

Ethical and Professional Aspects

Status**1. Research freedom**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>Freedom of research is guaranteed and protected by the legal regulations of the Czech Academy of Sciences (hereinafter CAS), in particular the Act on the CAS, the Statutes of the CAS, the Code of Ethics for Researchers in the CAS and the Open Access Policy document. Research and technical staff work in 26 separate laboratories and three service centres in the Institute of Microbiology of the CAS (IMIC). Additionally, many students from local universities work at the IMIC. According to the HRS4R questionnaire, only 13% (23/181) of respondents do not consider research at the Institute to be free. 33% (60/181) of respondents are well aware of the financial mechanisms for supporting science and research in the Czech Republic. Five per cent (7/141) of relevant respondents are not satisfied with the current scientific focus of the laboratory/group. Annex No. 1 to the Rules of Procedure of the Institute of Microbiology of the AVČR clearly defines the rules for securing and developing grant activity of the Institute's researchers.</p>	

Status

2. Ethical principles

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The Institute (IMIC) is set within the general Code of Ethics for Researchers in the Czech Academy of Sciences. The CAS also has an Ethics' Committee, which is available to all incorporated institutes. The IMIC does not yet have its own Code of Ethics, which we perceive as a shortcoming.	1. Development of a Code of Ethics for IMIC employees or adoption of the Code currently being developed by CAS. Cf. Action 1 in the Action Plan. 2. Along with this, establish an Ethics' Committee or Ombudsman institution. 3. Increasing the awareness of ethics in science through training and professional seminars (face-to-face and online).

Status

3. Professional responsibility

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Professional responsibility is part of the Code of Ethics for Researchers at the Czech Academy of Sciences, but the Institute does not have its own Code of Ethics. The situation at IMIC is relatively very good. According to the HRS4R questionnaire, only two per cent (4/181) of respondents have encountered plagiarism, intentional alteration (improvement) of results at the workplace in recent years at IMIC, and 90% (163/181) of respondents feel sufficient responsibility for their work.</p>	<p>1. Elaboration of the Code of Ethics for the employees of the IMIC. 2. Include professional responsibility in the existing New Employee Handbook. 3. Measures against plagiarism should be explicitly mentioned in the forthcoming IMIC Code of Ethics, including the establishment of relevant procedures, or adopted from the new CAS regulations intended for all Institutes (currently under development). 4. Prepare and implement an educational package dealing with broader aspects of professional responsibility (e.g., falsification of research results, plagiarism, relevance and effectiveness of research, transparency and sharing of results, etc., cf. Action 24 in the Action Plan). If it is not possible to retake the material prepared by CAS.</p>

Status

4. Professional attitude

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	A professional attitude is considered to be understood, valued and held by IMIC personnel. The implemented system ensures that it is not possible to start any research project without the knowledge of strategic goals, funding mechanisms, and having all relevant project approvals. However, 31% (56/181) of respondents believe that the head of the laboratory should improve communication with her/his team members.	1. Clarification of (and on) the intranet and possible addition of other items. E.g. Actions 5,10. 2. A broader use of the internal Newsletter and the inclusion of more information on the activities of the TTD and the results of commercialisation. 3. Passing on important information immediately, not awaiting the Director's Collegium (i.e., once every 14 days). 4. Completing the translation into English of all internal documents.

Status**5. Contractual and legal obligations**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Awareness of general national standards (e.g., the Labour Code) in the Institute is at an average society-wide level. When it comes to technology transfer and industrial rights, support is provided by the Technology Transfer Office of the Czech Academy of Sciences; the IMIC also has its own Technology Transfer Department. Compliance of all documents with the requirements of grant agencies or other providers is ensured by the grant department, or by a constitutional lawyer. In the HRS4R questionnaire, 25% (45/181) of respondents expressed an interest in training in the field of intellectual property rights: 16% (29/181) of respondents know the current constitutional regulations, and 78% (142/181) of respondents know the regulations on occupational safety. There is a lack of more frequent training in the field of intellectual property rights and grant project administration. All documents must be translated into English to make them accessible to foreign employees.</p>	<p>1. To complete the translation of all internal documents into English. (Action 5, 10) 2. To organize regular training in the field of intellectual property rights. (Action 17, 26)</p>

Status

6. Accountability

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Every year, the IMIC publishes an extensive Annual Report on activities and management, and consistently makes sure that it spends funds efficiently and in accordance with the principle of good stewardship, which is verified by an independent audit. The IMIC has signed up to the Open Science Policy initiative and offers researchers the possibility of storing data in a data repository. According to the HRS4R questionnaire, 90% (163/181) of respondents feel sufficient responsibility for the work done.	

Status

7. Good practice in research

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>The translation of several documents into English is missing. Safe working procedures are applied in the Institute in accordance with the Labour Code, Act No. 309/2006 Coll., on OHS conditions, Act No. 133/1985 Coll., on fire protection and other relevant legislation of the Czech Republic (decrees, government regulations). There are regular training sessions in occupational health and safety (OHS) and fire protection. The Constitution established the Institute of Persons Responsible for Constitutional Resilience and works closely with the superior body (the Office of the Czech Academy of Sciences). There is a GDPR officer at the IMIC.</p>	<p>1. To complete the translation of all relevant documents into English. (Actions 5, 10) 2. Continue the regular OHS and institutional resilience training. (Actions 17, 21, 23). 3. To raise awareness of cyber threats through training or lectures. (Actions 17, 23).</p>

Status**8. Dissemination, exploitation of results**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>The results of the work are published in professional journals and in a more popular form in the media. The Institute has, however, not yet developed a comprehensive strategy for an Open Access / Open Science Policy. The results of scientific work at IMIC are primarily publication outputs registered in the CAS ASEP database, https://asep-portal.lib.cas.cz/basic-information/dataset-repository/. The data recorded is the basis for the evaluation of the workplace and for the annual export of records to the national government database RIV. The results are presented to the general public at fairs, in the form of lectures, and the Institute's involvement in the CzechBio and PragueBio platforms, etc. At the regional level, the Institute cooperates with the following partners: South Bohemian Science and Technology Park (https://www.jvtp.cz/) South Bohemian Agency for Support to Innovation (JAIP) (http://www.jaip.cz/), Biological Centre - Department of Technology Transfer, Czech Biotechnology Platform - CEBIO, or Innovation Commission of the South Bohemian Region. According to the results of the HRS4R questionnaire, only 7% (13/181) of respondents believe that co-operation with the commercial sphere is sufficient.</p>	<p>1. The emergence of a comprehensive strategy for the systematic application of Open Access / Open Science Policy principles. 2. Raise awareness of the activities of the Technology Transfer Department and of the possibilities of applying the results of scientific work in practice, either by including regular information in the programme of the Institute's management meetings (minutes published every 14 days) or in the Institute's seminars. Publication of significant commercialisation successes in press releases and newsletters. (Cf. Actions 26, 27)</p>

Status

9. Public engagement

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>In addition to publishing in professional journals, the Institute's employees are heavily involved in popularisation activities, be it contributions to popular magazines, lectures at secondary schools or in other organisations, and other popularisation activities. The Institute has its own PR department, which mediates the transmission of information about important results to the national media. The IMIC regularly participates in other activities, such as the Festival of Science, the Night of Scientists, the Science Fair, Open Days, etc. The Institute is also involved in the popularisation programme, Strategy AV21, which is aimed at popularising scientific results to the general public. According to the HRS4R questionnaire, 49% (89/181) of respondents actively participated in popularisation, and 73% (31/42) of teachers include their own or their colleagues' results in their university lectures.</p>	<p>1. Improve the co-operation of individual laboratories/teams with the PR department. 2. Increase the weighting of popularisation activities in the assessment of individuals. 3. Develop a plan for PR activities of the Institute and set goals for the long-term. (Action 27)</p>

Status

10. Non discrimination

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>The current system allows adaptation to the specific needs of researchers related to their family-work balance, including part-time contracts. At the moment, in the IMIC, we apply an optional start of working hours in accordance with the work regulations and with the approval of the manager. It is possible for all employees to access and use the kindergarten on the premises; the sports area, social events organised as part of the social fund, etc. The issue is dealt with by Act No. 189/2009 Coll., on equal treatment and legal instruments for protection against discrimination and on the amendment of certain laws (anti-discrimination law), the Labour Code - Article 16 of Act No. 262/2000 Coll.) and the Employment Act (Art. 4 of Act No. 435/2004 Coll.). According to the HRS4R questionnaire, in the last five years, 8% (14/181) of respondents encountered hostility towards persons of a different gender, 6% (11/181) of a different nationality or skin colour, 10% (18/181) of age and (other minority), sexual orientation of 7% (8/181) of respondents. According to 35% of respondents (63/181), the prohibition of discrimination should also appear in the constitutional regulations. According to the HRS4R questionnaire responses, it can be stated that employees (regardless of gender) do not experience significant discrimination in the workplace and do not experience any gender imbalance. Nevertheless, the Institute does not have its own Code of Ethics, which would emphasise this issue.</p>	<p>1. Elaboration of an IMIC Code of Ethics (Action 1) 2. Regular monitoring of the implementation and updating of the Equal Opportunities Plan (Gender Equality Plan). (Action 19)</p>

Status

11. Evaluation/ appraisal systems

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>The evaluation system has been established for a long time both in the IMIC and in the Czech Academy of Sciences (quinquennial evaluations by foreign evaluators) and also at the national level (government Methodology M17+). The evaluation of research units (laboratories) is carried out annually by the Council of the Institute on the basis of scientific outputs and economic benefits, and the results are published. The IMIC has an Attestation Committee, which deals in detail with the evaluation of researchers according to published attestation criteria. Attestation criteria are generally based on bibliometrics and are the subject of wide discussion at the IMIC.</p>	

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

Status

12. Recruitment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>The basic requirements for filling positions of university-educated workers in the IMIC are determined by the Statutes of the Czech Academy of Sciences (or their Article 51). In the process of obtaining, selecting and accepting employees, the principle of non-discrimination is observed in accordance with the Labour Code and the Anti-Discrimination Act No. 198/2009 Coll. It has been found that the process of introducing and incorporating a new colleague at the workplace (at the organisational level) brings a number of difficulties for newly-joining employees and their superiors. There is thus a need to introduce uniform, planned and controlled procedures for the adaptation of new employees (induction or "onboarding"), which will facilitate and speed up the demanding process of establishing new scientific researchers in departments or as members of project teams.</p>	<p>1. The Selection Procedure Rules of the IMIC and a Handbook for the Recruitment and Selection of University-educated Staff of IMIC research departments will be created in accordance with the principles of OTM-R. (Actions 6,7,8) 2. Regular updating of the Handbook for New Employees. (Action 8) 3. Development of rules for induction or "onboarding". (Action 9)</p>

Status**13. Recruitment (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Recruitment for scientific and research positions is usually carried out under the responsibility of the relevant department or the researcher. At the beginning of the selection process, the job content and requirements for the candidate are specified by the direct supervisor. Descriptions of required knowledge and skills tend to be sufficiently comprehensive and adequate for the demands of the employer. The IMIC announces selection procedures for scientific and research positions in accordance with the Act of the Czech Academy of Sciences, the Statutes of the Czech Academy of Sciences and the Internal Organisational Rules of the IMIC. In practice, open, efficient, transparent, favourable and internationally comparable admission procedures are adequately adjusted for the type of published vacancies, although the Institute does not yet have its own "OTM-R policy".</p>	<p>1. Creation and implementation of the OTM-R policy. 2. Ensuring a standardised form of job advertisement including information on the job description, person specification, working conditions, opportunities for professional growth, etc. (Handbook for the Recruitment and Selection of University-educated Employees of IMIC research departments according to the OTM-R principles). (For both cf. Action 6).</p>

Status**14. Selection (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>This point is considered almost met. Selection committees are appointed by the management of the IMIC in such a way as to take into account the needs of diverse expertise and professional competence. As part of the evaluation of the received applications, the selection committees' decisions are based on the documents submitted, i.e., the professional CV of the candidate, copies of educational documents, letters of recommendation, possibly from a motivation letter, a list of publications, and stated intentions for research work in the future. Selected applicants are invited to an oral interview, with the main criterion for the final selection of the applicant being the professional qualities demonstrated by the submitted materials and verified during the individual interview.</p>	<ol style="list-style-type: none"> 1. Both the Rules of the IMIC OTM-R Selection Procedure and the Manual for the Recruitment and Selection of University-educated Staff in the research units of the IMIC according to the principles of OTM-R will be announced according to the OTM-R principles 2. Ensuring gender balance on committees. 3. As necessary, external experts will be used in the evaluation of the selection process. (Actions 6, 7).

Status**15. Transparency (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>The selection criteria are adequate and correspond to the defined requirements for an ideal candidate. The possibility of career growth is not always mentioned in the advertisement (although it is specified in more detail in the Career Code of University-Educated Employees of the Czech Academy of Sciences and the Attestation Rules of the IMIC). Information about career growth prospects is usually given orally at interview. Feedback on strengths and weaknesses is provided upon the candidate's request.</p>	<p>1. When advertising vacancies, the individual requirements placed on the candidate(s) will be ranked according to importance. Where relevant, the advertisement will be supplemented with information regarding the possibility of career growth or adjustment of working hours. As part of the selection process, greater emphasis will also be placed on providing feedback regarding the strengths and weaknesses of applicants. (Action 6)</p>

Status**16. Judging merit (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>During the selection process, the overall experience of the applicants is taken into account; progress in their scientific career is always taken into account. Not only the quality and quantity of publications are evaluated, but also the experience gained during the entire professional career and the candidate's ability to approach research and science independently, with the necessary degree of creativity and impartiality. The organisation of scientific events, participation in conferences, membership in industry, editorial and other professional councils and organisations, activity in the field of popularisation or transfer into practice are also appreciated.</p>	

17. Variations in the chronological order of CVs (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>Career breaks or incoherence in the time chronology in applicants' CVs are taken into account and generally perceived as a natural part of the professional development of scientific and research workers.</p>	

Status**18. Recognition of mobility experience (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>Mobility is considered an indisputable benefit for the professional development of every researcher and is naturally perceived positively. Thanks to individual internships and scientific stays abroad, young researchers, in particular, can acquire desirable work habits in an international environment. Experience from another field is also valued, possibly in other scientific institutions. The IMIC successfully participates in grant competitions to support the mobility of researchers. The IMIC co-operates closely with the Department of International Co-operation of the Czech Academy of Sciences. In the case of the evaluation of the experience with mobility, it is based, among other things, on the Reports on Progress of the trip abroad, or on a personal interview, where it is possible to state specific reasons for what the trip/internship brought about abroad. 42% (77/181) of respondents to the HRS4R questionnaire consider a foreign internship to be an important condition for their career growth. Only 7% (13/181) of respondents did not consider their knowledge gained abroad to be sufficiently recognised.</p>	

Status**19. Recognition of qualifications (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>This policy is considered fully implemented and follows national and institutional regulations as well as internal HR procedures. The criterion for recognition is a comparison of the scope of a potential employee's studies. According to the level of education, the employee is classified in level R1-R4 (see Career Rules of University-educated Employees of the Czech Academy of Sciences). For non-academic employees, the categories are determined by salary tables, which are linked to salary regulations. In general, the recognition of foreign higher education and qualifications in the Czech Republic (designated "nostrification") is a procedure for the academic recognition of individual specific foreign higher education and qualifications obtained by the applicant, i.e., a graduate of a foreign university; the procedure is an administrative proceeding conducted on the basis of an application submitted by the applicant pursuant to § 89 and § 90 of Act No. 111/1998 Coll., on universities and on the amendment and addition of other laws (the Act on Universities), as amended, in conjunction with the Act No. 500/2004 Coll., Administrative Code, as amended. The IMIC is not involved in this process.</p>	

Status**20. Seniority (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The qualification requirements stated in the job advertisements are adequate and correspond to the actual requirements for new employees of the IMIC. In the evaluation of male and female candidates, not only the achieved level of qualification is assessed, but also the lifelong results of scientific activity are taken into account, i.e., including those achieved at the very beginning of the career.	

21. Postdoctoral appointments (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The IMIC is governed by clear rules for the recruitment and appointment of scientific and research workers with postdoctoral status. It is based on the Career Code of University-educated Employees of the Czech Academy of Sciences. The Institute regularly participates in the Programme for the Support of Promising Human Resources - postdoctoral fellows at the Czech Academy of Sciences in accordance with the internal Guidelines for the assessment of proposals for granting salary support to postdoctoral students at the Czech Academy of Sciences. The duration of inclusion in the position of postdoctoral fellow is five years maximum.	

Status

Working Conditions and Social Security

22. Recognition of the profession

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The IMIC guarantees all researchers, regardless of their level of research advancement, the same working conditions and grants them the same status independent of their specific scientific qualifications. Both senior researchers and young career researchers enjoy working industriously. Scientific workers are recognised as members of one professional group, regardless of their qualification level.	

Status**23. Research environment**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Despite the prevailing satisfaction, employees lack community spaces for informal meetings. In the text responses to the HRS4R questionnaire, the need to establish a café or tea room on the campus in Krč and to organise more sports and social events for employees appeared repeatedly. The IMIC provides its researchers with conditions that enable them to fully devote themselves to research. This includes standard laboratory equipment, adequate IT equipment, trouble-free access to the Internet/intranet, including remote access that allows you to work from home or to be in contact with foreign colleagues as part of international co-operation. The IMIC regularly organises positively-evaluated sports and cultural afternoons, during which various competitions take place, in which mainly students participate, but also other employees of the Institute. All workers are regularly trained in occupational safety regulations and are tested. In the HRS4R questionnaire, 78% (142/181) of respondents reported good knowledge and compliance with occupational safety rules.</p>	<p>1. Look for opportunities to create informal and social areas for employees, and continue to organise sports or social events. Cf. Actions 9, 29) 2. Continue regular OHS training. (Cf. Action 23)</p>

Status**24. Working conditions**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>The setting of working conditions is generally dealt with in the Labour Code of the IMIC; they are also partially dealt with within the framework of the Collective Agreement. As part of setting working conditions, the institution supports an approach that respects work-life balance. Employees appreciate the option of working part-time, or from home in the future. The Institute provides employee benefits (six weeks' holiday, a meal plan, the possibility of financial loans, allowance for rehabilitation massages, etc.). It also provides language training and offers the possibility of renting an apartment from the Housing Committee of the Czech Academy of Sciences, accessing employee loans, and allows its employees working full-time to draw on allowances for cultural, recreational and sports activities. Sabbatical leave is not relevant for the institution.</p>	<p>1. A new intranet design will be developed, it will be simpler and more intuitive. 2. Employees will be informed about all important matters via the new Newsletter. 3. The translation of all internal documents into English will be completed. 4. Internal regulations defining the rules for the home office will be issued after the amended Labour Code and other legal regulations come into force. (cf. Actions 8, 9, 10, 11, 13, 20)</p>

Status

25. Stability and permanence of employment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>The ending of employment contracts and the length of employment are governed by the Labour Code. The IMIC employees are divided into: permanent employees (whose wages are fully paid from the Institute's resources and have permanent employment); project-based/fixed-term employees who are paid from grants and other sources only for the duration of these projects. The results of the HRS4R questionnaire show that the majority of employees with fixed-term contracts are interested in a permanent position. When hiring permanent employees, the Institute's policy is without any discrimination to select through a competition the best candidates via . The feeling of job security is adversely affected by the lengthy process of approving grant applications, which increases the researchers' uncertainty as to whether they will be able to continue their research to the expected extent. Job insecurity is more acute among employees in postdoctoral positions and foreign employees, in the case of whom ending or starting employment in the Czech Republic has a significant impact on their life situation (visa, long-term stays, accommodation, etc.).</p>	<p>1. Continue with a comprehensive solution to the topic of job security, based on the possibilities of the current Czech legislation and through discussion with the trade union. (Actions 14, 15)</p>

Status

26. Funding and salaries

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>The responses of the respondents to the HRS4R questionnaire show considerable dissatisfaction of employees with their salaries, both in comparison with other workplaces (especially in the commercial sector), but also within the CAS-affiliated institutes (most often in the capital city of Prague). The amount of the basic salary is determined by national regulations valid for research organisations. The variable component of the salary consists of a personal allowance, management allowances and allowances from the given grants. The IMIC has only limited additional resources from the commercialisation of results. Therefore, they are trying to increase the share of project funding from EU programmes (e.g., ERC grants), from foreign and domestic providers through co-operation contracts in applied research. The Institute rewards journal articles in IF journals, where the first authors are students working at the Institute (currently the amount of IF x 1,000 CZK), in addition to the normal remuneration. In addition, the author teams of the best publications in several categories, achieved in the previous year, and the best diploma and dissertation created at the Institute are rewarded. These competitions are favourably perceived by 75% (109/146) of relevant respondents, 21% (31/146) have a neutral opinion.</p>	<ol style="list-style-type: none"> 1. Improve the support of workers in submitting and solving grant projects that contribute to their financial stabilisation. 2. Train managers in the area of employee evaluation (including salary evaluation tools) and labour law issues. 3. Continue to reward the best work created in the Institute. (E.g. Actions 14, 15, 16)

Status**27. Gender balance**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Conditions for equal opportunities are fully applied at IMIC. As of 31st December 2021, there were 705 employees at the Institute, of which 427 were women, i.e., 61%. 56% of R&D staff positions were women. The efforts of management and heads of laboratories/units for gender balance in teams are complicated by the fact that the ratio between applicants for research positions in the Institute is often not gender balanced. A Gender Equality Team (GET) has been established at the IMIC and the Institute has developed a Gender Equality Plan (GEP) and published on the website (https://mbucas.cz/en/about-institute/gender-equality-plan/). The GEP will result in the institution reinforcing the policy of gender equality, especially in the area of ensuring gender balance in management and decision-making, recruitment and career progression, remuneration and prevention of gender-based violence, including sexual harassment.</p>	<p>1. To promote a higher representation of women in science through systemic co-operation of the IMIC with universities, especially in the offer of topics for diploma theses or PhD dissertations. 2. To consider tools that could change the situation within the scope of possibilities; to encourage existing female scientists in their aspirations for leadership positions, to systematically support them throughout their entire career path. 3. Relevant materials (internal guidelines, guidelines, trouble-shooting guides, etc.) will be gradually developed or updated and will be published through the usual information channels. Cf. Actions 5, 10, 19.</p>

Status**28. Career development**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The principles and criteria of career growth are anchored in the Career Rules for University-educated Employees of the Czech Academy of Sciences, in the IMIC Internal attestation rules, and in other relevant internal documents. The Career Rules of the Czech Academy of Sciences and the Rules for Regular Attestations of ResearcherSS are available on the intranet.	1. To create a document presenting career development opportunities in the IMIC in the entire available range. 2. To incorporate an internal mentoring programme as a career development support tool, based on voluntary individual co-operation of senior and junior employees, into the rules for "onboarding". At the same time, use not only the know-how of the Czech Academy, but also reflect the experiences, ideas and needs of IMIC employees. 3. To prepare and implement a range of educational workshops with the aim of informing junior employees, in particular, about the rules and opportunities for career growth and advancement. E.g. Actions 9, 14, 15, 25.

Status**29. Value of mobility**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	At the IMIC, mobility is fully supported. All forms of mobility are recognised. There is no tendency to prioritise, or to prioritise any of the mobilities. The current era also brings virtual mobility, which is often a sufficient solution when working on research projects, but it cannot be fully substituted for personal contact and the establishment of personal or working relationships within the framework of resolving research projects. Information on mobility options is published primarily in Czech and thus is sometimes difficult to access for foreign employees of the IMIC. However, the majority of foreigners working at the Institute are there precisely because of mobility projects that offer/enable work at the IMIC.	1. To continue to act in administrative support in the preparation of applications for mobility scholarships and grants, including mobility support from operational programmes (all necessary information on the intranet). 2. To verify in practice to what extent mobility is taken into account within the attestation assessment. 3. To add practical information regarding mobility to the New Employee Handbook. (Actions 8, 12, 18)

30. Access to career advice

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Current offers of courses, workshops and other relevant educational events are regularly published to all listed on the internal IMIC e-mail platform. Events organised directly at the Institute are always announced on the intranet and on bulletin boards located in appropriate places.	

Status

31. Intellectual Property Rights

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Currently, knowledge of this issue is not great, with the exception of those directly involved in applied research. According to the results of the HRS4R questionnaire, only 16% (29/181) of all respondents are fully aware of the regulations for the protection of intellectual property. The field of intellectual property is regulated in the Czech Republic by Act No. 121/2000 Coll., on copyright and related rights (Copyright Act). Ensuring the protection and rights of intellectual property is dealt with by Instruction of the Academic Council of the Czech Academy of Sciences No. 3 of 19 June 2018, on the registration of objects protected by intellectual property rights and their use. The IMIC keeps records of patent applications, patents, working designs, etc. and has established a Technology Transfer Department. 25% of all respondents to the HRS4R questionnaire expressed an interest in training in the field of intellectual property rights.</p>	<p>1. Annual professional lectures/seminars on the theme of intellectual property rights will be introduced for all researchers of the IMIC. These will be serviced by the staff of the Technology Transfer Department and by external companies. (E.g. Actions 17, 26, 27).</p>

Status**32. Co-authorship**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>The IMIC is a multidisciplinary institute with extensive domestic and international co-operation. Co-authorship of theses is a matter of course at the Institute, it is supported, among other things, by the Director's Award for the best journal papers created at the Institute in co-authorship with another institution. The results of the HRS4R questionnaire show that, in the last five years, 91% (164/181) of respondents did not have a problem with their co-authorship of an article in the IF magazine. Only two per cent of respondents (4/181) reported that the publication with which they corresponded had an author whose authorship was omitted. The current internal regulations do not restrict co-authorship in any way; nor are restrictions expected in the future. Authorship is governed by the ethical principles of scientific work and is defined in the Code of Ethics of the Czech Academy of Sciences.</p>	<p>1. Inclusion of the topic in the IMIC Code of Ethics.</p>

Status**33. Teaching**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>Teaching by researchers is currently organised through universities, which are responsible for remuneration. In attestations, teaching at the university is positively evaluated in the Institute as a supplement to research results. Currently, the Institute has 12 concluded agreements on co-operation in teaching with the most highly-regarded universities in the Czech Republic. In both semesters, every year, employees of the IMIC give hundreds of lectures at prestigious universities in the Czech Republic. They participate in practical teaching and are authors/editors of university teaching texts, in paper and/or in electronic form. Additionally, 22% (40/181) of respondents responded affirmatively to the question of whether they teach (regularly or occasionally) at a secondary school or university, which is 8.5% (40/472); 472 being the total number of R&D workers at the IMIC.</p>	

Status**34. Complains/ appeals**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Workplace conflict is resolved primarily by the head of a unit; if the solution exceeds her/his authority, then by the trade union and by the Director of the Institute.</p> <p>Regarding the validity of Act No. 171/2023 Coll., on the protection of whistleblowers, the IMIC has established several channels for reporting warnings of illegal actions. Notifications are received and processed by an external agent.</p>	<p>1. The Institute will establish a person responsible for handling complaints and introduce this institute to the Institute's constituency. (Actions 1, 2) 2. The Institute's named person responsible for resolving complaints will be listed in the New Employee Handbook, will be incorporated into the IMIC Code of Ethics and will be listed in the "onboarding" manual. (Actions 2, 8, 9)</p>

Status**35. Participation in decision-making bodies**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>The bodies of the IMIC are the Director, the Institute Board and the Supervisory Board. The Director appoints his permanent or temporary advisory bodies. The director's advisory bodies are the Director's Collegium, the Certification Committee, the Instrumentation committee, the Damages Committee, the Inventory committee, the Equal Opportunities committee (GET) and other ad hoc established committees. By law, most strategic decisions (e.g., organisational changes, budget) are approved by the elected Board of the institution. The number of members of the Institute Board, the election of members of the Workplace board and their dismissal are governed by Act No. 341/2005 Coll., on public research institutions and by the Statutes of the Czech Academy of Sciences. The details are set out in the Electoral Rules of the institute's Board. An elector has the right to contact a member of the Board at any time and demand an explanation of any step to which the Board has agreed. Critical decisions of the Institute within the framework of the applicable legislation are normally in consultation with the trade union organisation, which brings together the employees of the Institute, including secondary workplaces, and is one of the platforms for discussion possible between the management of the Institute and its employees.</p>	

Training and Development

Status**36. Relation with supervisors**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Currently, the organisation of studies (including the admissions process and ongoing monitoring of the fulfilment of obligations) is fully within the competence of the relevant universities. Following the abolition of tertiary education at CAS, the administration of teaching is under the authority of the Subject Boards, which govern universities. Several of the IMIC staff are represented on the two most relevant departmental Boards of Microbiology and Immunology at Charles University. They participate in the evaluation of the progress of individual students and in solving problems on the part of the supervisor and the student. According to the results of the HRS4R questionnaire, only 3% of students (respondents) do not have a well-established relationship with their supervisor. The Institute awards an annual prize for the best Master's thesis and PhD dissertation created at the IMIC. A financial reward is associated with the prize. 97% (175/181) of respondents to the HRS4R questionnaire spoke in favour of maintaining this award in the future, and 58% (105/181) of respondents believe that the awarded contributions should be presented at the IMIC annual public conference.</p>	<p>1. The Institute will strengthen the representation of its employees in the Faculty Boards and, through them, supervise the selection of quality candidates for PhD studies during the admissions process. 2. The Institute will support informal meetings of graduates and PhD students with their supervisors, e.g., as part of sports activities. (Action 16, 29)</p>

Status**37. Supervision and managerial duties**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Responsibilities and duties of departmental heads are defined by the internal organisational rules of the IMIC, which stipulate, among other things, appointment/removal, managerial relationships and the basic work of the departmental heads; the document does not deal with the interpersonal level of the work of managers (e.g., support of mutual co-operation and good interpersonal relations in the department, professional development of department members, transfer of acquired information, etc.). According to the results of the HRS4R questionnaire, 31% (56/181) of the respondents demand an improvement in communication between the head of the laboratory and the team members, and 41% (75/181) of the respondents expressed an interest in improving the management/organisation of work at the workplace. Currently, student guidance or mentoring is not regulated in any way in the constitutional documents.</p>	<p>1. Create a Code of Ethics for the IMIC employees, including the concept of the role of manager. (Action 1) 2. Prepare and implement an package of education and development intended for leaders, managers, trainers, mentors, etc. (Actions 9, 16, 25) 3. Include rules for student guidance and mentoring in the Code of Ethics. (1)</p>

Status**38. Continuing Professional Development**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>The IMIC researchers are used to lifelong learning; there is a preponderance of education focussed on the development of professional knowledge realised by various methods and forms (self-study, lectures, seminars, conferences, etc.). Maintaining a high standard of up-to-date knowledge is a requirement at IMIC, which, in regular international evaluations, is regularly ranked among the best institutes of the Czech Academy of Sciences. For those interested (mandatory for PhD students), the Institute organises (in co-operation with the Czechoslovak Microbiology society and the Faculty of Sciences of Charles University and in the medium of the English language) the annual course, “Progress in Microbiology”. and the IMIC also participates in the annual events “Day of Immunology” and the course, “Cellular and Molecular Foundations of Immunology” (in co-operation with the Czech Immunological Society). Through the IMIC-list e-mail platform, the Institute sends information about upcoming courses, especially (but not exclusively) for PhD students. The IMIC has developed a performance evaluation system for both laboratories and individuals. The Institute has established an Attestation Committee, which identifies possible non-fulfilment of attestation criteria by individuals.</p>	

Status**39. Access to research training and continuous development**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Currently, the issue of the professional development of IMIC researchers is not centrally addressed, it is up to individuals how they approach this issue.	1. To introduce mandatory research courses focussed on the field of technical and natural science research for R1. (Action 9, 22, 39) 2. To create a concept and proposal for the training of supervisors (mentors)/executives in managerial and pedagogical skills. (Action 9, 18, 23, 28)

40. Supervision

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The study programmes at the respective universities ensure the quality and qualification of each trainer. The Handbook for New Employees in both languages (CZ &EN) provides basic information on issues related to the performance of job duties. Employees in the doctoral/postdoctoral phase turn to their supervisor or head of department (often one and the same person) for organisational and professional matters. If the supervisor is currently unavailable for work, this function is usually performed by another team member, but this process is not yet formalised and the person concerned may not have sufficient experience.	1. To develop missing "onboarding" rules. (Action 9) 2. To prepare training for supervisors in the matter of research management, legal issues, and workplace dispute resolution. (Action 9)