

GAP Analysis (Charter and Code Checklist)

Case number: 2018CZ350893

Name Organisation under review: National Institute of Mental Health

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GAP Analysis overview

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

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

- **Status** : to what extent does this organisation meet the following principles?

- **Implementation (++, +/-, -/+, --)** :
 - 🔵 ++ fully implemented
 - 🔵 +/- almost but not fully implemented
 - 🔵 -/+ partially implemented

🔍 -- insufficiently implemented

- **GAP** : In case of --, -/+, or +/-, please **indicate the actual “gap”** between the principle and the current practice in your organisation.
- **Implementation impediments** : If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.
- **Initiatives undertaken/new proposals** : If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

Status

Ethical and Professional Aspects

Status

1. Research freedom

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The questionnaire survey shows that 90% of researchers are aware of the general ethical principles to be observed in their activities. The organisation lacks a Code of Ethics formally regulating these principles that all employees would be familiarised with.	The Code of Ethics will be proposed and declared and will contain respect for freedom of thought, periodically signed by employees.

2. Ethical principles

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The questionnaire survey shows that 90% of researchers are aware of the general ethical principles to be observed in their activities. The organisation lacks a Code of Ethics formally regulating these principles that all employees would be familiarised with.	The Code of Ethics will be proposed and declared and will contain basic ethical principles of research, periodically signed by employees.

Status

3. Professional responsibility

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The questionnaire survey shows that 90% of researchers are aware of the general ethical principles to be observed in their activities. The organisation lacks a Code of Ethics formally regulating these principles that all employees would be familiarised with.	The Code of Ethics will be proposed and declared and will contain principles of intellectual property, periodically signed by employees.

4. Professional attitude

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
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Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-- insufficiently impleme...	<p>The organisation lacks visions and strategies containing clear goals for the medium to long term. The questionnaire survey also shows that 60% of researchers believe that key organisational decisions (such as organisational trends, vision, strategies, etc.) are not / are rather not sufficiently and regularly presented. There is no clearly expressed "Corporate Identity" within the organisation.</p>	<p>The vision and strategy of the organisation will be created and regularly communicated to employees. NIMH will allow researchers to participate in the creation of a strategy and other conceptual decisions, for example as part of roundtables, seminars, the intranet, NIMH letter, commenting regarding prepared documents, etc. Documentation standardising of the adaptation process will be proposed and declared. It will cover the period from initial training for new staff until the end of the probationary period. Documentation will standardise the adaptation process, which will include familiarisation with research principles, the visions and strategies of the organisation, including identifying an individual's contribution. During the adaptive process of a researcher, all of the research programmes, the clinic and the financial and technical administration will also be presented.</p>

Status

5. Contractual and legal obligations

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>All questionnaire survey respondents stated that they had undergone Occupational Safety and Health training during the adaptation process. However, a lack of information from other areas when joining the organisation results from controlled interviews and the questionnaire survey.</p>	<p>Documentation standardising the adaptation process will be proposed and declared. It will cover the period from initial training for new staff until the end of the probationary period. Documentation will standardise the adaptation process, which will include familiarisation with legislation relating in particular to research activities and other activities up to the end of the probationary period. Part of the public document will be a description of the processes in the organisation with specification of the contacts for the persons responsible for each area. A description of the processes and contacts will be permanently available to all employees.</p>

Status

6. Accountability

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The questionnaire survey shows that 90 % of researchers are aware of the general ethical principles to be observed in their activities. The organisation lacks a Code of Ethics formally regulating these principles that all employees would be familiarised with.	The Code of Ethics will be proposed and declared which will contain responsibility toward employers and other entities, periodically signed by employees. Internal regulations will be proposed and declared which will define the rights, obligations and responsibilities of organisational units and individual employees towards each other (including substitutability) and responsibility for the effective use of all funds (Organisational Rules, Employment Rules and other internal standards).

Status

7. Good practice in research

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	All questionnaire survey respondents stated that they had undergone Occupational Safety and Health training during the adaptation process. The controlled interviews showed that the form of the Occupational Safety and Health training is not standardised in any way	Documentation standardising the adaptation process will be proposed and declared. It will cover the period from initial training for new staff until the end of the probationary period. Documentation will standardise the adaptation process, which will also include confidentiality and data protection, and this area will be covered by an internal regulation. The internal regulation and training will also cover prevention of the consequences of the misuse of information technology

Status

8. Dissemination, exploitation of results

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The controlled interviews showed that all employees are informally motivated by senior employees to publish research results in both impacted and non-impacted periodicals. The NIMH website contain a transparent system that sorts information about the achieved results/publications.	The periodic publication of research results (Internet, print, and periodicity) will be anchored in the internal document. The strategy for the regular publication of all research outputs (according to the valid governmental standard “Definition of the Types of Results”), practical procedures (including assistance to employees when keeping records and monitoring research outcomes) will be laid down in the Employment Rules.

Status

9. Public engagement

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Based on information from controlled interviews, the organisation has a PR Department that ensures the dissemination of results among the general public through standard media. The NIMH website contains a transparent system that sorts information about the achieved results/publications	The periodic publication of research results (Internet, print, and periodicity) will be anchored in the internal document. A communication strategy of the NIMH will be processed.

Status

10. Non discrimination

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>The questionnaire survey shows that in the past, 91% of researchers did not encounter discrimination based on sex, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinions, social and economic conditions. The organisation lacks a Code of Ethics formally regulating these principles that all employees would be familiarised with.</p>	<p>The Code of Ethics will be proposed and declared which will contain basic ethical principles of cooperation between researchers, periodically signed by employees. An internal “Employee Satisfaction” periodic survey will be implemented. The survey will not only address discrimination issues but will also map the overall mood and satisfaction within the organisation. In addition to the official language, the basic internal standards, documents and communications will also be in English.</p>

Status

11. Evaluation/ appraisal systems

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Based on controlled interviews, it was found that at NIMH there is virtually no standardised assessment of the personal performance of individual employees. According to the results of the questionnaire survey, 46% of the respondents receive feedback on their performance, and an informal assessment on an irregular basis (62% of the respondents receive a regular review, 86% of the respondents stated that they did not have a person responsible for their personal development assigned.	A standardised evaluation system will be proposed and declared - within the framework of the Employment Rules (scale, periodicity, relation to remuneration) which will contain: • Assessment of personal development as part of the periodic meetings between a researcher and a direct superior • Implementation of the evaluation of all the results achieved and of the activities carried out in connection with remuneration.

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

Status

12. Recruitment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The employee selection process is already partially formally standardised at NIMH, the basic structure of the recruitment process standardisation has been worked out and advertising posts are determined but it is not sufficiently defined in the management documentation, and its course differs in each Research Programme	A document formalising the recruitment process will be proposed and declared, which will contain: • determination of the individual phases of recruitment (including subsequent information of the results); • definition of mandatory content of job advertisement according to the individual positions of researchers; • definition of where the advertisement will be published; • determination of evaluation criteria; • identification of barriers to disadvantaged persons and their subsequent elimination (achieving equal conditions)

Status

13. Recruitment (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>The employee selection process is already partially formally standardised at NIMH, the basic structure of the recruitment process standardisation has been worked out and advertising posts are determined. The onboarding process - preparation of a selected candidate beginning work - passed through the commentary procedure, a brochure for new employees is prepared, the materials for initial training and Occupational Safety and Health were developed and the methodological instruction for onboarding is prepared in terms of content. The process of recruiting trainees is ready. The course of employee selection differs in each Research Programme (RP)</p>	<p>A document will be proposed and declared formalising the recruitment process, which will contain:</p> <ul style="list-style-type: none">• determination of the individual phases of recruitment (including subsequent information of the results);• definition of mandatory content of job advertisement according to the individual positions of researchers;• definition of where the advertisement will be published;• determination of evaluation criteria;• identification of barriers to disadvantaged persons and their subsequent elimination (achieving equal conditions)

Status

14. Selection (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The employee selection process is already partially formally standardised at NIMH, the basic structure of the recruitment process standardisation has been worked out and advertising posts are determined. The process of recruiting trainees is ready. The course of employee selection differs in each RP	A document will be proposed and declared, formalising the recruitment process, which will contain: • balance between the public/private sector and men/women as part of the selection of members of selection committees, • involvement of people with various experiences in the employee selection process and Selection Committees; • possibility of analysis of the current situation and justification of possible non-standard facts.

15. Transparency (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
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Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>The employee selection process is already partially formally standardised at NIMH; the basic structure of the recruitment process has been worked out. The course of employee selection differs in each RP. Based on controlled interviews, in some cases, employee selection information is only provided to a selected group of people and other potential job seekers are therefore disadvantaged because they are unable to apply for a position. NIMH rarely advertises positions on foreign job portals (insufficient financial coverage, low return, language barrier in the potential working team)</p>	<p>A document will be proposed and declared, formalising the recruitment process, which will contain:</p> <ul style="list-style-type: none">• determination of the individual phases of recruitment (including subsequent informing of the results);• definition of mandatory content of job advertisement according to the individual positions of researchers;• definition of where the advertisement will be published;• determination of evaluation criteria;• identification of barriers to disadvantaged persons and their subsequent elimination (achieving equal conditions);• involvement of people with various experiences in the employee selection process and Selection Committees;• availability of a sample report describing/summarising the candidate's performance in the interview and the possibility of personally hearing the evaluation

Status

16. Judging merit (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The employee selection process is already partially formally standardised at NIMH; the basic structure of the recruitment process has been worked out. The course of employee selection differs in each RP also on the field of judging merit	A document will be proposed and declared, formalising the recruitment process, which will contain the following candidate evaluation criteria: • overall experience of candidates/achieved results; • overall ability in the research field; • creativity; • degree of independence; • benefit for the strategy of the organisation

Status

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

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The employee selection process is already partially formally standardised at NIMH; the basic structure of the recruitment process has been worked out. The course of employee selection differs in each RP also on the field of variations in the chronological order of CVs	A document will be proposed and declared, formalising the recruitment process, which will contain as part of the candidate evaluation information about the importance of career breaks or changes in the chronological order of CVs (awareness and training of persons carrying out recruitment)

18. Recognition of mobility experience (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The employee selection process is already partially formally standardised at NIMH; the basic structure of the recruitment process has been worked out. The course of employee selection differs in each RP also on the field of recognition of mobility experience	A document will be proposed and declared, formalising the recruitment process, which will contain as part of the candidate evaluation, information about the importance of mobility as part of the formalisation of the recruitment process (awareness of persons carrying out recruitment)

Status

19. Recognition of qualifications (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The employee selection process is already partially formally standardised at NIMH, the basic structure of the recruitment process has been worked out. The course of employee selection differs in each RP also on the field of recognition of qualifications	A document will be proposed and declared, formalising the recruitment process, which will contain as part of the candidate evaluation, evaluation procedures for academic and professional qualifications, including the informal qualifications of all researchers (gradual updating of rules and transparent communication)

20. Seniority (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The employee selection process is already partially formally standardised at NIMH; the basic structure of the recruitment process has been worked out. The course of employee selection differs in each RP also on the field of seniority	A document will be proposed and declared, formalising the recruitment process, which will contain, as part of the candidate evaluation, information on the importance of seniority in the formalisation of the recruitment process (awareness of persons carrying out recruitment)

Status

21. Postdoctoral appointments (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Based on controlled interviews, it was found that researchers with postdoctoral status are not appointed at NIMH	The rules for appointment of postdoctoral students will be applied only with a change of the current situation

Working Conditions and Social Security

22. Recognition of the profession

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The questionnaire survey shows that in the past, 91% of researchers did not encounter discrimination; 77% are convinced that all employees in a similar position are treated the same. The organisation lacks a Code of Ethics formally regulating these principles that all employees would be familiarised with	The Code of Ethics will be proposed and declared which will contain the unification of approaches to dealing with researchers, regardless of achieved experience (i.e. "every voice is heard the same").

Status

23. Research environment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The controlled interviews showed that NIMH has modern equipment, thereby providing to researchers the corresponding research environment. All questionnaire survey respondents stated that they had undergone Occupational Safety and Health training during the adaptation process.	Educational plans will be designed and implemented, adherence to them and regular evaluation will be ensured. Funding of employee training will be ensured. Investment plan for the modernisation of laboratory equipment with the participation of researchers to develop this plan will be proposed.

Status

24. Working conditions

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The organisation allows its employees to have flexible work conditions to conduct research (with respect to the position being carried out): The questionnaire survey shows that 38% of respondents work at the organisation part-time and 80% use flexible working hours; however, none of the respondents had used "sabbatical leave" in the past. Formal regulation of these institutions is lacking in the organisation.	Employment Rules will be proposed and declared which will explicitly enable flexible working hours, part-time work and sabbatical leave.

Status

25. Stability and permanence of employment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Based on controlled interviews, it was found that most researchers have a fixed-term contract. This fact was confirmed by the results of the questionnaire survey, or by 79% of respondents. The current management documentation partially regulates the conditions for changing a fixed-term employment contract to an indefinite employment contract. There is no consensus among respondents of controlled interviews about the conditions and nature of contractual relationships of researchers.</p>	<p>Employment Rules will be proposed and declared, which will regulate work conditions, including contractual relationships and related obligations. Employment contracts will be standardise (determination of the length of a contract with regard to strategic direction). Employment Rules will be proposed and declared, which will provide adequate employee care where it is not possible to ensure job stability and permanence due to project funding, etc. (counselling for personal and professional development, job search assistance at all career levels).</p>

Status

26. Funding and salaries

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The controlled interviews showed that there are significant discrepancies between wage valuations in different positions. 33% of respondents of the questionnaire survey consider their wage valuation to be adequate. On the other hand, almost half (44%) consider their assessment lower compared to the standard level in the industry (in the Czech Republic).	Wage regulations stabilisation based on the salary benchmark level (gradual elimination of the project/grant base as the predominant source of funding) will be implemented; growth opportunities will be clearly set within the established career order/personal development plan.

Status

27. Gender balance

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Based on controlled interviews, it was found that the issue of gender balance is considerably limited in the case of recruitment by a narrow circle of candidates applying for specific positions. The questionnaire survey shows that 63% of respondents consist of women; men (37%). Formal regulation of this institution is also lacking in the organisation.	The analysis of the success of women/men in the selection process will be made periodically according to the number of applications, the analysis of salary amounts, training, travel, publications by gender will be made and there will be identification of any unjustified differences.

Status

28. Career development

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-- insufficiently impleme...	<p>The analysis of management documentation and controlled interviews showed that employee training or their professional growth at NIMH is not systematised for certain job positions. According to information from controlled interviews, these educational activities are organised at the level of each RP and ad hoc according to the needs of individual employees. NIMH does not have systematic training plans for individual RPs or individual plans for certain job positions.</p>	<p>Individual training plans for individual employees, based on their existing experience, education and the standard for their position will be proposed and implemented. Funding of employee training will be ensured. Career Regulations will be proposed and declared, which will contain the regulation of human resources management, including the professional development of individuals, comprising the necessary training, courses, certifications, etc.</p>

Status

29. Value of mobility

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Based on controlled interviews, it was found that NIMH supports and enables participation in international internships or conferences.	Career Regulations will be proposed and declared which will allow participation in national and international internships and conferences. Funds will be set aside for international mobility. Valuation of mobility will be a part of employee evaluations; mobility will be integrate into the educational plans of individual researchers according to individual needs and possibilities).

Status

30. Access to career advice

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-- insufficiently impleme...	Based on controlled interviews, it was found that access to professional consulting is not currently contained in the management documentation. However, such cases occur as exceptions, and the Human Resources Department provides professional consulting to staff.	Career Regulations will be proposed and declared which enable professional consulting for employees and assistance in finding employment at all career levels.

Status

31. Intellectual Property Rights

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>The issue of intellectual property is partially regulated by the management documentation within the organisation. The controlled interviews showed that knowledge of the issue of intellectual property varies amongst researchers. Absence of intellectual property training. Only 15% of researchers consider the rules relating to intellectual property as clearly set.</p>	<p>Internal regulations governing the commercialisation of research results will be revised and declared. In addition an internal regulation governing the enforcement of intellectual property protection under NIMH conditions (for NIMH and employees) will be revised and declared. Individual educational plans will include training in intellectual property protection. The position of Intellectual Property Adviser will be created within NIMH.</p>

Status

32. Co-authorship

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The controlled interviews showed that the issue of co-authorship is conceived in different ways throughout the RP. A formal regulation of this institute is lacking in the organization.	An internal document will be proposed and declared, which will regulate the rights of researchers to be recognised and be cited and/or quoted in connection with their actual contribution as a co-author of a document, patent, etc.

33. Teaching

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Based on controlled interviews, researchers were found to be supported in pedagogical activities, and it is ensured that teaching does not hinder research. There is no formal adaptation of this institute in the organisation.	Employment Rules will be proposed and declared which will enable participation in education in undergraduate or postgraduate studies.

Status

34. Complains/ appeals

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	According to information from controlled interviews, potential complaints are dealt with by senior employees or management representatives of the organisation. NIMH does not have an independent entity to deal with any complaints or disputes. The questionnaire survey also shows that 69% of researchers do not know whether and how a possible complaint can be made.	The “NIMH Ombudsman” institute will be created, i.e. the “NIMH Ombudsman” will be an independent person who would be responsible for reviewing the complaints or appeals of researchers, including disputes between supervisors and researchers.

Status

35. Participation in decision-making bodies

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	It is possible to bring knowledge and suggestions informally to the organisation's management through head employees. Employees are represented formally through a trade union. The questionnaire survey also shows that 60 % of researchers believe that key organisational decisions (such as the direction of the organisation, vision, strategy, etc.) are not (rather, are not sufficiently) and regularly presented. There is no formal regulation of this institute in the organisation.	Employment Rules will be proposed and declared which will enable the participation of researchers in decision-making bodies.

Training and Development

Status

36. Relation with supervisors

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>Based on controlled interviews, it was found that at NIMH there is no systematic formal assignment of a supervisor to a specific researcher. According to the results of the questionnaire survey, this role is often performed by head employees.</p>	<p>Documentation standardising the adaptation process will be proposed and declared. It will cover the period from initial training for new staff until the end of the probationary period. Documentation will standardise the adaptation process, which will establish periodic meetings between researcher and supervisor, serving for the implementation of the development plan and the systematic assessment of the employee by the supervisor. For this purpose, a supervisor may also be a direct supervisor (head of a working group, head of a research programme).</p>

Status

37. Supervision and managerial duties

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Based on controlled interviews, it was found that at NIMH there is no systematic formal assignment of a supervisor to a specific researcher. According to the results of the questionnaire survey, this role is often performed by head employees.	Employment Rules will be proposed and declared which will establish periodic meetings between researcher and supervisor serving for the implementation of the development plan and the systematic assessment of the employee by the supervisor. For this purpose, a supervisor may also be a direct supervisor (head of a working group, head of a research programmes).

Status

38. Continuing Professional Development

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>The analysis of management documentation and controlled interviews showed that employee training or their professional growth at NIMH is not systematised for certain job positions. According to information from controlled interviews, these educational activities are organised at the level of each RP and ad hoc according to the needs of individual employees. NIMH does not have systematic training plans for individual RPs or individual plans for certain job positions</p>	<p>Individual training plans for individual employees will be proposed and implemented, based on their existing experience, education and the standard for their position. Funding of employee training will be ensured. Career Regulations will be proposed and declared which will contain the regulation of human resources management, including the professional development of individuals comprising the necessary training, courses, certifications, etc.</p>

Status

39. Access to research training and continuous development

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>The analysis of management documentation and controlled interviews showed that employee training or their professional growth at NIMH is not systematised for certain job positions. According to information from controlled interviews, these educational activities are organised at the level of each RP and ad hoc according to the needs of individual employees. NIMH does not have systematic training plans for individual RPs or individual plans for certain job positions.</p>	<p>Individual training plans for individual employees will be proposed and implemented, based on their existing experience, education and the standard for their position. Funding of employee training will be ensured. Career Regulations will be proposed and declared, which will contain the regulation of human resources management, including the professional development of individuals comprising the necessary training, courses, certifications, etc.</p>

Status

40. Supervision

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>Based on controlled interviews, it was found that at NIMH there is no systematic formal assignment of a supervisor to a specific researcher. According to the results of the questionnaire survey, this role is often performed by head employees.</p>	<p>Documentation standardising the adaptation process will be proposed and declared. It will cover the period from initial training for new staff until the end of the probationary period. Documentation will standardise the adaptation process, which will include initial training for new staff carried out by the Human Resources Unit (in collaboration with a specific professional workplace) comprising the assignment of a supervisor whom researchers will be able to contact at the beginning of their careers with regard to performance issues. For this purpose, a supervisor may also be a direct supervisor (head of a working group, head of a research programme).</p>