

GAP analysis

AMBIS University

GAP analysis

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific 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: An overview of the GAP analysis			
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.
Ethical and professional aspects			
1. Research freedom	++	<p>In the Czech Republic, freedom of research at HEIs is guaranteed by Act No. 111/1998 on Higher Education Institutions. The Statutes of AMBIS University are based on the above law, Article VII declaring the freedom of scientific research and other creative activities. The Code of Ethics, which is binding for all members of AMBIS academic community.</p> <p>AMBIS University guides scientific activities of its academic staff and students in the direction consistent with its study programmes, not restricting their ambitions in any way.</p> <p>GAP:</p> <ul style="list-style-type: none"> Basic documents are not available in English version. 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> 87.5 % of respondents consider research at AMBIS University to be free. 11.6 % of respondents state that they cannot assess the freedom of research at AMBIS University. <p>Suggestions</p> <ul style="list-style-type: none"> To translate basic documents and relevant regulations into English.

2. Ethical principles	+/-	<p>The basic ethical principles are enshrined in the AMBIS Code of Ethics. Ethical issues in research are dealt with by the Research Ethics Committee.</p> <p>Any unethical behaviour of students is dealt with by the Disciplinary Commission in compliance with the Disciplinary Code for students; there is no corresponding (ethical) commission for academic staff.</p> <p>GAP:</p> <ul style="list-style-type: none"> • There is no ethics commission to deal with possible unethical conduct of academic staff, • the Code of Ethics is not available in English translation. 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 84.1 % of respondents report that they know or tend to know the principles of ethical behaviour to be followed. • 13.3 % of respondents admit they do not know the principles of ethical behaviour or do not know where to find them. <p>Suggestions</p> <ul style="list-style-type: none"> • To update the Code of Ethics and anchor an Ethics Commission in internal regulations. • To add adherence to ethical principles to interactive guidelines of the Science and Research Department.
3. Professional responsibility	+/-	<p>The principle of professional responsibility is enshrined in the Code of Ethics, the protection of intellectual property protection being part of other internal directives (e.g., VP-PR-02 Planning, Recording and Dissemination of Publication Activities of Academic Staff, or VP-R-01 Final Thesis in Bachelor's, and Follow-up Master's Studies.</p> <p>All employees, including academic staff, are obliged to familiarise themselves with and comply with all applicable internal standards and regulations. It is the responsibility of senior staff to keep their subordinates informed about potential changes.</p>	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 78.6 % of respondents know about the AMBIS Strategic Plan, however, 13.3% are not convinced that they understand it. • 92 % of respondents believe that they have adopted and adhere to the principles of professional responsibility. <p>Suggestions</p>

		<p>Familiarity with relevant rules is also part of the onboarding of new employees.</p> <p>To detect potential plagiarism, Theses text-matching software is applied to check both final qualifying theses and seminar papers. If excessive matches are found, the degree of conformity is assessed, and where appropriate, disciplinary action is taken.</p> <p>GAP:</p> <ul style="list-style-type: none"> • There is no systematic procedure for getting staff acquainted with changes in internal regulations, • the principle of professional responsibility is not sufficiently specified in the Code of Ethics, • the text-matching process of detecting compliance in final qualification theses is not sufficiently described. 	<ul style="list-style-type: none"> • To add a section concerning the Strategic Plan to the interactive guidelines of the Science and Research department. • To update the list of college-wide documents to be read by new employees during onboarding. • To specify the responsibility principle in the Code of Ethics in more detail. • To clearly describe the procedure for text-checking of final theses, including determining compliance, and establish responsibility for this check.
4. Professional attitude	+/-	<p>The strategy of research, development and other creative activities is based on the Strategic Plan. Individual research tasks are in line with professional activities and study programmes of AMBIS University.</p> <p>Strategic documents and internal regulations are published in the public part of the website and on the shared data storage (SharePoint online pages). The designated guarantor is responsible for familiarizing all relevant staff with the new or amended regulation.</p> <p>All academic staff involved in the research are required to submit information on the progress of their research projects (interim and final reports) within the set deadlines.</p>	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 79.5 % of respondents report that they are (quite) familiar with the research and development intentions of AMBIS University, as well as the principles of its funding, 18.8 % admitting that they are not. <p>Suggestions</p> <ul style="list-style-type: none"> • To improve communication about strategic documents.

		<p>AMBIS staff are made aware of the possibilities and procedures for preparing applications for external grants and are given maximum support.</p> <p>GAP:</p> <ul style="list-style-type: none"> • An updated list of regulations and documents is missing that a new staff member must become familiar with during onboarding. • the questionnaire survey indicates that 18.8 % of respondents are not sufficiently acquainted with the Strategic Plan, scientific research intentions and the principles of project funding. 	<ul style="list-style-type: none"> • To regularly update the list of documents with which the staff members are familiarised during onboarding. • To update the CVP-P-08 directive on Preparation, Approval, Submission and Review of Science and Research Projects.
<p>5. Contractual and legal obligations</p>	<p>+/-</p>	<p>All employees become familiar with the basic regulations that apply to their position (e.g., Work Rules, Organizational Rules, Statute, Study and Examination Rules) during onboarding; they get acquainted with the principles of health and safety protection at work and fire protection as well.</p> <p>The internal regulation CVP-GŘ-01 Work Rules stipulates the obligation of senior staff to acquaint their subordinates with applicable guidelines, to ensure that they fulfil their work duties, and to evaluate them regularly.</p> <p>GAP:</p> <ul style="list-style-type: none"> • The list of documents, with which an employee becomes familiar during onboarding, is not systematically updated, • relevant documents are not available in English translation, • managers' obligation to acquaint their subordinates with strategic documents and new internal regulations is not clearly defined in the 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 87.2 % of respondents report that they are sufficiently familiar with the strategic documents and relevant internal regulations, 11.7 % stating that they are not. <p>Suggestions</p> <ul style="list-style-type: none"> • To translate relevant documents into English. • To regularly update the list of documents with which new staff are familiarised during onboarding. • To regularly review onboarding checklists. • To train mentors.

		Staff Regulations.	
6. Accountability	-/+	<p>All staff are accountable to AMBIS University and to providers of funds for their effective use.</p> <p>Senior staff are required to participate in financial control as part of their duties. At AMBIS University, funding controls (including project financing) are carried out through internal and external audits as standard procedures for process management and risk prevention. It is the duty of project managers to participate in financial audits. Support for the financial management is provided by the Science and Research Department in close cooperation with the Finance Department.</p> <p>The funding control system is in place at AMBIS University in accordance with the relevant legislation and ISO 9001 quality management rules. Accounting information management principles are laid down in the guidelines CVP-EK-01 Accounting Processing System and CVP-EK-06 Grant Accounting.</p> <p>The storage of scientific research results is governed by the directive CVP-P-08 Preparation, Approval, Submission and Control of Science and Research Projects at AMBIS University.</p> <p>GAP:</p> <ul style="list-style-type: none"> • The Code of Ethics does not regulate the effective use of funds, • the existing system informing staff about grant opportunities is not formalised. 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 57.1 % of respondents believe that the rules for efficient use of funds are clearly defined at AMBIS University. • 35.2 % of respondents state that these rules are not clear to them. <p>Suggestions</p> <ul style="list-style-type: none"> • To add efficient funding specifics to the Code of Ethics. • To update the directive CVP-P-08 Preparation, Approval, Submission and Control of Science and Research Projects, including the system of informing employees about the possibilities of gaining science and research grants.
7. Good practice in research	+/-	<p>All work processes at AMBIS University comply with the applicable legislation (e.g., health and safety at work, fire protection, personal data protection),</p>	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 79.6 % of respondents

		<p>the following internal regulations also applying to the area of research:</p> <ul style="list-style-type: none"> • CVP-GŘ-01 Work Rules, • CVP-GŘ-11 Working Hours, • CVP-P-01 Organisational Regulations, • CVP-P-06 Information System Operating Rules • CVP-P-08 Preparation, Approval, Submission and Control of Research Projects, • CVP-P-04 Handling of Personal Data, • VP-PR-02 Planning, Recording and Dissemination of Publications, • VP-PR-06 Contractual Research. <p>AMBIS University provides staff training in the areas of health and safety, fire protection and data protection (GDPR) in accordance with the legal requirements. It also conducts training for drivers of reference vehicles.</p> <p>Employees are required to store data generated by AMBIS research activities on a shared storage system (SharePoint) where individual access is guaranteed. The data are regularly backed up in accordance with the CVP-P-06 directive.</p> <p>AMBIS staff are encouraged to share good practice in research, especially among novice colleagues.</p> <p>GAP:</p> <ul style="list-style-type: none"> • The knowledge management system is not formalised, • relevant documents and guidelines are not available in English version, • insufficient training of employees in data management (storage, security, backup), • there are many internal regulations for this area, 	<p>believe they are sufficiently familiarised with the necessary work procedures.</p> <p>Suggestions</p> <ul style="list-style-type: none"> • To consider restructuring internal regulations. • To add a "good practice" section to interactive guidelines of the Science and Research Department. • To include knowledge sharing and transfer in staff training. • To include the issue of knowledge management in regular staff appraisals.
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		some staff find it difficult to navigate them.	
8. Dissemination, exploitation of results	+/-	<p>The obligation to publish the scientific research results is given by AMBIS internal regulations as well as by external grant providers' rules.</p> <p>All academic staff are encouraged to improve the quality of their publications, the following incentive directives applying:</p> <ul style="list-style-type: none"> • CVP-Pers-10 Minimum Requirements in Science and Research for Carrier-oriented Study Programmes, • CVP-Pers-11 Remuneration of academic staff's publication activities, • OP-Pers-02 Minimum Requirements for Thesis Supervisors, • CVP-GŘ-02 Staff Remuneration, • VP-PR-03 Internal Grant Agency. <p>The dissemination of the results of creative activities is also motivated by competitions (e.g., the competition for the best professional paper).</p> <p>The most important outcomes are posted on the AMBIS website, in the science and research section.</p> <p>GAP:</p> <ul style="list-style-type: none"> • The science and research results are not sufficiently disseminated among the academic staff, the awareness of the outcomes achieved being insufficient, • the questionnaire survey shows that the staff are not sufficiently familiar with the result dissemination and implementation procedures. 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 75.9 % of respondents believe that scientific research results are disseminated and shared transparently. • 12.5 % think the opposite. <p>Suggestions</p> <ul style="list-style-type: none"> • To better define the space for the dissemination and use of research results in the VP-PR-02 directive on Planning, recording and dissemination of publications. • To create a larger space in the public section of the website for research outcomes presentations.
9. Public engagement	-/+	The methods and forms of "popularization" of scientific research results for the general public are	Questionnaire survey

		<p>not dealt with in AMBIS internal documents, research achievements not being used as a means of public relations engagement. Even the Strategic Plan treats this issue in a very general way.</p> <p>GAP:</p> <ul style="list-style-type: none"> • The popularization of science and research results for the general public is not part of any internal regulation or strategic document, • AMBIS staff are not systematically motivated to present the results of their research activities to the lay public. 	<ul style="list-style-type: none"> • 40.8 % of respondents believe that the results of science and research are sufficiently communicated to the public. • 38.3 % of respondents think that the general public is insufficiently informed about the results. • 20.9 % of the respondents are unable to assess the situation. <p>Suggestions</p> <ul style="list-style-type: none"> • To add the issue of the popularization of research results to the VP-PR-02 directive on Planning, recording and dissemination of publication activities. • To describe the motivation measures taken to popularise the results in the above- mentioned directive.
10. Non discrimination	++	<p>The prohibition of any discrimination is part of the Czech Republic’s legislation, the Labour Code in particular. AMBIS University focuses on this issue in its internal regulations, such as the Code of Ethics, CVP-Pers-02 Employee Selection, OP-Pers-01 Gender Equality Plan or CVP-P-09 Investigation of Complaints Concerning Sexualised Violence or Sexual Harassment, the latter document</p>	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 92.4 % of respondents stated that they had not encountered any manifestations of discrimination at AMBIS University, while 5.1 %

		<p>establishing the position of an external ombudsman for both AMBIS staff and students. Although the discrimination ban is not explicitly addressed in the selection process regulations, it is a natural aspect of the academic environment and as such is observed without reservation.</p> <p>The questionnaire survey also suggests that a vast majority of respondents have not encountered any manifestations of discrimination at AMBIS University. Rarely reported experiences of perceived discrimination (5.1 %) were related to age or appearance.</p> <p>GAP:</p> <ul style="list-style-type: none"> • The prohibition of recruitment discrimination is enshrined in the CVP-Pers-02 directive on the selection of employees, but not stated explicitly in the Code of Ethics. • None of the internal regulations clearly describes the procedure for filing complaints (including those about suspected discrimination). 	<p>admitted that they (supposedly) had experienced them.</p> <ul style="list-style-type: none"> • 2.5% of respondents stated that they were not able to assess this area. <p>Suggestions</p> <ul style="list-style-type: none"> • To explicitly add to the Code of Ethics University the principle of inadmissibility of any form of discrimination. • To inform the whole academic community about the possibility to contact the ombudsman. • To add a complaint procedure to internal regulations. • To incorporate the topic of discrimination to AMBIS staff training.
<p>11. Evaluation / appraisal systems</p>	<p>-/+</p>	<p>An external tool for evaluating the research institutions utilized in the Czech Republic is Methodology 17+, based on bibliometric analysis and assessment by independent foreign reviewers. AMBIS University performs evaluation using Methodology 17+, comparing the results with other HEIs.</p> <p>Staff appraisal system is enshrined in the CVP-GŘ-03 Employee Ratings, additional aspects being treated by the regulations CVP-Pers-10 Minimum</p>	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 9.78 % of respondents report that their evaluation takes place on a regular annual basis. • 34.2 % of respondents state that they are evaluated informally and verbally. • According to 25.8 % of

		<p>Requirements in Science and Research for Carrier-oriented Study Programmes, and OP-Pers-02 Minimum Requirements for Thesis Supervisors. However, as also indicated by the questionnaire survey, staff assessments are carried out ad hoc rather than regularly in annual cycles.</p> <p>Feedback evaluation of the teaching-learning process is conducted through regular student surveys held once a semester, assessing both individual staff members and the academic environment.</p> <p>GAP:</p> <ul style="list-style-type: none"> • Staff evaluations do not take place in regular annual cycles, • self-evaluation is carried out in an unsystematic way, • there is no career code, • the results of student surveys are not properly presented outside individual departments. 	<p>respondents, the assessment takes place whenever needed.</p> <ul style="list-style-type: none"> • 12.44 % of respondents report that evaluation does not take place, 16 % admitting they are unable to assess this issue. <p>Suggestions</p> <ul style="list-style-type: none"> • To consistently follow the rules set out in the CVP-GŘ-03 Employee Ratings, including staff self-evaluation as part of the appraisal. • To also evaluate cooperation with the manager in charge according to the set form. • To update the directive CVP-Pers-10 Minimum Scientific and Research Requirements for Carrier-oriented Study Programmes. • To create a Career Code.
<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.</p>			
<p>12. Recruitment</p>	<p>++</p>	<p>The recruitment procedures are governed by the CVP-Pers-02 Staff Selection directive, covering the whole process from the planning of the needs</p>	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 85.7 % of respondents

		<p>through the selection of candidates to the employment contract conclusion. Onboarding is also described in the ISO 9001 process definition. However, the selection process is only treated in general terms in the above regulation (e.g., there are no rules prohibiting discrimination, the ban being observed anyway).</p> <p>The questionnaire survey shows that a vast majority of respondents (85.7 %) think that their recruitment procedure was clear and transparent.</p> <p>GAP:</p> <ul style="list-style-type: none"> • OTM-R policy is missing, • the description of the Code principles is missing in the recruitment guidelines, • there is no career code. 	<p>believe that their recruitment process was (quite) clear and transparent</p> <ul style="list-style-type: none"> • 5.6 % of respondents have doubts about its transparency • 8.7 % of respondents say they are unable to assess the process <p>Suggestions</p> <ul style="list-style-type: none"> • To develop and implement an OTM-R policy. • To update the internal directive CVP-Pers-02 Staff Selection, adding the principles of the Code of Conduct for the Recruitment of Researchers. • To create a career code.
13. Recruitment (Code)	-/+	<p>AMBIS University does not currently pursue one's own OTM-R policy. Recruitment procedures are conducted in compliance with the CVP-Pers-02 Staff Selection directive, but the principles of the Code of Conduct for the Recruitment of Researchers are not explicitly enshrined in this directive.</p> <p>The recruitment procedures are presented on the AMBIS website (https://www.ambis.cz/kariera) and on job servers (jobs.cz, sprace.cz), allowing sufficient time to electronically submit the application.</p>	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 54.1 % of the respondents are sufficiently aware of the method and procedure for recruiting new staff. • 40.8 % of respondents are not familiar with the recruitment policy and procedure. • 5.1 % of respondents are unable to judge it.

		<p>The content and form of posting a vacancy is in the competence of the manager the respective department in consultation with the HR department, indicating all relevant job requirements. A uniform form is not yet available.</p> <p>The job offer (advertisement) includes:</p> <ul style="list-style-type: none"> • Information about AMBIS University, • a short introduction of the department offering the vacant position, • job title, • qualification requirements, • a brief job specification, • expected date of employment, • fringe benefits, • required documents. <p>The principles of data protection (GDPR) are strictly observed during the recruitment.</p> <p>GAP:</p> <ul style="list-style-type: none"> • AMBIS University does not have an OTM-R policy in place, • there is no single unified job offer form for the whole institution, • the principles of the Code of Conduct for the Recruitment of Researchers are not explicitly anchored in the CVP-Pers-02 Staff Selection directive, • the process of selecting a new employee is not well known among AMBIS staff. 	<p>Suggestions</p> <ul style="list-style-type: none"> • To develop and implement an OTM-R policy. • To update the internal directive CVP-Pers-02 Staff Selection and add the principles of the Code of Conduct for the Recruitment of Researchers. • To develop a Career Code. • To get staff acquainted with recruitment policies and processes.
<p>14. Selection (Code)</p>	<p>+/-</p>	<p>The selection of employees at AMBIS University is pursuant to the CVP-Pers-02 Staff Selection Directive.</p>	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 57.7 % of respondents

		<p>Based on the department's request to recruit a new employee, the candidate's profile is compiled, the job offer made and the selection procedure announced. The offer is communicated to current employees (as part of the referral programme) and published on the AMBIS University website (https://www.ambis.cz/kariera) and on job servers (www.jobs.cz, www.sprace.cz) with sufficient time for applications that are to be filed electronically.</p> <p>The HR department will assess the suitability of each candidate, inviting the selected ones well in advance for an interview, which may be multi-round, taking place either remotely via MS Teams or in person. Permanent members of the selection committee are a representative of the HR department and the head of the department offering the vacancy. The committee is usually supplemented by other members, depending on the qualifications required.</p> <p>The selection panel is not clearly described in any AMBIS directive, nor are the requirements for the (gender or other) balance of its composition. Nevertheless, the principles of non-discrimination are always obeyed.</p> <p>Upon the completion of the selection process, applicants are notified of its outcome. If they show interest, unsuccessful candidates are also informed of the reasons for rejection.</p> <p>GAP:</p> <ul style="list-style-type: none"> • AMBIS University does not have an OTM-R policy, although its principles are pursued, • the procedure for establishing candidate selection criteria is not enshrined in the employee 	<p>believe that the selection of new employees is conducted objectively and fairly, 10.2 % of respondents doubt it.</p> <ul style="list-style-type: none"> • 32.1 % of respondents say they cannot judge the question. <p>Suggestions</p> <ul style="list-style-type: none"> • To develop and implement an OTM-R policy. • To update the internal directive CVP-Pers-02 Staff Selection, adding the principles of the Code of Conduct for the Recruitment of Researchers.
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		<p>selection directive,</p> <ul style="list-style-type: none"> the selection committee appointment guidelines are set out only in general terms in the above directive (e.g., gender principle not included). 	
15. Transparency (Code)	-/+	<p>Vacancy posting is under the responsibility of the AMBIS HR department which responds to the real requirements of individual departments. The basic place for posting vacancies is at https://www.ambis.cz/kariera.</p> <p>The job offer (advertisement) includes:</p> <ul style="list-style-type: none"> information about AMBIS University, a short introduction of the department offering the vacancy, job title, qualification requirements, a brief job specification, expected date of employment, fringe benefits, required documents. <p>The principles of data protection (GDPR) are strictly observed during the selection process.</p> <p>Upon the completion of the selection process, applicants are notified of the outcome. If interested, unsuccessful candidates are also informed of the reasons for rejection.</p> <p>According to the questionnaire survey, however, current AMBIS employees are not sufficiently informed about the ways and forms of publication of job offers.</p> <p>GAP:</p> <ul style="list-style-type: none"> There is little awareness among current staff of how vacant positions are advertised, 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> 61.2 % of respondents believe that they are sufficiently informed about the recruitment conditions and the way they are presented; 33.2 % reporting the opposite. 5.6 % of respondents were unable to assess the issue. <p>Suggestions</p> <ul style="list-style-type: none"> To develop and implement an OTM-R policy. To update the internal directive CVP-Pers-02 Staff Selection and add the principles of the Code of Conduct for the Recruitment of Researchers.

		<ul style="list-style-type: none"> • feedback for job seekers, except for an informational e-mail, is not formally enshrined in the guidelines. 	
16. Judging merit (Code)	+/-	<p>Arising from the vacancy offered, the criteria set out for the selection of a candidate are not explicitly stated in any directive.</p> <p>For the academic staff, the relevant criteria are qualifications, research results and publication outputs, work experience and practical knowledge in the required field, foreign experience being a competitive advantage. During the selection procedure, both professional merit and teaching experience are assessed. The composition of the selection panel guarantees the selection of the most suitable candidate.</p> <p>Specific requirements are part of the published offer.</p> <p>GAP:</p> <ul style="list-style-type: none"> • AMBIS University does not have a developed OTM-R policy, • the principles of merit assessment are not explicitly stated in any directive. 	<p>Suggestions</p> <ul style="list-style-type: none"> • To develop and implement an OTM-R policy. • To update the internal CVP-Pers-02 Staff Selection directive, adding the principles of the Code of Conduct for the Recruitment of Researchers.
17. Variations in the chronological order of CVs (Code)	+/-	<p>Candidates are judged on all the established criteria relevant to the vacancy offered.</p> <p>Selection committees assess the scientific output, teaching experience (for academic positions) and managerial experience (e.g., in project management). These qualification prerequisites are assessed irrespective of career breaks (maternity leave, working in the business sector, etc.).</p> <p>GAP:</p>	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 42.9 % of respondents report that AMBIS University correctly considers career interruptions when assessing applicants, 2.5 % think the opposite. • 54.6 % of respondents state that they are unable to judge it.

		<ul style="list-style-type: none"> • AMBIS University has not implemented an OTM-R policy yet, but its principles are followed, • the staff selection regulations do not stipulate that career interruption (e.g., maternity) does not affect the applicant's evaluation in the selection process. 	<p>Suggestions</p> <ul style="list-style-type: none"> • To develop and implement an OTM-R policy. • To update the internal directive CVP-Pers-02 Staff Selection and add the principles of career break assessment.
<p>18. Recognition of mobility experience (Code)</p>	<p>-/+</p>	<p>At AMBIS University, employees and students enjoy the Erasmus+ programme for mobility stays abroad, other forms of international mobility being also in place.</p> <p>Participation in mobilities and conferences abroad is a standard staff evaluation criterion, highly valued in the selection process, but not yet enshrined in any AMBIS document.</p> <p>Nevertheless, AMBIS University considers mobility an important factor, supporting it purposefully.</p> <p>GAP:</p> <ul style="list-style-type: none"> • An OTM-R policy is missing, • requirement for international mobility experience as one of the recruitment and staff appraisal criteria, is not defined in internal regulations. 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 88.8 % of respondents state that they have not participated in any mobility stay abroad. • 7.6 % say they have participated in a mobility programme, but their experience was not utilized. • 3.6 % of respondents report that they participated in a mobility programme and their experience was used. <p>Suggestions</p> <ul style="list-style-type: none"> • To develop and implement an OTM-R policy. • To update the internal directive CVP-Pers-02 Staff Selection and add principles for assessing mobility.

19. Recognition of qualifications (Code)	++	<p>The recognition of qualifications is legally enacted by the Higher Education Act and the Lisbon Treaty (Convention on the Recognition of Qualifications in Higher Education in the European Region) in particular, the MEYS decree regulating the recognition of qualifications of foreigners.</p> <p>The qualification requirements are determined by the position advertised and are objectively assessed by the selection committee.</p> <p>GAP:</p> <ul style="list-style-type: none"> • There is no OTM-R policy in place. 	<p>Suggestions</p> <ul style="list-style-type: none"> • To develop and implement an OTM-R policy.
20. Seniority (Code)	-/+	<p>The CVP-Pers-02 Staff Selection directive does not define the term "seniority", but the criterion of the length of employment is given proper attention in the recruitment process. During the selection procedure, seniority is always considered in the context of other indicators given the nature of the position to be filled.</p> <p>AMBIS University staff are motivated to develop their professional and pedagogical skills, knowledge, and practical experience, and participate in international mobility programmes.</p> <p>AMBIS departments are encouraged to manage and transfer knowledge among existing and new staff.</p> <p>GAP:</p> <ul style="list-style-type: none"> • There is no OTM-R policy in place, • the management and transfer of knowledge is not embedded internal AMBIS regulations. 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 54.1 % of respondents believe that there is a knowledge management system in their respective workplace, 20.9 % thinking the opposite. • 25 %, mostly younger respondents, could not assess the issue. <p>Suggestions</p> <ul style="list-style-type: none"> • To develop and implement an OTM-R policy. • To formalise the knowledge management system at AMBIS University. • To engage in mentor training.

21. Postdoctoral appointments (Code)	--	AMBIS University does not run a doctoral programme, its internal regulations therefore not including postdoctoral appointments.	
Working Conditions and Social Security			
22. Recognition of the profession	++	<p>Recognition of the professions of all employees is a natural part of AMBIS University operation. Given that science and research is a backbone HEI activity, the position of academic and research staff is essential.</p> <p>This principle is enshrined in the AMBIS Code of Ethics.</p> <p>GAP:</p> <ul style="list-style-type: none"> No shortcomings contradicting this principle were identified, further improvements, however, are possible. 	<p>Suggestions</p> <ul style="list-style-type: none"> No further action required.
23. Research environment	++	<p>The improvement of the research and general working environment is a systemic factor permeating the operation of AMBIS University.</p> <p>AMBIS staff have at their disposal the necessary equipment, including ICT, and access to the information resources at respective departments.</p> <p>Newly hired employees are also introduced to H&S and fire protection principles.</p> <p>Since AMBIS University is a private establishment that does not receive any public funds for its normal operation, considerable attention is paid to seeking financial resources (e.g., external grants, structural funds), some of them, however, being provided in the de minimis regime.</p> <p>GAP:</p> <ul style="list-style-type: none"> Limited access to external sources of funding, 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> 91.8 % of respondents think that they have all the necessary working conditions, 8.2 % state the opposite. <p>Suggestions</p> <ul style="list-style-type: none"> To systematically seek additional sources of funding further development of the working and research environment.

		<ul style="list-style-type: none"> no shortcomings contradicting this principle were identified, further improvements, however, are possible. 	
24. Working conditions	++	<p>The basic working conditions (working hours, length of vacation, etc.) are enacted by national legislation, especially the Labour Code.</p> <p>AMBIS University continuously improves the working conditions of its employees, supporting their personal development and offering a number of benefits, such as the possibility of adjusting working conditions, support for active participation in conferences, language training, flexible working hours, creative sabbaticals, advice on grant application, etc.</p> <p>AMBIS University supports part-time jobs and working time adjustments, e.g., after maternity or parental leave.</p> <p>GAP:</p> <ul style="list-style-type: none"> There is no Career Code. 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> 93.9 % of respondents report that they have safe and suitable working conditions, 4.1 % reporting the opposite. 2 % of respondents do not feel qualified enough to assess the question. <p>Suggestions</p> <ul style="list-style-type: none"> To develop a Career Code.
25. Stability and permanence of employment	+/-	<p>According to the national legislation and internal regulations of AMBIS University, fixed-term employees work under the same conditions as permanent ones.</p> <p>Possibility of repeated fixed-term employment is clearly defined by the Labour Code.</p> <p>AMBIS University strives to retain qualified staff by maintaining and improving working conditions.</p> <p>GAP:</p> <ul style="list-style-type: none"> There is no Career Code. 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> 79.6 % of respondents indicate that they plan to remain at AMBIS University in the future. 11.7 % of respondents suggest that they do not intend to stay at AMBIS University. 8.7 % are undecided. <p>Suggestions</p>

			<ul style="list-style-type: none"> To develop a Career Code enabling individual career plans to be drawn up, especially for R3 and R4 researchers. To explicitly enshrine the same conditions for all AMBIS staff regardless of their employment contract in the CVP-GŘ-01 Work Rules directive.
26. Funding and salaries	+/-	<p>The remuneration system at AMBIS University is based on the CVP-GŘ-02 Staff Remuneration directive, complemented by other regulations (such as CVP-Pers-04 Employee Benefits, CVP-Pers-11 Remuneration for Academic Staff Publication Activities, CVP-P-08 Implementation and Control of Science and Research Projects and VP-PR-06 Contract Research). The questionnaire survey shows that two thirds of AMBIS staff consider the financial evaluation of their work to be fair.</p> <p>There is not a trade union at AMBIS University, which therefore does not have a collective agreement. AMBIS academic staff are encouraged to apply for external research grants.</p> <p>GAP:</p> <ul style="list-style-type: none"> There is not a valid career code, inconsistent level of staff evaluation across the entire institution. 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> 69.9 % of respondents believe they are evaluated and rewarded fairly for their work, 22.5 % think that they are not. 7.6 % are unable to assess the question. <p>Suggestions</p> <ul style="list-style-type: none"> To improve the quality of staff appraisals across AMBIS University. To systematically support efforts to obtain external grants including contract research. Develop a Career Code.
27. Gender balance	+/-	The principles of non-discrimination and the policy of	Questionnaire survey

		<p>equal opportunities, based on legal norms (the Labour Code in particular), are a standard component of AMBIS University operation.</p> <p>In general terms, the above principles are anchored in the Code of Ethics, permeating other AMBIS internal directives.</p> <p>AMBIS University respects equal rights for all staff who enjoy equal access to information, training, and development.</p> <p>During selection procedures, only objective prerequisites for the position (qualifications, publications, research achievements, teaching skills, etc.) are considered.</p> <p>GAP:</p> <ul style="list-style-type: none"> • Although the gender principle is enshrined in the Code of Ethics as well as in other internal regulations, over ten percent of employees believing that the equal opportunities policy at AMBIS University is not sufficiently enforced. 	<ul style="list-style-type: none"> • 59.7 % of respondents believe that the equal opportunities policy at AMBIS University works well. • 10.7 % think the opposite. • 29.6 % could not make an informed judgement on the topic. <p>Suggestions</p> <ul style="list-style-type: none"> • To develop this issue in the AMBIS Code of Ethics and the CVP-Pers-02 Staff Selection directive. • To raise awareness about the equal opportunities policy.
<p>28. Career development</p>	<p>+/-</p>	<p>AMBIS University supports the development of knowledge and skills of its employees through both the in-house and external training.</p> <p>AMBIS staff are encouraged to actively seek educational opportunities, develop publishing and research activities, and present the achieved outcomes.</p> <p>In line with the onboarding process, newly hired academic staff are assigned a mentor to assist them in gaining teaching experience.</p> <p>GAP:</p> <ul style="list-style-type: none"> • There is not a Career Code available that would 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 66.3 % of respondents believe they have sufficient support for their personal development and career growth, 25.5 % think the opposite. • 8.2 % could not answer this question. <p>Suggestions</p>

		<p>allow for creating individual career plans for researchers of groups R3 and R4,</p> <ul style="list-style-type: none"> mentoring processes are not defined. 	<ul style="list-style-type: none"> To develop a Career Code enabling individual career planning, especially for R3 and R4 researchers. To update CVP-Pers-03 Staff Training, and CVP-GŘ-03 Employee Ratings directives. To formalise the mentoring process. To motivate the staff to further their training.
29. Value of mobility	+/-	<p>AMBIS University participates in the Erasmus+ exchange programme allowing for foreign internships with the EU financial support. AMBIS staff, however, are not very interested in participating in international mobility, although most of them (67.9 %) consider it as an opportunity for personal development.</p> <p>Participation in foreign mobilities is complicated by the need to provide substitute teaching in the department that sends its member to an internship.</p> <p>GAP:</p> <ul style="list-style-type: none"> Missing a Career Code, mobility experience requirements are not defined as an evaluation criterion. 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> 67.9 % of respondents consider participation in mobility stays abroad as an opportunity for personal development. 19.4 % of respondents do not consider it as the development opportunity 12.7 % could not answer the question. <p>Suggestions</p> <ul style="list-style-type: none"> To develop a Career Code. To update CVP-GŘ-03 Employee Ratings directive. To motivate staff to actively participate in foreign mobility.

			<ul style="list-style-type: none"> • To add the benefits of international mobility to the interactive guidelines of the Science and Research Department. • To seek opportunities of obtaining international grants in cooperation with foreign HEIs.
30. Access to career advice	--	<p>The career guidance system is not currently formalized at AMBIS University. Departmental heads as well as HR and Science and Research departments provide the assistance to those interested, but there is a lack of comprehensive systematic assistance.</p> <p>GAP:</p> <ul style="list-style-type: none"> • A career code is missing, • there is not a formalized career counselling system. 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 28.1 % of respondents think that sufficient career guidance is available at AMBIS University, 30.6 % of respondents do not think so. • 41.3 % could not make an informed judgement on the issue. <p>Suggestions</p> <ul style="list-style-type: none"> • To create a Career Code. • To develop the career guidance methodology. • To promote informal counselling and experience sharing.
31. Intellectual Property Rights	++	<p>The respect for intellectual property rights is based on the applicable national legislation, enshrined in the AMBIS Code of Ethics, and interwoven into other relevant regulations.</p> <p>When text-checking the final qualification (bachelor</p>	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 89.3 % of respondents indicate that they have not encountered any

		<p>and diploma) theses, as well as seminar papers, the degree of content compliance with other documents is measured by the Theses text-matching system developed at Masaryk University.</p> <p>GAP:</p> <ul style="list-style-type: none"> • No drawbacks contradicting the above principle were found, however, further improvement is possible. 	<p>infringement of their intellectual property rights at AMBIS University, 6.2 % state the opposite.</p> <ul style="list-style-type: none"> • 4.5 % of respondents could not answer the question. <p>Suggestions</p> <ul style="list-style-type: none"> • To emphasize the respect for intellectual property rights throughout educational and scientific activities.
<p>32. Co-authorship</p>	<p>+/-</p>	<p>In general terms, the concept of co-authorship is enshrined in the AMBIS Code of Ethics. It is also mentioned in internal directives CVP-Pers-10 Minimum Requirements in the Field of Science and Research for Carrier-oriented Study Programmes, and CVP-Pers-11 Remuneration of Publication Activities of Academic Staff. The co-authoring process, however, is not described in full detail in any of the regulations.</p> <p>Vice-rector's directives VP-PR-35 Handling the Research and Development Results, and VP-PR-02 Planning, Recording and Dissemination of Publication Activities set out the rules for handling the outcomes of intellectual activities at AMBIS University. The results achieved in grant and other joint projects are either subject to the grant provider's rules or are covered by a separate contract.</p> <p>AMBIS University supports and guides its academic staff to co-authorship.</p>	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 66.1 % of respondents believe that the co-authorship principles are respected at AMBIS University, only 1.8 % expressing the opposite opinion. • 32.1 % of respondents could not assess the issue. <p>Suggestions</p> <ul style="list-style-type: none"> • To update the Code of Ethics. • To add a precise definition and procedures of co-authorship to the relevant documents. • To add the topic of co-

		GAP: <ul style="list-style-type: none"> • The concept of co-authorship is not clearly defined in any of the internal regulations, • the directives describing the handling of R&D results no longer correspond to current practice. 	authorship to Science and Research department's interactive guidelines.
33. Teaching	++	<p>As AMBIS University is a higher education institution, teaching process represents an integral part of its daily operation, academic staff being well-aware of their responsibility for the quality of teaching.</p> <p>Vice-rectorates for studies and pedagogical activities arrange a series of webinars aimed at developing the teaching skills.</p> <p>Pedagogical activity of academic staff members is evaluated by the heads of respective departments representing the employer, and by students in regular questionnaire surveys.</p> <p>AMBIS University management consistently ensures that staff members are equally burdened with work assignments, their workload being divided between preparation, teaching, supervision of final theses, research, publishing, and other creative activities. The academic staff's workload is one of the evaluation criteria applied by the National Accreditation Authority for Higher Education.</p> <p>The internal quality assurance system is implemented in line with the registered internal regulation Rules of the Quality Assurance System for Educational, Creative and Related Activities, and Rules of Internal Quality Assessment, the evaluation outcomes being regularly published in the Annual Activity Report and the Internal Evaluation Report.</p> <p>GAP:</p> <ul style="list-style-type: none"> • A Career Code taking into account the teaching 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 87.5 % of respondents consider the support of pedagogical activities by AMBIS University to be sufficient, 10.7 % on the contrary. • 1.8 % percent of respondents could not take any view. <p>Suggestions</p> <ul style="list-style-type: none"> • To create a Career Code. • To supplement the interactive guidelines for teaching with the required information. • To evaluate the suitability of various forms of knowledge testing in different courses in cooperation with the course supervisors.

		<p>process is not available,</p> <ul style="list-style-type: none"> • interactive guidelines for teaching do not contain all the required information and references to relevant internal regulations, • an individual approach to the way the courses are completed is not supported. 	
34. Complains/ appeals	+/-	<p>At present, no internal AMBIS University directives describe the process of lodging and resolving student or staff complaints. Hence, they are usually handed over AMBIS Rector who either handles the complaint herself or authorizes a senior staff member (usually a Vice-rector) to handle it.</p> <p>Possible breaches of the Code of Ethics or regulations by students are dealt with by the Disciplinary Commission on the basis of Disciplinary Regulations for Students; there is no similar board for handling complaints about AMBIS staff (e.g., an Ethics Committee).</p> <p>The employee questionnaire survey indicates that if a staff member raises a complaint, it is usually resolved in a proper and timely manner.</p> <p>GAP:</p> <ul style="list-style-type: none"> • Ethics committee is not established, • no internal directive describes the process of raising and resolving complaints. 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 72.4 % of respondents reported that they had no reason to complain. • 15.8 % report that their complaint was resolved in a proper and timely manner. • 4.6 % of respondents indicate that their complaint was resolved properly but not in a timely manner. • 3.1 % report that their complaint was not handled objectively. • 4.1 % report that their complaint was not resolved at all. <p>Suggestions</p> <ul style="list-style-type: none"> • To anchor the establishment of an ethics committee to the Code of Ethics. • To draw up an internal regulation describing the process of filing and

			<p>handling complaints.</p> <ul style="list-style-type: none"> To establish an ombudsman function.
35. Participation in decision-making bodies	+/-	<p>AMBIS academic staff and researchers participate in decision-making at all levels. They are represented in the Academic Council, Councils of Study Programmes, Internal Evaluation Council, Ethics Committee for Research, and Disciplinary Commission.</p> <p>In selection procedures for academic positions, AMBIS staff members are appointed to the Selection Committee according to their respective expertise. The questionnaire survey, however, indicates that a significant number of staff do not know who represents their interests in AMBIS University bodies.</p> <p>GAP:</p> <ul style="list-style-type: none"> The internal survey shows that 17 % of respondents consider the representation of academic/scientific staff in the decision-making bodies as insufficient, 44.6 % being unable to judge it, other deficiencies that would contradict the principle in question were not identified, but there is still space for improvements. 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> 38.4 % of respondents believe that the representation of academic/scientific staff in decision-making bodies is sufficient. 17 % think that this representation is not sufficient. 44.6% of respondents could not judge the situation. <p>Suggestions</p> <ul style="list-style-type: none"> To inform AMBIS University staff about their representation in the decision-making bodies (at least once a year). To improve the system of communication with the staff to make it easier for them to find information about the current composition of the decision-making bodies on SharePoint pages.

Training and Development			
36. Relation with supervisors	+/-	<p>The duties of senior staff are contained in the CVP-GŘ-01 Work Rules. A senior manager is obliged to</p> <ul style="list-style-type: none"> • determine and assign work tasks to subordinates, managing and supervising them, • regularly evaluate work performance, • ensure the compliance with workplace regulations, • create favourable working conditions, • inform subordinate employees about relevant facts, • ensure that subordinate staff are properly rewarded, • create conditions for their development. <p>It is the duty of AMBIS managers to regularly evaluate the staff in line with the CVP-GŘ-03 Employee ratings directive, using the established ISO 9001 forms.</p> <p>The questionnaire survey showed that 89.3 % of respondents are satisfied with the relationships with their supervisors, but they see feedback problems</p> <p>GAP:</p> <ul style="list-style-type: none"> • There is no systematic record of staff training for evaluation purposes, • the level of employee -> supervisor feedback is insufficient. 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 89.3 % of respondents think that the supervisors' approach to employees is transparent and fair, as opposed to 5.1 %. • 5.6 % of respondents could not comment on the issue. • 66.8 % of respondents consider the superior-subordinate feedback at AMBIS University to be properly set, 19.4 % think it is inappropriate, and 13.8 % cannot assess the situation. <p>Suggestions</p> <ul style="list-style-type: none"> • To properly train senior managers and mentors. • To systematize the feedback process. • To consistently evaluate the staff in compliance with CVP-GŘ-03 Employee Ratings directive.
37. Supervision and managerial duties	++	<p>The duties of senior staff are embodied in CVP-GŘ-01 Work Rules. A senior manager is obliged to:</p> <ul style="list-style-type: none"> • determine and assign work tasks to subordinates, managing and supervising them, 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 87.2 % of respondents consider their supervisors'

		<ul style="list-style-type: none"> regularly evaluate work performance, ensure compliance with workplace regulations, create favourable working conditions, inform subordinate staff about relevant facts, ensure that subordinate staff are properly rewarded, create conditions for their development. <p>GAP:</p> <ul style="list-style-type: none"> No deficiencies that contradict the above principles were identified, however, there is still room for improvement. 	<p>support as sufficient, contrary to 7.7 %.</p> <ul style="list-style-type: none"> 5.1 % of respondents could not answer the question. <p>Suggestions</p> <ul style="list-style-type: none"> No measures needed.
38. Continuing Professional Development	+/-	<p>The Code of Ethics, Work Rules and other internal regulations declare the need for continuous development of all AMBIS academic/scientific staff. The department heads in cooperation with the HR department are in charge of the staff training, including funding.</p> <p>Self-education and personal development are part of the regular assessment according to CVP-GŘ-03 Employee Ratings directive.</p> <p>The transfer of knowledge and skills to novice colleagues is mediated by experienced staff, mentors being selected from among them to assist onboarding newcomers.</p> <p>GAP:</p> <ul style="list-style-type: none"> A Career Code is not available, there is not a systematic record of staff training to support staff appraisal, there is no system of information about training opportunities. 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> 72 % of respondents believe that their supervisor supports their professional growth, 15.8 % say the opposite. 12.2 % of respondents could not judge it. 55.6 % of respondents report that they give enough support to budding colleagues, 11.2 % consider their help insufficient. 33.2 % of respondents are unable to answer the question. <p>Suggestions</p> <ul style="list-style-type: none"> To create a Career Code,

			<p>paying more attention to self-education within personal career plans.</p> <ul style="list-style-type: none"> • To keep a systematic record of staff training. • To continuously inform employees about internal and external training opportunities.
39. Access to research training and continuous development	+/-	<p>AMBIS University supports the training of its employees in their field of their expertise since starting employment, both through in-house courses and by fostering their external training endeavours.</p> <p>It systematically supports early career academics in their pursuit of a scientific or habilitation degree.</p> <p>Employees themselves can search for suitable training courses, their superiors along with the HR department deciding whether the given training option will be supported. If an external training activity is approved and ultimately completed, its contribution to the employee's personal development is to be assessed.</p> <p>GAP:</p> <ul style="list-style-type: none"> • A Career Code is missing, • there is no systematic record of staff training to support their appraisal, • there is no system of information on training opportunities, • knowledge management methodology is not available. 	<p>Questionnaire survey</p> <ul style="list-style-type: none"> • 58.7 % of respondents find professional development offers at AMBIS University sufficient, 27 % do not • 14.3 % of respondents were unable to take a stand <p>Suggestions</p> <ul style="list-style-type: none"> • To create a Career Code, emphasizing self-learning in personal career plans. • To keep a systematic record of staff training activities. • To systematically inform employees about internal and external training opportunities.
40. Supervision	++	According to Work Rules, the supervision of an	Questionnaire survey

		<p>academic/research staff member is entrusted to the head of the respective department or, in the case of an independent researcher, to the Vice-rector for Science and Research.</p> <p>These senior staff members supervise, control, and evaluate the employee's performance.</p> <p>GAP:</p> <ul style="list-style-type: none"> • There is no formal definition of the mentor's position and role, • no other shortcomings contradicting this principle have been identified, but improvements are possible. 	<ul style="list-style-type: none"> • 88.8 % of respondents know where they can get advice and help, 9.2 % do not know. • 2 % of respondents cannot comment on it. <p>Suggestions</p> <ul style="list-style-type: none"> • To define the role of a mentor in CVP-Pers-02 Staff Selection directive.
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