

## HR Excellence in Research

# GAP Analysis (Charter and Code Checklist)

## GAP Analysis (Charter and Code Checklist)

**Case number**

2023CZ158003

**Name Organisation under review**

Skoda Auto University

**Organisation's contact details**

Na Karmeli 1457, Mladá Boleslav, 29301, Czech Republic

**Date endorsement charter and code**

17/11/2023

## 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**

---

| <b>Implementation</b> | <b>GAP / Implementation impediments</b>  | <b>Initiatives undertaken/new proposals</b> |
|-----------------------|--|---|
| ++ fully implemented  | Academic- staff have the freedom to conduct research in accordance with the ethical principles enshrined in the Code of Ethics, Part 1); they are not restricted by anyone or anything in the way they conduct their research. |   |

---

**2. Ethical principles**

---

| <b>Implementation</b> | <b>GAP / Implementation impediments</b>  | <b>Initiatives undertaken/new proposals</b> |
|-----------------------|--|---|
| ++ fully implemented  | The University adopted a Code of Ethics 2 years ago, which includes the ethical principles for research activities in section 3). At the same time, Škoda Auto University subscribes to the content of the European Code of Integrity. |   |

---

**Status**

---

**3. Professional responsibility**

---

| <b>Implementation</b> | <b>GAP / Implementation impediments</b>   | <b>Initiatives undertaken/new proposals</b> |
|-----------------------|---|---|
| ++ fully implemented  | Part of the Škoda Auto University (ŠAU) Code of Ethics includes the principles of professional responsibility in section 3), which define against plagiarism and forms of duplication of research. Škoda Auto University has also adopted the Intellectual Property Protection Directive OS 8.02, which is followed by all academic and research staff of the School and is binding for students. |   |

---

**Status**

---

**4. Professional attitude**

---

| Implementation       | GAP / Implementation impediments  | Initiatives undertaken/new proposals |
|----------------------|---|--------------------------------------|
| ++ fully implemented | <p>All project promoters have the opportunity to learn about the University's payment mechanisms. For projects funded by internal sources, this information is available in the Policy for each call; projects funded by public providers are governed by the provider's rules. For contract research projects this information is set out in Directive OS 52.01, for projects receiving public support the rules are set out in Directive OS.67.01. Each project has an administrator within the R&amp;D department who informs the Vice-Rector for Science and Research of any changes in the project or delays (except for contract research projects, which do not need an administrator due to their simplicity and short-term nature). The same applies to any suspension or early termination of the project. The Vice- Rector then informs the University management and initiates the necessary steps within the University and towards the provider of the project in question.</p> |                                      |

---

**Status****5. Contractual and legal obligations**

| Implementation       | GAP / Implementation impediments   | Initiatives undertaken/new proposals   |
|----------------------|--|--|
| ++ fully implemented | All academic and research staff have been made aware of the internal regulations on the Protection of Intellectual Property (see above). Contracts for projects with national providers contain a provision that the researchers are obliged to comply with national legislation and the tender documents for the respective grant competition; contracts for projects funded from internal sources contain a similar provision. | The University will consider whether to include in the contracts an obligation for the researchers to make all members of the research team aware of the contract. |

**6. Accountability**

| Implementation                | GAP / Implementation impediments   | Initiatives undertaken/new proposals  |
|-------------------------------|--|---|
| +/- almost but not fully i... | A commitment to the effective use of taxpayer funds is embedded in Section 3) of the Code of Conduct, as well as in contracts for externally funded internal grants. The obligation to cooperate in internal and external audits will be enshrined in the contracts for internal projects financed by the state budget; for projects financed by public providers, this obligation is contractually stipulated. The University has a File Procedure which sets out the length of time for which all information in relation to the resolution of projects is retained. | The obligation to cooperate with internal and external audits will be embedded in contracts for state-funded internal projects. The University will review existing regulations to see if they provide for an obligation to disclose data collection and analysis methods, research results, and other details for external and internal review, and the length of time for which all such information is retained. |

**Status****7. Good practice in research**

| Implementation       | GAP / Implementation impediments   | Initiatives undertaken/new proposals |
|----------------------|--|--------------------------------------|
| ++ fully implemented | All academic and research staff have been familiarised with OHS and undergo regular OHS training in accordance with current legislation. All were also familiarised with the Data Protection Directive OS 41.01. |                                      |

**8. Dissemination, exploitation of results**

| Implementation       | GAP / Implementation impediments   | Initiatives undertaken/new proposals |
|----------------------|--|--------------------------------------|
| ++ fully implemented | The results of the research are distributed in the framework of the researchers' professional publications by means of scientific articles and scientific books. Similarly, the results of applied research are distributed. Results are also distributed by transferring research findings into teaching. ŠAU subscribes to the Open Access scheme and has acquired a repository of publications in 2023, which is continuously populated with research results. Publications released by ŠAU are available free of charge on the University's website. The results of contract research are transmitted directly to the contracting authority. |                                      |

**Status****9. Public engagement**

| Implementation                | GAP / Implementation impediments   | Initiatives undertaken/new proposals   |
|-------------------------------|--|--|
| +/- almost but not fully i... | <p>The results of research activities are communicated to the professional and lay public during Research Open Days (ROD), organised annually in a hybrid manner. SAU also organises professional and promotional conferences (ICAI, Beyond Horizons) and other professional events. Academics of the ŠAU prepare tailor-made lectures for secondary University students. The SAU Research Centre is also involved in communicating the results of the University's research and creative activities, and continuously conducts public seminars in hybrid form on current topics related to the automotive industry. Those interested in research information can find it on the University's website, where information on ongoing projects, research achievements, etc. is continuously updated.</p> | <p>ŠAU is actively involved in communicating its research results to the public, but there is no document that systematises the related activities. This document will be created.</p> |



**Status****10. Non discrimination**

| Implementation       | GAP / Implementation impediments   | Initiatives undertaken/new proposals |
|----------------------|--|--------------------------------------|
| ++ fully implemented | The requirement of non-discrimination is enshrined in the preamble and in section 1) of the ŠAU Code of Ethics. The University has also adopted GEP , furthermore whistle blowing is handled by a special whistle blowing application which is available to all. The University is committed to combating sexual discrimination etc. For more information visit: <a href="https://www.savs.cz/spolecenska-odpovednost-161lp">https://www.savs.cz/spolecenska-odpovednost-161lp</a> A Methodology for Dealing with Sexual Harassment and Other Inappropriate Behaviour has been issued. |                                      |

**11. Evaluation/ appraisal systems**

| Implementation       | GAP / Implementation impediments   | Initiatives undertaken/new proposals |
|----------------------|--|--------------------------------------|
| ++ fully implemented | Evaluation of academic performance, including in research, is done annually, at the level of department heads. Once in five years, an evaluation is conducted by an international evaluation panel. The University also has an Internal Evaluation Board, which, among other things, evaluates the area of research activities. The University also receives regular feedback from the National Accreditation Authority, which has recently granted ŠAU institutional accreditation for the field of education in economics at the Bachelor's degree level, which means that the internal quality management processes are sufficiently robust and reliable. |                                      |

## Status

---

**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.**

---

## 12. Recruitment

---

| Implementation                | GAP / Implementation impediments   | Initiatives undertaken/new proposals                                     |
|-------------------------------|--|--|
| +/- almost but not fully i... | There is currently no distinction between recruitment of academic staff and research staff. The recruitment of staff members is carried out according to the Recruitment Process for New Employees guideline, which describes the exact procedure, including non-discrimination and a detailed description of the selection committee that is trained. Missing OTM-R policy. | Develop and implement an OTMR policy. A Career Code will be established. |

---

**Status**

---

**13. Recruitment (Code)**

---

| Implementation               | GAP / Implementation impediments   | Initiatives undertaken/new proposals  |
|------------------------------|--|---|
| -- insufficiently impleme... | <p>We do not use any international sites to post jobs. Due to the size of the organisation, career growth prospects are limited. The vacancy is posted on the careers section of the website and also on the vacancies web portal. Important requirements are listed in the advertisement as per the job description in consultation with the head of the department in which the vacancy exists. The position advertisement includes: - position title - position requirements - job description - list of benefits - expected date of arrival - list of documents required for participation in the selection procedure - contact details of the HR Specialist</p> | <p>When recruiting scientists, an advertisement with the relevant details will be placed on <a href="https://www.euraxess.cz/cs">https://www.euraxess.cz/cs</a></p> |

---

**Status****14. Selection (Code)**

| Implementation                | GAP / Implementation impediments   | Initiatives undertaken/new proposals  |
|-------------------------------|--|---|
| +/- almost but not fully i... | Guidelines Recruitment process for new employees. The head of the department for which the position is being sought and the HR Specialist are present during the selection process. If necessary (specification of the position), another employee in a similar position with relevant experience of working in the position sought may be present. The selection procedure shall be conducted by a selection panel (senior employee, HR Specialist, or a researcher in a similar position). All members of the selection panel are trained before the personal interview on the correct procedure to follow during the selection process. | The gender balance will be newly anchored in the Recruitment Process Directive, taking into account the size of the organisation. The HR Specialist will also propose the composition of the selection panel taking into account the expertise of the panel participants, including their sector of activity. |

**15. Transparency (Code)**

| Implementation       | GAP / Implementation impediments   | Initiatives undertaken/new proposals |
|----------------------|--|--------------------------------------|
| ++ fully implemented | Currently, applicants are informed immediately after submitting a response to a vacancy. Subsequently, the recruiter sends the applicant information on the form, provisional time, place and conditions of the selection procedure. After the selection process is completed, feedback is given, including the reason for the unsuccessful selection. |                                      |

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

| <b>Implementation</b> | <b>GAP / Implementation impediments</b>   | <b>Initiatives undertaken/new proposals</b> |
|-----------------------|---|---|
| ++ fully implemented  | In the selection process, the candidate is evaluated on the basis of his/her past experience, including work experience, publications and significant achievements in his/her career. The fulfilment of each criterion is assessed both qualitatively and quantitatively. |   |

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

| <b>Implementation</b>         | <b>GAP / Implementation impediments</b>   | <b>Initiatives undertaken/new proposals</b>  |
|-------------------------------|---|--|
| +/- almost but not fully i... | The principle is fully implemented, just not anchored in internal documents. The applicant must submit a professional CV and, where appropriate, a list of publications. Career interruption (for whatever reason) is not perceived negatively. Only experience, practice, publications, etc. are taken into account. | Updating of the Recruitment Process Guidelines and updating of the presentation to the Selection Committee, which is sent to all members of the Selection Committee before each interview. |

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

| <b>Implementation</b>         | <b>GAP / Implementation impediments</b>   | <b>Initiatives undertaken/new proposals</b>  |
|-------------------------------|---|--|
| +/- almost but not fully i... | All ŠAU employees have the opportunity to benefit from mobility abroad in the Erasmus+ project. Participation in mobility or other foreign experience is taken into account in the selection procedure, but it is not directly anchored in the Recruitment Process Directive. | Updating of the Recruitment Process Guidelines and updating of the presentation to the Selection Committee, which is sent to all members of the Selection Committee before each interview. |

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

| <b>Implementation</b> | <b>GAP / Implementation impediments</b>   | <b>Initiatives undertaken/new proposals</b> |
|-----------------------|---|---|
| ++ fully implemented  | Recognition of classifications is based on legal norms, mainly the Higher Education Act and the Lisbon Treaty. (Convention on the Recognition of Qualifications). The qualification requirements of the applicants are determined by the position offered and form part of the tender and are always objectively assessed by the selection board. |   |

**Status****20. Seniority (Code)**

| Implementation                | GAP / Implementation impediments  | Initiatives undertaken/new proposals   |
|-------------------------------|---|--|
| +/- almost but not fully i... | During the selection process, candidates are evaluated only on the basis of pre-announced criteria, which are set out in the job description. | Updating of the Recruitment Process Guidelines and updating of the presentation to the Selection Committee, which is sent to all members of the Selection Committee before each interview. |

**21. Postdoctoral appointments (Code)**

| Implementation            | GAP / Implementation impediments  | Initiatives undertaken/new proposals  |
|---------------------------|---|---|
| -/+ partially implemented | Given the size of the institution and the absence of a doctoral programme, the recruitment of postdoctoral candidates is not very frequent and this principle is therefore not enshrined in any internal regulations. However, if a young researcher is recruited to the University, he/she is offered support in his/her research career (according to Directive 34.01 - Rules of the Academic Staff Competence Development System). | The University will address this issue intensively if it obtains accreditation for its doctoral programme. In this case, the recruitment of postdoctoral fellows will be anchored in internal regulations including the OTM-R policy. |

**Working Conditions and Social Security**

**Status****22. Recognition of the profession**

| Implementation       | GAP / Implementation impediments  | Initiatives undertaken/new proposals |
|----------------------|---|--------------------------------------|
| ++ fully implemented | All researchers are recognised as members of a professional group. The University provides them with opportunities for further training and mobility experiences, as well as all relevant information on research opportunities, etc., through the Research and Creative Activity Unit (Directive 34.01). |                                      |

**23. Research environment**

| Implementation       | GAP / Implementation impediments  | Initiatives undertaken/new proposals |
|----------------------|---|--------------------------------------|
| ++ fully implemented | The employer provides the researchers with all the equipment needed for their work - IT equipment or access to classrooms and specialist laboratories (within the new Educational Technical Centre Na Hejdovce, where new specialised laboratories have been created according to the focus of the University's technically oriented departments); the library provides a wide range of specialist texts for loan, regularly replenishes the collection according to the needs of the academic staff and also offers access to verified e-databases with specialist periodicals. All employees are periodically trained in OSH (according to Directive 5.02). |                                      |



**Status****24. Working conditions**

| Implementation       | GAP / Implementation impediments  | Initiatives undertaken/new proposals |
|----------------------|---|--------------------------------------|
| ++ fully implemented | The general framework of this condition is laid down in legislation - Labour Code and Employment Act, Higher Education Act). These laws, together with the collective agreement, define the working conditions for all employees. Employees have several options for flexible forms of work, ranging from part-time work to the use of a home office. |                                      |

**25. Stability and permanence of employment**

| Implementation                | GAP / Implementation impediments   | Initiatives undertaken/new proposals  |
|-------------------------------|--|---|
| +/- almost but not fully i... | At present, all new employees have an initial employment contract for a fixed term of 1 year, after which all contracts are usually renewed for an indefinite period, employee benefits (bonuses for work anniversaries of 3, 5, 10, 15, etc. years according to the collective agreement in force). | Improving communication between the HR Specialist, the manager and the job seeker. Anchoring the rules in an internal regulation. |

**Status****26. Funding and salaries**

| Implementation                | GAP / Implementation impediments  | Initiatives undertaken/new proposals  |
|-------------------------------|---|---|
| +/- almost but not fully i... | Salary rules determined by the applicable collective agreement, currently all academic staff have the same rules for determining personal remuneration, the plan is to change the rules of the system of setting % personal remuneration for R&D ASs, as of 1.7.2024 a new guideline for determining personal remuneration of employees was agreed, a new position of AS "assistant" was established and new ratios of work volume (teaching/science and research) were established, see the guideline "Guideline for determining personal remuneration of academic staff" of 1.7.2024. | Ensuring better awareness of academic staff, mainly those with a partial or full focus on science and research. Continuous monitoring of the satisfaction of scientific researchers with the level of their full-time employment. |

**27. Gender balance**

| Implementation       | GAP / Implementation impediments   | Initiatives undertaken/new proposals |
|----------------------|--|--------------------------------------|
| ++ fully implemented | The criteria for recruitment are gender neutral. Emphasis is placed on the experience and skills of candidates regardless of gender. It is anchored in the Recruitment Process Directive and the ŠAU Code of Ethics. At the same time, a GEP is established, which captures the various objectives and procedures to achieve gender equality at all staffing levels. |                                      |

**Status****28. Career development**

| Implementation            | GAP / Implementation impediments  | Initiatives undertaken/new proposals  |
|---------------------------|---|---|
| -/+ partially implemented | At present, there is no clear process for career development for individual staff members. Each staff member only has a personal development plan, which is established according to the Guidelines for the Determination of the Personal Evaluation of Academic Staff OS.28.03, but there is no clear link to the training system and training plan. | Developing an internal regulation for academic staff in the area of career development. Linking to the training plan. |

**29. Value of mobility**

| Implementation       | GAP / Implementation impediments   | Initiatives undertaken/new proposals |
|----------------------|--|--------------------------------------|
| ++ fully implemented | Researchers have the opportunity to gain mobility experience in several ways. The Personal Development Plan includes, among other things, a mobility plan which is reviewed and updated every two years. In addition, a Research Conference Travel Plan is drawn up annually, under which the University supports academic staff travel to relevant conferences both at home and abroad. In addition, interested parties can also participate in mobility projects with a scientific research focus (e.g. COST, BTHA). |                                      |

**Status****30. Access to career advice**

| <b>Implementation</b>     | <b>GAP / Implementation impediments</b>  | <b>Initiatives undertaken/new proposals</b>  |
|---------------------------|--|--|
| -/+ partially implemented | Academic staff can be advised by a supervisor or the HR department, which can also provide advice on CV writing, etc. It is not anchored anywhere within internal regulations. There is a lack of mentoring opportunities at the University. | The possibility of access to professional guidance will be mentioned in the internal regulations for staff career development and the possibility of mentoring will also be tested in the different departments. |

**31. Intellectual Property Rights**

| <b>Implementation</b>         | <b>GAP / Implementation impediments</b>   | <b>Initiatives undertaken/new proposals</b>   |
|-------------------------------|---|---|
| +/- almost but not fully i... | Intellectual property is addressed in the Intellectual Property Protection Directive, No. OS.8.03. Intellectual property is mainly dealt with as an employee work, if the researcher is not employed there, appropriate licensing agreements are concluded. In the event of the need to secure public law protection, the R&D department is ready to provide all necessary assistance, including payment of costs for patent registration, etc. When submitting the final qualification theses, the degree of their content consistency with other texts is checked by the Theses system. | As the Intellectual Property Protection Directive was last revised in 2019, an update will be made. |

**Status**

---

**32. Co-authorship**

---

| Implementation                | GAP / Implementation impediments  | Initiatives undertaken/new proposals   |
|-------------------------------|---|--|
| +/- almost but not fully i... | <p>The principle of co-authorship is applied at the University but is not embedded in any regulations. More experienced employees involve their junior colleagues in their publishing activities on a voluntary and mutually beneficial basis, and support is also provided by heads of departments when necessary. In addition, all co-authors are entitled to a financial reward for their contribution to all publications that meet the conditions of the open call of the calendar year. As part of the internationalisation of research, ŠAU supports co-authorship with foreign co-authors and the creation of publications of this kind is financially supported.</p> | <p>A positive approach to co-authorship will be mentioned in the Code of Ethics.</p> |

---

**Status****33. Teaching**

| Implementation       | GAP / Implementation impediments  | Initiatives undertaken/new proposals |
|----------------------|---|--------------------------------------|
| ++ fully implemented | Academic staff have the possibility to choose a category according to the ratio of teaching and research activities and are subsequently evaluated and rewarded on the basis of this classification. Academic evaluation is carried out once a year and covers a wide range of activities related to teaching activities as well as research and creative activities. This principle is anchored in Directive 28.03. A new system of training for teaching staff has been introduced with a focus on sharing good practice in teaching skills. Academic staff train each other in internal workshops, and external trainers are invited to the University. This principle is anchored in Directive 34.01. |                                      |

**34. Complains/ appeals**

| Implementation                | GAP / Implementation impediments  | Initiatives undertaken/new proposals   |
|-------------------------------|---|--|
| +/- almost but not fully i... | The complaints process amongst academic staff is not precisely codified, but the University has processes and procedures for dealing with complaints. It is contained in the Sexual and Other Harassing Conduct Methodology, Whistle blower Protection Directive, Ethics Committee. | The Code of Ethics will be updated and an Ethics Committee composed of external experts will be established. |

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

| Implementation       | GAP / Implementation impediments  | Initiatives undertaken/new proposals              |
|----------------------|---|---|
| ++ fully implemented | <p>Academic and research staff are members of the bodies involved in decision-making about the University's activities. In our case, these are mainly the Academic Senate, the Academic Council, the Internal Evaluation Board, the Internal Grants Committee, the Ethics Committee, the boards of individual study programmes, the Editorial Boards, etc. These bodies were established in accordance with Act No. 111/1998 Sb., on Higher Education, the Statutes of ŠAU and the internal regulations of the University, The survey found that 45% of the academic and research staff are members of various decision-making and advisory bodies.</p> | <p>We do not plan to take action in this area</p> |

**Training and Development****36. Relation with supervisors**

| Implementation       | GAP / Implementation impediments  | Initiatives undertaken/new proposals |
|----------------------|---|--------------------------------------|
| ++ fully implemented | <p>This principle is fulfilled and falls within the competence of the heads of the individual departments, as indicated by their job descriptions. Heads of departments continuously supervise all staff in their departments, provide them with support and feedback, and also evaluate their performance once a year according to set criteria (Directive 28.03).</p> |                                      |

**Status****37. Supervision and managerial duties**

| Implementation       | GAP / Implementation impediments  | Initiatives undertaken/new proposals |
|----------------------|---|--------------------------------------|
| ++ fully implemented | <p>This principle is fulfilled and falls primarily within the competence of the heads of the individual departments, as indicated in their job descriptions. However, it is common for more experienced researchers to involve their less experienced colleagues in research projects and other creative activities. Administrative and informational support in this area is also provided by the Research and Creative Activity Unit (publication of information on research opportunities, assistance in finding a suitable professional journal to publish an article, etc.).</p> |                                      |

**38. Continuing Professional Development**

| Implementation            | GAP / Implementation impediments   | Initiatives undertaken/new proposals   |
|---------------------------|--|--|
| -/+ partially implemented | <p>Absence of a continuous plan for academic and research staff development.</p> | <p>Will there be a clearly stated training and development plan for all academic and scientific research staff. A mentor-mentee approach will be tested.</p> |



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

| <b>Implementation</b>     | <b>GAP / Implementation impediments</b>   | <b>Initiatives undertaken/new proposals</b>   |
|---------------------------|---|---|
| -/+ partially implemented | There is no clearly identified central record of the need for training. Training needs are addressed between the supervisor and the individual staff member. However, there is nowhere a central systematic determination of the needs of individual employees. | A central training system linked to HR software will be established. The training strategy will be incorporated into the overall University strategy and regular meetings will be held with senior staff to determine individual training plans with regard to teaching and science and research. |

**40. Supervision**

| <b>Implementation</b> | <b>GAP / Implementation impediments</b>   | <b>Initiatives undertaken/new proposals</b>   |
|-----------------------|---|---|
| ++ fully implemented  | This principle is partly the responsibility of heads of department, as their job descriptions indicate; administrative support may also be provided by the Research and Creative Activity Unit. However, in the absence of a doctoral programme, there are hardly any early career researchers at the University, so these issues are dealt with individually, without the need for a comprehensive system. | Given the absence of a doctoral programme and the very low number of early career researchers, no further action will be taken. |