

The background of the page is a complex, abstract design. It features a grid of thin, light-colored lines that form a mesh-like structure. This grid is overlaid on a darker, textured background that appears to be a close-up of a material with a hexagonal or honeycomb pattern. A prominent horizontal band of solid red color runs across the middle of the page, containing the main title and subtitle in white, bold, sans-serif capital letters.

**THE HUMAN RESOURCE STRATEGY FOR  
RESEARCHERS (HRS4R)**

**INESAN – INTERNAL ANALYSIS**

## TEMPLATE 2 – GAP ANALYSIS - OVERVIEW

Case number: 2018CZ322735

Name Organisation under review: INESAN (Institute for Evaluations and Social Analyses)

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DATE ENDORSEMENT CHARTER AND CODE: 12. 7. 2018

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

### Ethical and Professional Aspects

1. Research freedom	++ = fully implemented	<p>Research freedom is implemented in Ethical code of INESAN adhered by all the employees. All researchers carry out their activities in the context of the priorities and the mission of INESAN and related with their areas of expertise. Their own research ideas are not only fully supported but cultivated among the organization. All the necessary support is given to them in terms of disposable tools or administrative assistance.</p> <p>All scientific results from INESANs' researchers are presented on websites, conferences and scientific journals.</p>	Research freedom is ensured within the research organization.
2. Ethical principles	++ = fully implemented	<p>All the researchers fulfil their activities and tasks according the Ethical code of INESAN for the research workers.</p> <p>Workers also adhere the codes of other associations in which they are members either individually or as the institution members (e.g. Czech Evaluation Society, EES, AAPOR etc.).</p> <p>Ethical principles are supervised once a year within the frame of assessing interview including results of research work evaluation.</p>	Policy is fulfilled through the Ethical code of INESAN.
3. Professional responsibility	++ = fully implemented	<p>Researchers fulfil their scientific research work in accordance with the mission and the vision of INESAN in current areas of interest. They emphasize topics reflecting current involvement of society, focusing on either amplifying of present ideas or promoting of</p>	Professional responsibility is defined in terms of Ethical code of INESAN and furthermore there is internal regulation nr. 5 concerning reaching, control and displaying of the results of research activity.

		<p>their own.</p> <p>They are responsible for the quality and impact of their professional actions and also to prevent knowledge abuse or forms of applied activities. They ensure that the assessment methods they develop and the impact on people they have are not applied illegitimately. INESAN implicated control of produced outputs and results consisting of several phases.</p> <p>One of the organization principles is to train all the research workers to all the skills they might need to use for their professional work. Furthermore they are taught how to pass all the necessary information to their current or potential collaborators.</p>	
4. Professional attitude	<b>++ = fully implemented</b>	<p>INESAN conducts its research projects through the project conducting which secures complex listing over all the actions and resources necessary for their realization including supervision of the research works schedule. All the projects are supervised by the project manager who continuously communicate and cooperate with particular researchers on chosen tasks. There is a research plan framed up for every research area for which guarantor of selected area is responsible.</p> <p>New conditions or needs are consulted either within the project team or even with INESAN management in case of delays or other unpredictable circumstances.</p>	Professional approach is guaranteed by the internal regulation nr. 4 concerning conducting of single projects and by created research plans for particular thematic areas.
5. Contractual and legal obligations	<b>++ = fully implemented</b>	All the Contractual and legal obligations are supervised by Chief Operating Office, who also provides researchers information regarding intellectual property or transfer of the	All the researchers get acquainted with national directives (Labour Code, Commercial Code, Copyright, GDPR etc.) and sections 1B and 3 of AAPOR.

		<p>technologies.</p> <p>Research team members' outputs are constantly overviewed by either internal or external collaborators, taking into account uniqueness of the outputs and their sustainability.</p>	
6. Accountability	<b>++ = fully implemented</b>	<p>Responsibility toward employer is ensured by the labor law of the Czech Republic and all the researchers get acquainted with relevant laws regarding realization of the research activity (act 130/2002 Coll. about support of research development from public funds).</p> <p>The researchers are aware of their responsibility for the resources entrusted them to them while solving of their research tasks and obligated according established rules.</p> <p>INESAN evaluate utilising and efficiency of entrusted resources in terms of particular project immediately after the project ends.</p> <p>All the steps made during single projects, including data collection methodology, data analyses etc., are rigorously collected and processed the synoptic form.</p>	All the researchers get acquainted with Ethical code of INESAN and proper national legislation.
7. Good practice in research	<b>++ = fully implemented</b>	<p>INESAN researchers adhere Charter of Fundamental Rights and Freedoms, Ethical code of the organization and are aware of importance of personal data protection upon research activity (GDPR).</p> <p>All the workers get acquainted with working and operational standards of the organization and tutored about security of the work at the workplace.</p> <p>INESAN archives all documentation on a specific order (nomenclature) adopted by the</p>	Good practice in research is secured through the Ethical code of INESAN, internal regulation nr. 7 concerning work with the data and its storage and by the Charter of Fundamental Rights and Freedoms that are implemented to the process of INESAN.

		BAS and stores it in a specially designated room where the archives are kept.	
8. Dissemination, exploitation of results	-/+ = <b>partially</b> implemented	Results of all the research activity are partly disseminated via website of the organization, participation on the conferences or through the articles in both Czech and foreign scientific journals. Nevertheless integrated communication and dissemination structure, providing researchers necessary guidance for more efficient and practical dissemination of their research work results, is currently missing.	It is counted with processing of external communication campaign, defining the way and the form of research activity results. Updating of regulation n. 2 concerning the disposal with research activity results will be made. Website of the organization will be remade for the purpose of dissemination of research activity results improvement.
9. Public engagement	-/+ = <b>almost but not fully</b> implemented	Area of the communication of research activities results is the one which INESAN understands as its flaw, with many opportunities for the positive changes and possible setting of completely new direction of the organization in this area. Current involvement and outside contacts of research workers in organization mostly originate from scholastic field which covers inconsiderable part of society consisted of past or current students and teachers. However there is strong assumption that their contacts range will be widened by the researches they will accomplish in near future, considering they will mostly have to work with different target groups.	Processing of external communicative campaign defining method and form of research activity results dissemination. Webpage of the organization shall be reviewed and modified for the purpose of better research activity results dissemination Current research workers of the organization will get more experienced with further researches and perhaps will be able to transform their knowledge to all the INESAN employees.
10. Non discrimination	<b>++ = fully</b> implemented	Equal opportunities and non-discrimination is involved into core documents (Charter of Fundamental Rights and Freedoms, antidiscrimination act). Ethical code of the	Non-discrimination is guaranteed by the Ethical code of INESAN.

		<p>organization, accessible also on its website, reflects this problematic as well.</p> <p>INESAN is aware of discrimination consequences and it is strictly against any form of discriminatory practices, therefore equal treating of all employees, who have the opportunity to express their opinions, is evaluated once a year.</p>	
11. Evaluation/ appraisal systems	+/- = <b>almost but not fully</b> implemented	<p>Workers are evaluated once a year according the research results (scientific inventive work) and according other activities fulfilling the mission of INESAN. The results of this evaluation are considered as the part of following career progress (in compliance with Career code and wage regulation). Worker is also always evaluated before signing new working agreement for longer term or in case of own request. Primarily evaluated elements are: a) increasing of professional qualification, b) quality and amount of the publication and applied research results, c) success rate with obtaining scientific projects, d) results of further activity according the work alignment and work position. Workers are classified to certain qualification grades in accordance with this evaluation.</p> <p>Evaluated worker has to be acquainted with the proposal of the exact version of his/her evaluation results and he/she has to be given an opportunity to express his/her opinion about the results.</p> <p>Thereby set process guarantees transparent and non-discriminative process of research workers evaluation.</p>	<p>Evaluation system will be grounded within the frame of Strategy for Evaluation of Research Workers (it will be processed for the possibility of mutual evaluation, not only in down from top). Particular evaluating tools will be conceived (e.g. questionnaires and forms) through which evaluating of research activity of single workers will become possible.</p> <p>Career code and wage regulation shall be reviewed.</p>
<b>Recruitment and Selection</b>			

12. Recruitment	+/- = <b>almost but not fully</b> implemented	<p>System of new workers recruitment was created in accordance with Ethical code of INESAN, including support of gender equality and non-discrimination.</p> <p>Process of new workers recruitment is formalized within the organization and is contrived by the rules, thus quality of all applicants, without any gender or age prejudice, is the main criteria for their acceptance to the organization. Assessment of job vacancies and other workers is in accordance with Career code.</p> <p>Workers for the new posts are chosen by way of selection procedure.</p>	Recruitment standards are grounded in Career code and the Strategy of Evolvement of Human Resources and follows valid Czech legislative and laws.
13. Recruitment (Code)	+/- = <b>almost but not fully</b> implemented	<p>Selection procedures are advertised in unified way. Announcements about external selection procedures are published on jobs offering web portals and website of the organization.</p> <p>Announcement is hung up on INESAN intranet in case of internal selection procedures.</p> <p>Internal or external selection procedure for the 4<sup>th</sup> grade positions is advertised, only the external selection procedure is advertised for other positions of research workers.</p>	INESAN intend to modify content and form of advertising that can be limiting element for applying to selection procedure in terms of gender insensitive language.
14. Selection (Code)	+/- = <b>almost but not fully</b> implemented	<p>Occupation of job vacancies of research and other workers follows Career code and Strategy of Evolvement of Human Resources. Both Chief Operating Officer and Research Director always attend selection procedure for job vacancies and make common selection from the applicants.</p> <p>Selection is made on the basis of sent CV with motivation letter included, personal interview and received samples of scientific and inventive activity of an applicant.</p>	Strategy of Evolvement of Human Resources and other related documents are in the process of formation.



15. Transparency (Code)	+/- = <b>almost but not fully</b> implemented	The organization constantly develops, enlarges areas of its coverage and it is active in questions of recruitment of new research workers. Applicant of selection procedure is from the beginning informed about following steps regarding the phases of selection. Result of the selection procedure is announced in written form to all applicants.	Particular sections of currently established Strategy of Evolvement of Human Resources will refer about necessity of feedback to both successful and unsuccessful applicants or about long-term opportunities offered by INESAN as well.
16. Judging merit (Code)	+/- = <b>almost but not fully</b> implemented	Significant changes in procedure of new employees selection have been made in INESAN during the recent period of time. The organization does not focus particularly on research success already achieve but on potential of applicant in research field, his/her own research ideas and personal orientation. As fluent internal functioning of the organization is intended, influence of personal character of applicants is considered for the purpose of achieving mutually pleasant working environment.	Particular sections of currently produced Strategy of Evolvement of Human Resources and other related documents will be engaged in setting of judging criteria for new employees selection.
17. Variations in the chronological order of CVs (Code)	++ = <b>fully</b> implemented	There is several research and other workers in INESAN working on part-time job with the intention of persisting in this policy. The organization fully support study, parental or any other personal needs of its employers including partial home office or floating work hours. Possible variations in chronological order of gained experience in CVs are not considered as discriminative or even aggravating aspect in the decision making in terms of selection procedure.	Management of possible work forms and times is grounded in Strategy of Evolvement of Human Resources.
18. Recognition of mobility experience (Code)	++ = <b>fully</b> implemented	Wide variety of internships either in Czech Republic or abroad is not only supported in the	Management of distant work is grounded in Strategy of Evolvement of Human Resources.

		organization but often offered to its employees. Simultaneously there are no obstacles for the job applicants from other regions or even countries to work for INESAN. As the company spreads the field of its activities any achieved experience of future or current employees is considered as beneficial in selection procedure.	
19. Recognition of qualifications (Code)	<b>++ = fully implemented</b>	Fundamental part of INESAN policy is appreciation of every past qualification or experience obtained by the employees or applicants during their work history and personal evolvement. Considering width of the organization research field any specialization, personal interest or quality is considered as valuable asset within the INESAN.	Width of possible personal qualifications and qualities is fundamental part of Strategy of Evolvement of Human Resources.
20. Seniority (Code)	<b>++ = fully implemented</b>	Duration of previous experience is not considered among the most valuable assets by INESAN, nor the quantity of finished researches. The organization focuses on the quality in first place, therefore one exceptionally well adapted project is worthier to us than several rather average projects. What we focus on are the professional experiences gained during the research work in INESAN. Research workers accustomed for the working conditions in the organization are likely to become capable guides for potential new colleagues.	Seniority matter is grounded in both Strategy of Evolvement of Human Resources and Career code of the organization.
21. Postdoctoral appointments (Code)	<b>++ = fully implemented</b>	From its nature INESAN is not the kind of organization that would usually deal with postdoctoral researchers. However successful applicant would be considered as an important member of INESAN team and projects	Hiring of graduates and working delegation system is grounded in Strategy of Evolvement of Human Resources.

		corresponding with his/her qualification would be delegated to him/her.	
<b>Working Conditions and Social Security</b>			
22. Recognition of the profession	<b>++ = fully implemented</b>	INESAN accepts research workers as members of professional group and offers job vacancies for applicants of all levels, without view to their relegation on international level. Career order of INESAN includes partition of research workers according reached education, work experience and publication activity.	Grounded in Career order of the organization and Strategy of Evolvement of Human Resources.
23. Research environment	<b>++ = fully implemented</b>	INESAN offers to its research workers quality and fully equipped working environment. Headquarter of the organization is situated in Prague city center, with great accessibility by public transportation. INESAN has its own library counting over 2000 books from research and evaluations methodology and humanitarian fields. There is also research lab containing appropriate HW and SW equipment. Workplaces are equipped according the needs of single research workers with remote access to the organization data managed for all the workers.	Research environment is monitored through the annual reports of the organization and evidences of the book fond.
24. Working conditions	<b>+/- = almost but not fully implemented</b>	Working conditions in INESAN are currently set in accordance with several internal directions (concerning with coordination of work and personal life, exploitation of study leave or flexible working hours) and currently formed Strategy of Evolvement of Human Resources. Taking into account these conditions, work places were accustomed to the work of single	Preparation and implementation of Strategy for Coordination of work and personal life with associated modification of Career order, directives and Working order.

		research workers, thus effective utilization of work places was achieved (work place sharing). Furthermore INESAN organizes team building and social events for the purpose of strengthening identity and cooperation of the organization employees.	
25. Stability and permanence of employment	<b>++ = fully implemented</b>	All researchers work on permanent contract with indefinite duration. Rest of the employees is employed mostly through the project form (for the time of grant project solving), which is not in divergence with European standards.	European Union Directive 1999/70/ES, valid legislative of the Czech Republic, Career order of INESAN.
26. Funding and salaries	<b>-/+ = almost but not fully implemented</b>	Researchers working on projects with external entities (national and international) receive additional remuneration on the basis of the contractual relationship with the external entities. According to employees of the company the most valuable benefit is their freedom in terms of working hours which they consider as something still quite uncommon in Czech working field despite public calls for better customization of companies with working time.	Framing of system of beneficial and motivation tools will be part of the Strategy of Development of Human Resources.
27. Gender balance	<b>++ = fully implemented</b>	INESAN went through Gender audit in 2017 with result confirming gender equality in terms of both the organization itself and single levels of management. Both genders are equally represented in leadership of the organization and in research positions as well. Along with current status it is necessary to append the fact that gender of job applicant in INESAN has never been a factor with any value in selection procedure, nor in possible	Gender balance in INESAN was confirmed by the Gender audit on autumn 2017. Equality of both genders is observed and noted through annual report of the organization.

		consideration about promotion of current employees.	
28. Career development	<b>++ = fully implemented</b>	INESAN conceived Strategy of Evolvment of Human Resources, which includes both formation and actualization of employees individual educational plans and forms of evaluation of single employees of the organization education efficiency. Individual education plans are set for all the employees and updated once a year by virtue of evaluation interview between HR manager and employee.	Set in Strategy of Evolvment of Human Resources.
29. Value of mobility	<b>+/- = almost but not fully implemented</b>	INESAN constantly tries to support its research workers to participation with researchers across the Czech Republic or abroad. The organization is currently participating on several international projects obtained via grants of Visegrád Fund. Furthermore there are another grants for which INESAN workers prepare their applications including particular project proposals (e.g. United States Embassy in the Czech Republic grants or further grants of Technology Agency). The organization understands necessity of ideas exchange and international experience gain and believes there is still room for improvement, especially in cases of language skills of the research workers or simple knowledge of foreign research techniques.	Cooperation with other subjects in research field, Czech or foreign ones, is set in Ethical code of the organization as well as in the Strategy of Evolvment of Human Resources.
30. Access to career advice	<b>++ = fully implemented</b>	According to the regulations of national and institutional levels there are clear rules for the career development. Rules and opportunities for career development are described in the Strategy of Evolvment of Human Resources.	Freedom of personal development in terms of working opportunities is grounded in both Ethical code of the organization and Strategy of Evolvment of Human Resources.

		<p>In need of advice, they can turn to the COO of INESAN.</p> <p>In accordance with Gender audit in 2017 INESAN has never set any kind of obstruction to the research workers who decided to look after other kind of research organization for their personal development. Needed recommendations were given to all the researchers who had evincible results while working in INESAN.</p>	
31. Intellectual Property Rights	<b>++ = fully implemented</b>	<p>All research outputs and outcomes created during the employment relationship with INESAN, are also owned by the authors. As the scientific products are also property of the employer he may authorize their use by others with the explicit instruction to quote the authors.</p> <p>Topics under contract with external assignor regulate copyright in the said clauses.</p>	Grounded in working agreements with employees, valid legislation of the Czech Republic and Ethical code of INESAN.
32. Co-authorship	<b>++ = fully implemented</b>	<p>Co-authorship is significantly supported by INESAN for its unexceptionable gain to single research workers in terms of brainstorming activities, getting knowledge from other fields and evolving their own ideas.</p> <p>Furthermore work in project teams and common results formation directly defines such an activity.</p>	Grounded in working agreements with employees, Ethical code of the organization and internal regulations n. 2 and n. 5.
33. Teaching	<b>++ = fully implemented</b>	<p>INESAN encourages its research workers in their skills and knowledge asserting in terms of pedagogic activity and thus grant career growth of the employees.</p> <p>Research workers from INESAN are currently teaching on several universities and colleges in</p>	Grounded in Career code of the organization.

		the Czech Republic, according their specialization.	
34. Complains/ appeals	+/- = <b>almost but not fully</b> implemented	The organization is aware that personal comfort at the workplace is one of major aspects of research work performed in quality matching INESAN standards. Therefore if any conflict or form of inappropriate behaviour (e.g. sexual harassment) occurs at the workplace any employer involved in such a situation or just feeling unsatisfactorily may reach internal ombudsman (HR coordinator) and consult whatever he/she needs to discuss. As the organization consider workplace comfort of the employees as one of its priorities internal ombudsman will attend seminar focused on solving of such a situations in near future.	Selected passages of internal regulations and Working rules.
35. Participation in decision-making bodies	+/- = <b>almost but not fully</b> implemented	INESAN allows and even empowers its employees to express their own opinions and attitudes towards newly established processes and procedures introduced on regular working meetings. All the workers may express themselves towards the evaluation of research activities, selection of research partners for the project as well as strategic plans of the organization for forthcoming period.	System of research workers participation on decision making processes of the organization is provided, nevertheless involvement of particular workers is rather occasional.
<b>Training and Development</b>			
36. Relation with supervisors	+/- = <b>almost but not fully</b> implemented	Periodical annual research activity evaluation of single research workers takes places within the organization. Involvement of the workers, initiative with research tasks solving, creativity, interest in consequential professional	Relations with supervisor are set by the internal regulations, however they are rather freer than it might be usual and more focused on personal relationships.

		<p>development etc. are evaluated.</p> <p>Each worker assembles his/her research plan for forthcoming period with research director, discuss possibilities of internships or participations on conferences abroad etc.</p>	
37. Supervision and managerial duties	+/- = <b>almost but not fully</b> implemented	<p>INESAN supports its research workers in development of their managerial skills by assigning their own project to them. Workers are taught how to prepare, manage and run research projects. Supervision over single researchers is provided by the project manager in terms of a question of act and research director in terms of professional and research matters.</p> <p>Nevertheless INESAN respects personal setting of single workers and their willingness to take control of own projects as well as possible lack of such a project leading skills bonded with disinterest to gain these skills. Administrative and time load for project leaders increases in such a cases.</p>	Processes and procedures are grounded in internal regulation n. 4 concerning of project management which will be revised.
38. Continuing Professional Development	+/- = <b>almost but not fully</b> implemented	<p>Professional development of employees is adapted in several ways within the organization, including self-study necessary for specialization of single researchers or presentations own professional knowledge to other colleagues during the regular working meetings.</p> <p>Update of educational needs of workers is pursued once a year while it is on every single worker to identify his/her own need and propose particular training necessary for their subsequent professional growth. Proposed trainings are considered by superior workers then.</p>	System of continuous development of workers is set but it is limited by the financial means and available time of single workers.



		Education is provided through the projects targeting to support of development of research capacities and organizations.	
39. Access to research training and continuous development	+/- = <b>almost but not fully</b> implemented	<p>Education of research workers has started thanks to project for the organizational development of INESAN, thus individual educational plans were framed up for single workers.</p> <p>Process of education of all the workers and evaluation of particular courses efficiency on single workers were ensured thanks to Strategy of Evolvement of Human Resources.</p> <p>Main barrier of consequential education is the lack of financial means that would possibly enable increasing of proficiency of research workers both in the Czech Republic and abroad.</p>	System of education of workers is set but it is limited by the financial means that might be used for example for the internships abroad considered as one of the most impactful tools in education.
40. Supervision	<b>++ = fully</b> implemented	Supervision among the organization is set by the organization structure and separation of activities between Research Director and Chief Operating Officer. This separation allows effective distribution of professional help to single research workers and ensures that singular parts of the projects or tasks are consulted with competent authority.	Supervision is ensured and explained by the organization structure and definition of the positions within the organization.