

GAP Analysis

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Introduction

Centrum dopravního výzkumu, v. v. i. (The transport research centre, hereinafter referred to as “CDV”) is a public research institution established according to Act No. 341/2005 Coll., on public research institutions, and the only research organization under the Ministry of Transport. CDV was established by the resolution of the minister of transport as of 1 January 1993 as the legal successor of the Czech sections of the federal Výzkumný ústav dopravní (Research Institute of Transport) based in Žilina. CDV follows on the activity that began in 1954, and, therefore, has more than 60 years of tradition.

The prestigious HR Award, officially named the “HR Excellence in Research Award”, is given by the European Commission for excellent care of human resources in the fields of science. For an organization with this award, and predominantly for its workers, this award means a warranty of the European standard of care of employees, highlights the openness and transparency of the selection procedure, in particular quality of the working environment. The HR Award helps make the organization more attractive to both national and foreign scientific workers when searching for potential candidates, or when applying for grants.”¹

As a public research institution with a long tradition, CDV decided to try to win this award and thus become an employer of choice for workers in science and research. On 20 January 2020 CDV adopted the principles laid down in the “European Charter for Researchers and Code of Conduct for Recruitment of New Workers”², based on which a questionnaire for employees of the institution was prepared. The objective of this survey was to get the opinions of employees regarding the questions, divided into 4 basic chapters, the results of which will be used as a basis for an action plan. Based on this action plan, CDV then will implement changes which will improve the working and living conditions to all its employees.

The anonymous questionnaire (with an option for the respondent to sign it) was created via the Google Forms tool, and a link to the questionnaire was published on the Intranet on 26/05/2020. The questionnaire was available to all employees of CDV who were employed by CDV for at least 0.5 of the mandatory working hours at the time that the questionnaire was completed, including employees

¹ <https://www.h2020.cz/cs/eit-jrc-horizontalni-aktivita-euratom/veda-se-spolecnosti-a-pro-spolecnost/informace/novinky/hr-award-excelence-lidskych-zdroju-ve-vyzkumu>

² https://cdn2.euraxess.org/sites/default/files/brochures/kina21620b1c_cs.pdf

working in a different location than the Centre in Brno. Some questions in the questionnaire, in terms of the contents, were intended for research workers only. In the graphs that display the responses of employees, the percentages are rounded to the nearest whole number, therefore the total of employee responses does not have to be 100% in all graphs.

Total 175 employees participated in the survey, and the questionnaire was divided into 4 thematic chapters:

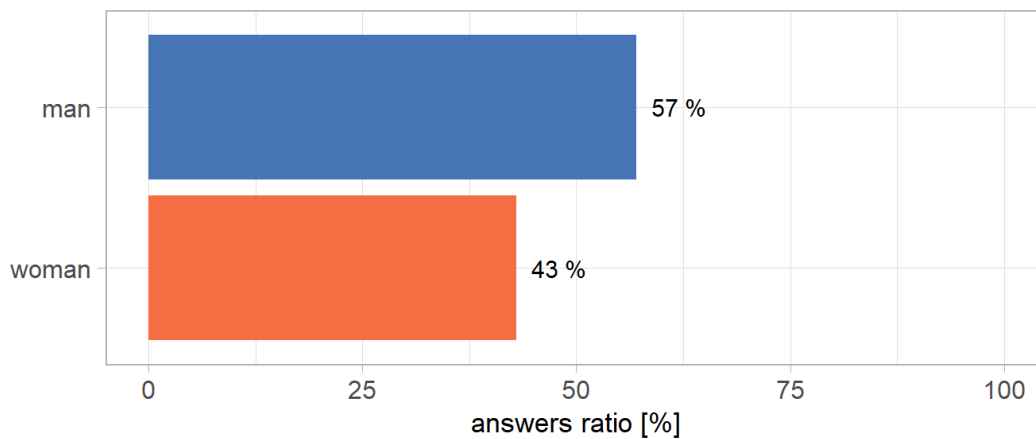
1. ethical and professional aspects,
2. recruitment and selection of employees,
3. working conditions,
4. training and development.

The questions were divided into closed-ended and open-ended, and the participants could choose from the following responses on a Likert scale: “yes”, “rather yes”, “rather no”, “no”, with an option to add more information to their response and to open-ended questions. As part of the analysis, several questions of the questionnaire are presented after each chapter as stated above, including graphic representations of the responses with explanations.

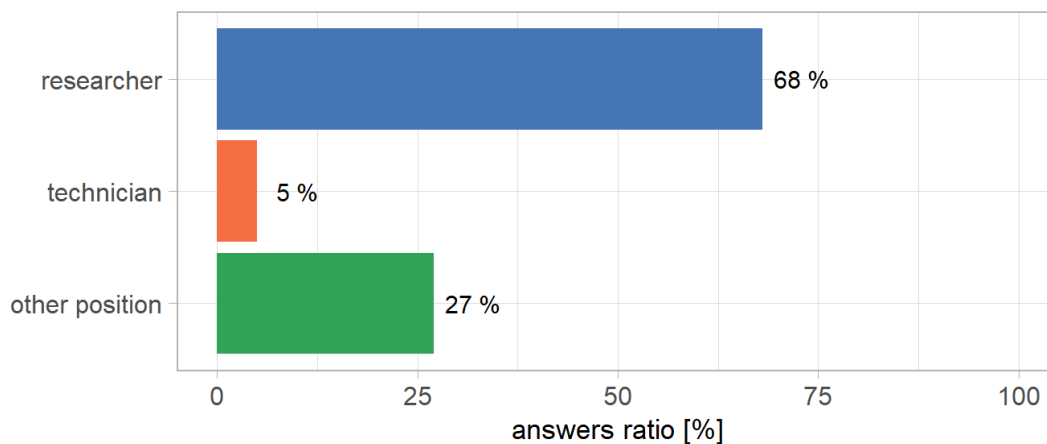
Basic information about the questionnaire survey

The information about the questionnaire survey was provided to all employees in advance by email sent by the director of the institution. From the total number of 188 workers employed by the institution, who fulfil the above criteria for the questionnaire completion (as of 01/05/2020), 175 respondents completed the questionnaire. Therefore the return was 93%. The first part of the questions, focused on research, was intended for research employees only, the following questions were answered by all employees.

Structure of CDV workers by gender:



Structure of CDV workers by type of position:



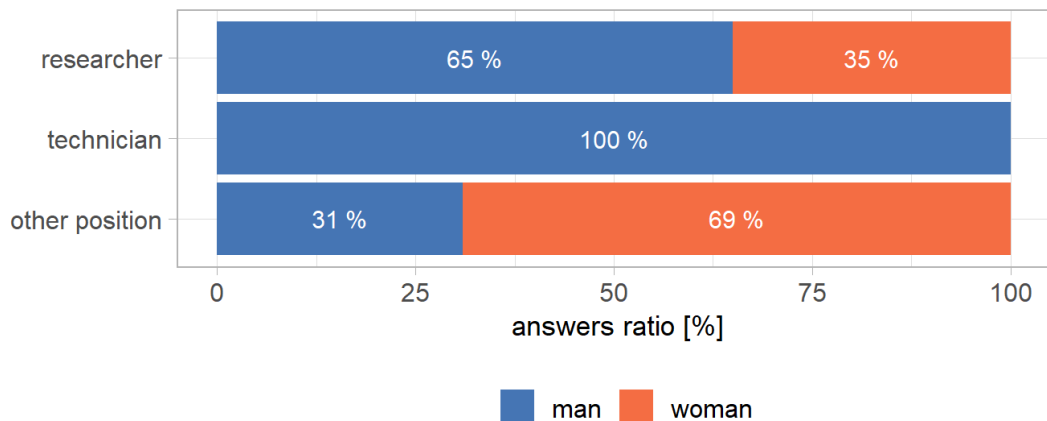
CDV employs 5% of technical workers and 68% of research workers. The remaining percentage is represented by workers in other positions.

The CDV mission is:

- to conduct research and development activities in the area of transport,
- to provide technically independent expert and service support to Ministries (in particular the Ministry of Transport, the Ministry of the Interior, and the Ministry of the Environment), regional, municipal and local administrative authorities in making their strategical and tactical decisions,
- to support and be a tool of the knowledge transfer to commercial entities with the aim to enhance their competitiveness both on a domestic and European scale,
- to represent the transport industry in international organizations, and to be active in the field of education.

With respect to this mission, the institution employs research workers in the industry who help fulfil the set objectives. Its long-term ambition is to recruit and educate other experts in the area of transport to ensure that it will function as a specific organization which covers the key development needs in transport in the Czech Republic.

Structure of CDV workers by gender in specific positions:

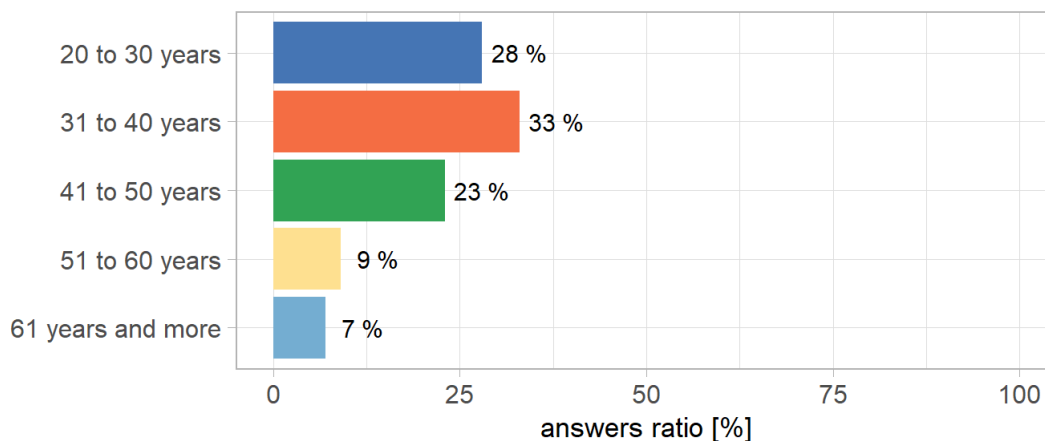


It is clear from the graph that the number of female employees in other positions (the economic section, information technology section, economic or human resource department) is bigger than in research positions.

According to the monitoring report of 2017, which was prepared by the National Contact Centre – Gender and Science, the share of women working in science is very low in the Czech Republic, and there even has been a slightly decreasing trend. In 2017 only 26.8% of the total number of research

workers in the Czech Republic were women.³ Therefore CDV endeavours to create good working conditions for female researchers, such as a wide scale of part-time work schedules, flexible working hours, option to work from home, etc., so that they had sufficient space both for work and development in their specialization and care of family and raising children. Out of 27 employees in managerial positions, there are 9 women, which is 33% of the total number of managerial workers.

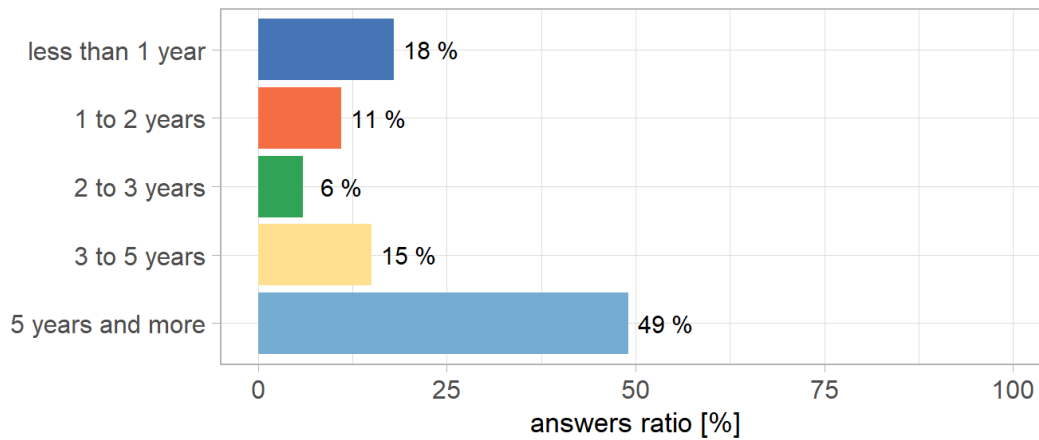
Structure of CDV workers by age:



As far as recruitment of employees is concerned, CDV manages to fill all required positions thanks to focusing on university graduates. As a result, the average age of employees has been decreasing. But to ensure that quality of work would not be impacted, CDV invests in their further education and development in specialized courses, seminars, conferences, stays abroad from the beginning of the adaptation process, and also supports postgraduate studies or other studies focused on deepening their expertise or boosting their qualification.

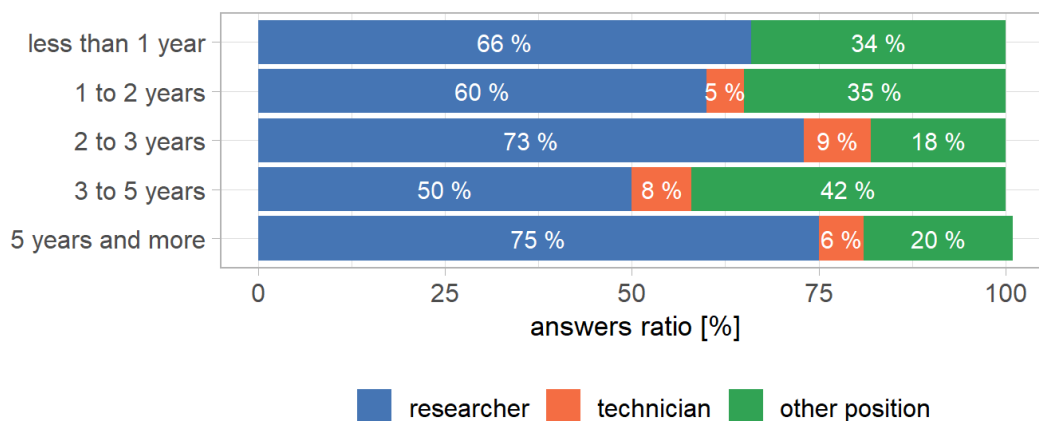
³ <https://vedavyzkum.cz/z-domova/nkc-gender-a-veda/jake-je-postaveni-zen-v-ceske-vede>

Structure of CDV workers by length of service at CDV:



CDV as a research institution endeavours to be a good and stable employer for employees. 49% of all respondents have been working for CDV for more than 5 years and 27% of all employees for more than 10 years. As stated above, in the recruitment process, CDV manages to fill the positions by university graduates. For CDV as a research organization, it is important to be seen as a good employer also by senior research workers who have been working for CDV for a long time and their know-how is a fundamental pillar of the entire institution.

Division of workers by type of position – see the Structure of CDV workers by length of service at CDV:

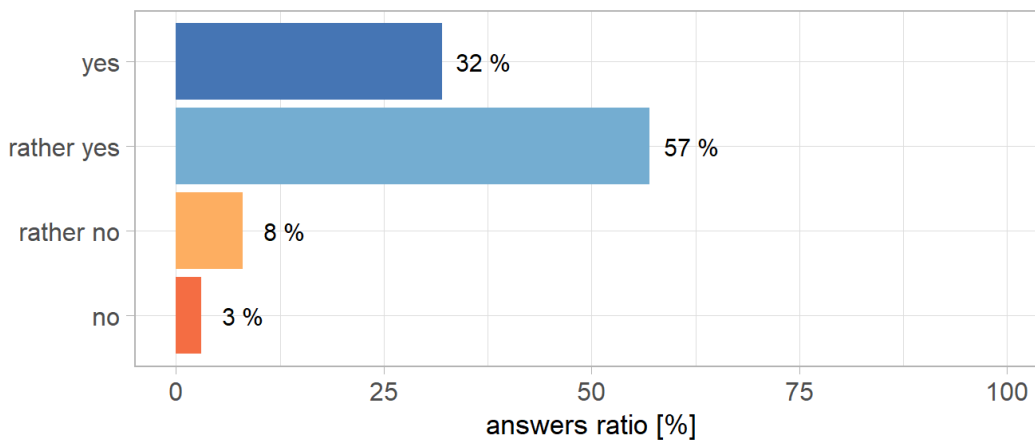


It is apparent from the graph that 81% of employees who have been working for CDV for 5 years or longer, which is 49% of respondents, are research workers and technical workers.

1 ETHICAL AND PROFESSIONAL ASPECTS

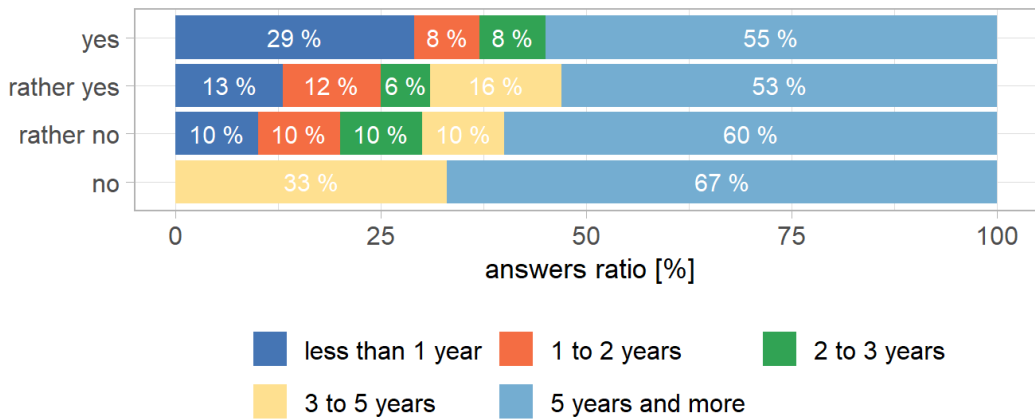
The ethical framework of research is an important part of research work. Therefore this chapter primarily contains the responses of research workers. The topics of individual questions concern the freedom of research, publication of results, project duplications, sharing of research results and workplace discrimination.

Q1-a) Do you think that your research activity at CDV is free enough in terms of topic selection? (question for research workers only)



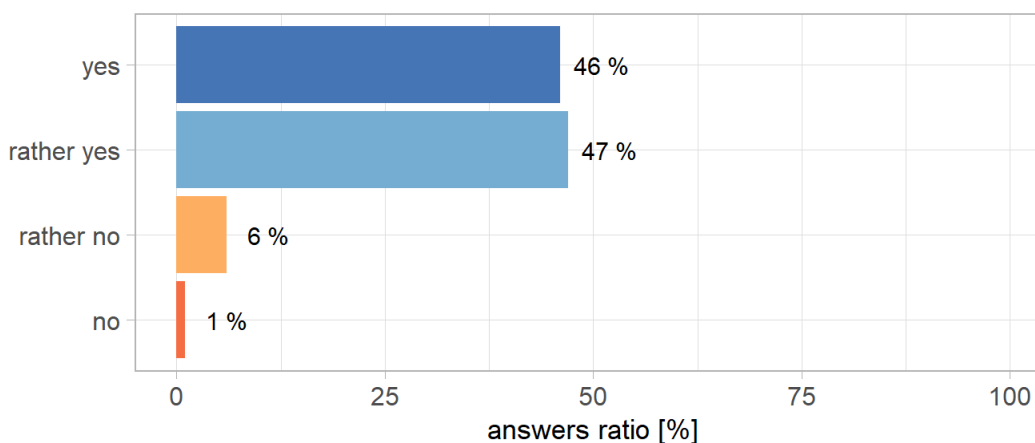
89% of respondents state that they enjoy sufficient freedom in terms of topic selection. According to individual responses directly from respondents, research workers can bring up various topics as part of the project calls. They are rather limited by the general focus. Their research intents are supported, and therefore they do not find any major limitations. 11% of respondents, which is 13 research workers, state that they do not think that their research activity at CDV is free enough. Individuals add in their open-ended answers that freedom of research is given by the focus of the institution and some topics are the so-called “trend issue”.

Division by length of service at CDV – Q1a)



The opinions regarding freedom in research can also be distinguished by the length of service at CDV. According to the above graph, employees who have been employed by CDV for 3–5 years or 5 years and more do not think that they would have full freedom in research. In the aggregate, this is 3% of the total number of employees who completed the questionnaire. This probably results from the fact that senior researchers, due to their experience, are more often used to solve the topics that are assigned CDV by its founder – the Ministry of Transport.

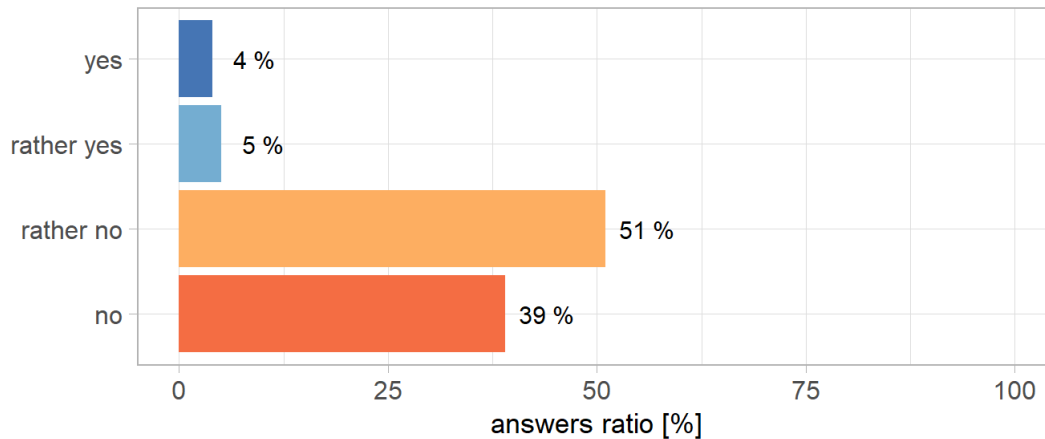
Q1-c) Do you have everything you need for your research (information, working conditions, support of the superior, etc.)? If no, what do you miss? (question for research workers only)



According to the responses, 93% of respondents have everything they need for their research. Research workers are satisfied with the laboratory facilities and support by their superior. But they would like to lighten the administrative load connected with their work. They would appreciate wider

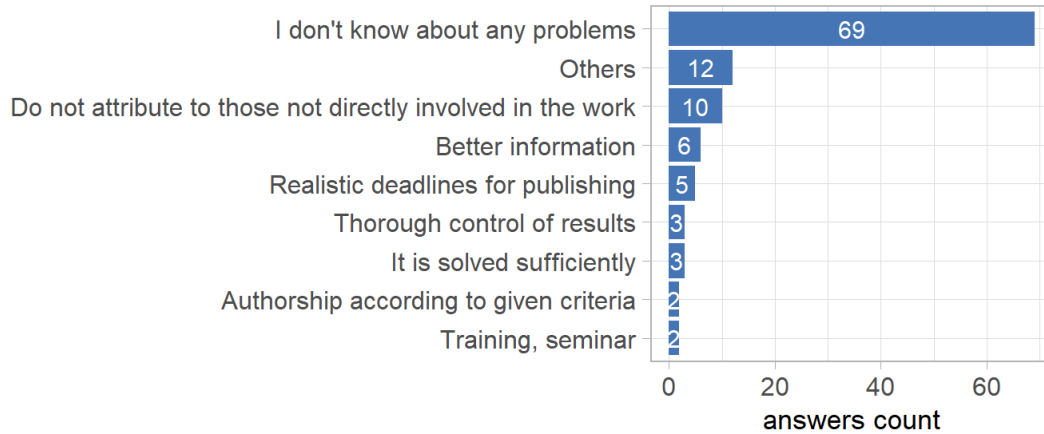
cooperation with other institutions and bigger support from more experienced workers, or their superiors, and an option to learn a systematic scientific preparation.

Q2-b) Do you think that there are problems with publication of results (plagiarism, publication in predatory journals, attribution of co-authorship, etc.) at CDV? (question for research workers only)



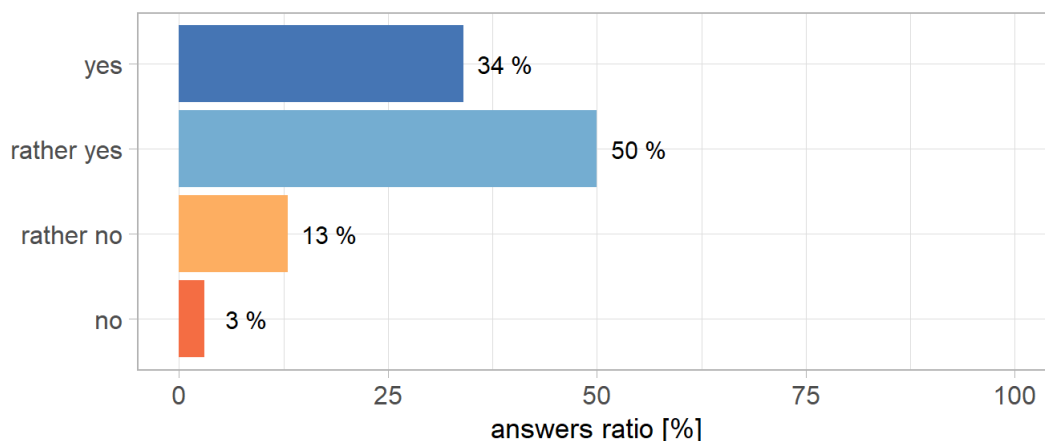
9% of respondents think that attribution of co-authorship occurs in some cases of academic publishing, where persons who did not directly participate in preparing an article are stated as co-authors. 90% of respondents agree that there are not any problems with publication of results at CDV. Some of respondents state that only exceptionally a research worker does not specify the source, or, for example, that the results were obtained from a prior project, or do not identify the source properly. Most respondents, however, do not face such problems.

Q2-c) If you know about any problems at CDV that relate to research ethics and publication of results, please suggest how you would improve the situation? (question for research workers only)



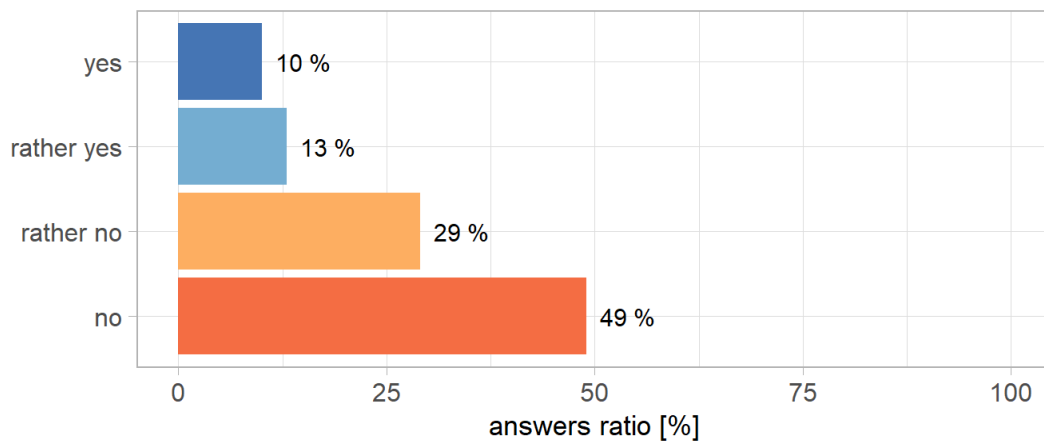
Research workers could choose several answers to this question, therefore the answers are represented in absolute numbers. In 69 responses the respondents state that they do not know about problems with publishing. 10 respondents see a problem in attribution of co-authorship to managers, although they did not participate in the preparation of an article. 6 employees think that it would be solved by better information among sections, so that it would be clear what their colleagues are working on.

Q3-a) Do you actively share the results of your work? If yes, in what way? (question for research workers only)



84% of researchers state that they actively share their work. According to individual responses, research workers share their work on Researchgate, in press releases and final reports, on CDV website, in publications and at regular meetings with CDV employees.

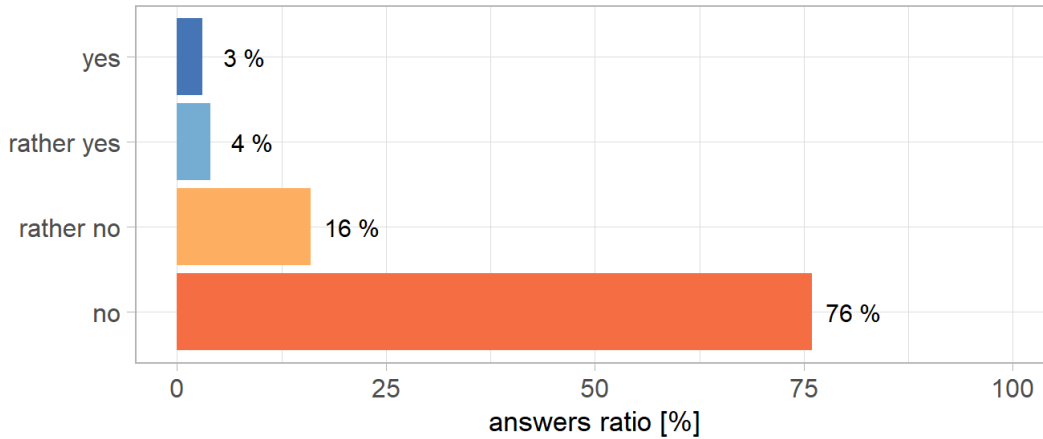
Q3-d) Have you ever seen duplication of a research intent or project at CDV? (question for research workers only)



According to the answers, 23% of respondents have seen duplication of a research intent or project. In open-ended answers, the research workers state that this problem concerns more the duplication of topics, which results from insufficient information among sections and divisions, which, in their opinion, is currently being eliminated. The same opinions were expressed by respondents who chose the answer “rather no”. The duplication, if any, was not intentional, and concerned other areas.

CDV intends to pay more attention to this topic, in particular to focus on ensuring information among divisions, and to bigger transparency of the projects with the aid of the Intranet.

Q18-a) Have you ever faced discrimination based on age, gender, professional specialization, etc. at CDV? (question for all employees)



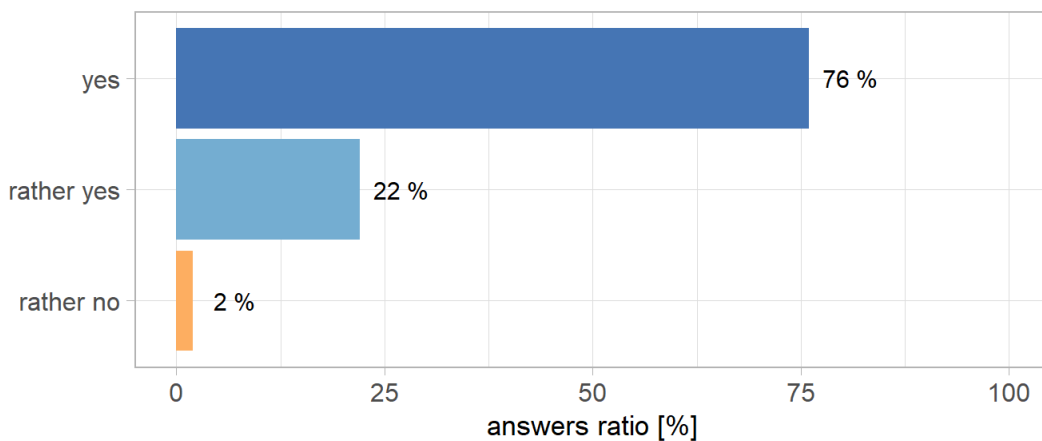
According to the answers, 92% of employees have not faced discrimination. They appreciate the approach of the employer during maternity or parental leave, when they can work part time. 8% of respondents (13 employees) state that they have faced discrimination either directly, or were a witness to discrimination. According to the open-ended answers, discrimination concerned a particular position. For example, they cannot elect members of the Board, or there are misunderstandings with the colleagues in positions where it is not clear whether the position is subordinated or superior to a particular position.

2 RECRUITMENT AND SELECTION

The CDV mission, as stated at the beginning of this analysis, is to conduct research and development activities in the area of transport. In view of the professional purpose, CDV operates on a narrow segment of job market which offers the professionals/graduates of required specializations. CDV manages to fill the requested positions with graduates and cares of their further development in order to maintain the status of an indispensable partner in research and development of transport.

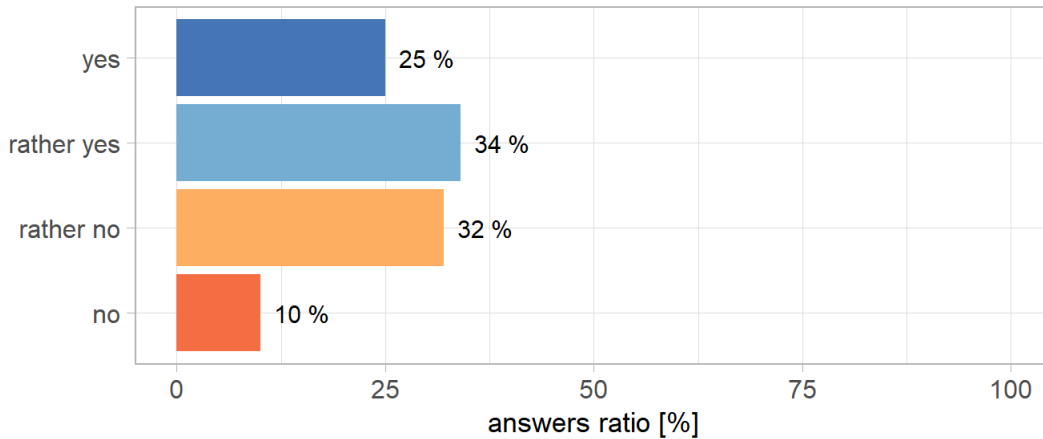
The goal of this chapter is to determine whether employees see CDV as a stable employer, how employees see the recruitment process in this institution, and how was their adaptation process organized.

Q21-c) Do you think that CDV is a stable employer? (question for all employees)



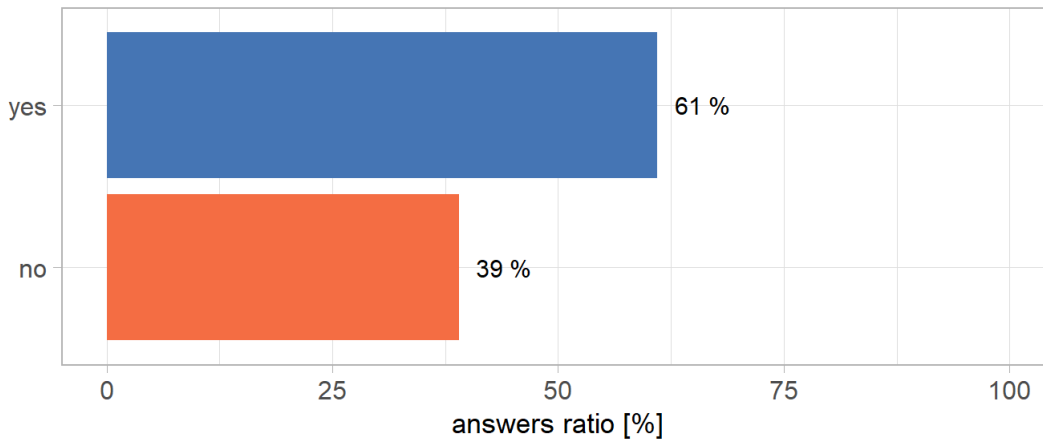
88% of respondents see CDV as a stable employer. 27% of current employees have been working for CDV for more than 10 years. CDV is regarded by employees as an institution with a long history which gives them a sense of security for their future career as well. According to the answers, 2% of employees rather do not think that CDV is a stable employer, because the work of researchers depends on the quantity of assigned contracts and projects, and in the event of an unexpected crisis, the number of employees would not have to be maintainable in the long term.

Q31-a) Do you know about vacant positions at CDV? (question for all employees)



59% of respondents state that they know about vacant positions offered at CDV, and they know where to find them. Most respondents look for the information on the website, and/or are provided the information at meetings. 42% of respondents state that they are not interested in any vacant positions at CDV and do not actively look for them.

Q31-b) Do you know about the motivation reward for bringing a new employee? (question for all employees)

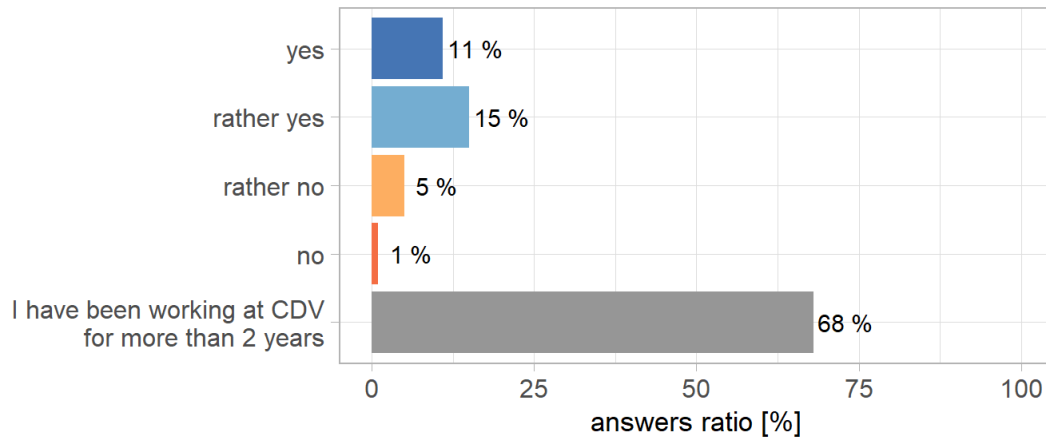


According to the director's measure of December 2019, each employee, except division managers, managerial workers and human resource professionals, is entitled to a motivation reward for finding a candidate who will be employed by CDV for at least 12 months. The aim of the motivation reward is to make more effective the recruitment of candidates for the positions that are difficult to fill.

61% of respondents say that they know that they are entitled to be paid a financial reward for bringing a new employee. Two respondents think that this is not ethical in relation to the new employee. 39%

say that they do not know about this possibility. CDV intends to focus on ensuring that employees are properly informed about this fact.

Q31-d) If you joined CDV in the last two years, was the adaptation process completed as you anticipated and expected? (question for all employees)

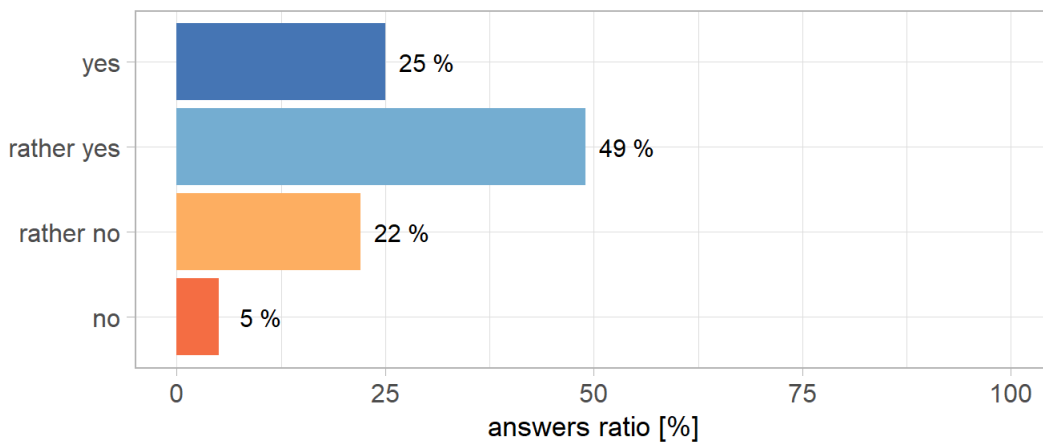


26% of respondents state that the adaptation process complied with their expectations. As part of adaptation, employees are provided with internal regulations to read them, which they find insufficient for the new employee in terms of understanding the course of internal processes. Adaptation is one of the tasks which CDV intends to focus on. 6% of respondents express the opinion that there was not anybody to devote sufficient time to them, for example because their colleague was too busy. There is a great number of internal documents that are to be read, and therefore they would appreciate if a brief summary of internal regulations in a better form was prepared.

3 WORKING CONDITIONS

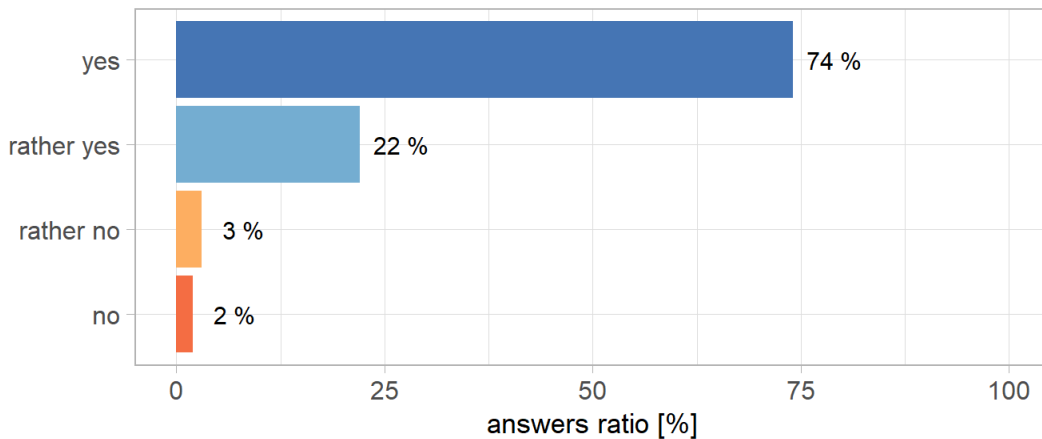
The aim of questions in this chapter was to find how employees see their working environment. There were also questions regarding the conditions in which they work. The employees were asked whether they would like to improve or change something, and whether the internal regulations and documents are comprehensible to them.

Q7-b) Are the CDV working regulations (basic documents) user friendly? (question for all employees)



74% of respondents think that the CDV basic documents are user friendly. According to specific answers, the documents have been harmonized in connection with the certification of quality and logically interlinked. 27% of respondents state that the working regulations are not user friendly, and they would appreciate if the basic documents were more concise, or if an abstract of all documents was made for their everyday use. If the documents are updated, they would like to see the changes highlighted so that they would not have to read the full document again. They would also like to have an option to filter or search the documents. Some documents contain duplicate information, or it is not clear from the title what the topic of the document is.

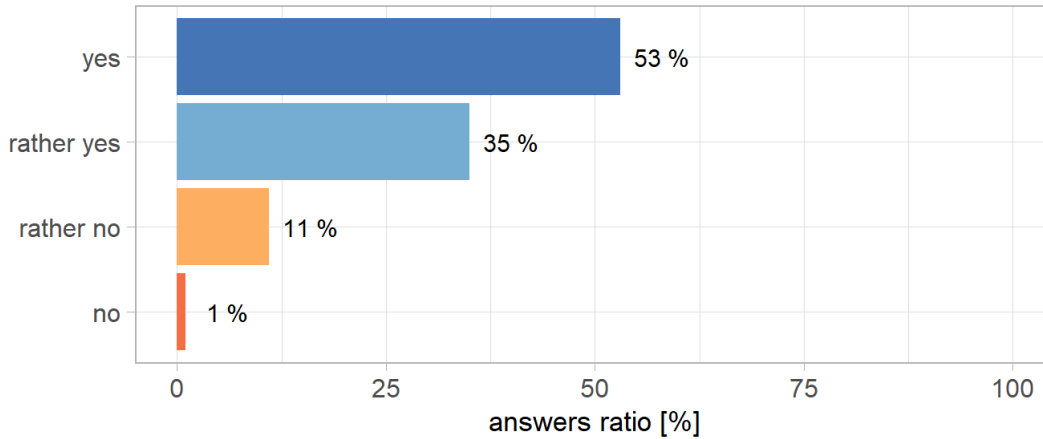
**Q7-c) As far as OHS training is concerned, do you find the form satisfactory and comprehensible?
(question for all employees)**



96% of respondents express a positive opinion on the training focused on Occupational Health and Safety. This training is prepared at regular intervals in oral form, and is perceived as satisfactory and comprehensible. They would appreciate that more practical information is provided – what to do in crisis or alert situations, on the location of fire extinguishers, first aid kits, etc., 4% of respondents think that it is their duty to pass the training, but they do not find it very beneficial. The training is too general without practical examples.

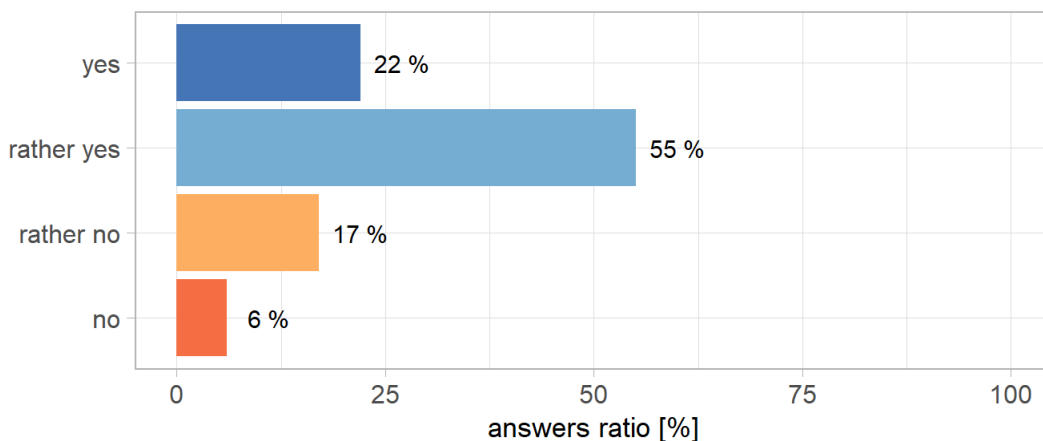
The premises of the CDV also include laboratories that are generally considered to be a risky environment, therefore great emphasis is placed on the Occupational Health and Safety training. Although this training complies with the determined standards and employees confirm by their signature that they have been informed about all risks, we intend to organize the next training in a more practical way to ensure that employees will know what to do in an unexpected situation.

Q8-a) Have you been informed about the vision and strategic goals of CDV? (question for all employees)



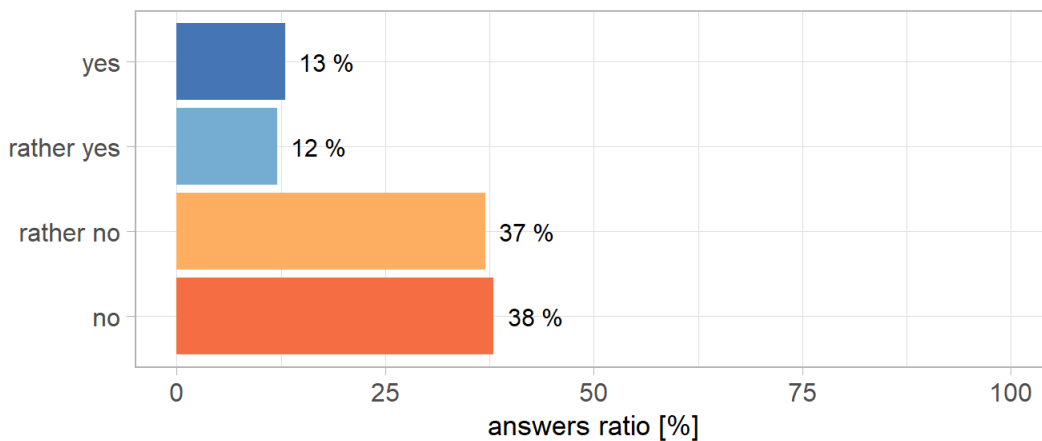
The vision of the CDV is to endeavour to continually strengthen its position of a respected, professionally independent institution, which is increasingly sought for giving solutions of a wide scale of important transport topics. 85% of respondents agree that they have been informed about the vision and strategic goals. In individual answers they mention adequate documents that are posted on the Intranet, such as the Long-Term Conceptual Development of CDV, Quality Policy, or Strategy of the CDV for the period 2014–2020. In spite of that, it is repeated in some answers that the goals and vision should be regularly mentioned and posted on visible places. CDV intends to focus more on the visualization in the next two years.

Q15-d) Do you think that the internal approval process at CDV is defined well? (question for all employees)



According to the answers, 78% of respondents agree with the internal approval process that is currently used. Some employees expressed the opinion that the approval processes are usually rather long, but they are aware that checks conducted by more people will reveal possible errors or shortcomings. They would appreciate if the process was faster. 23% of respondents agree that the approval process is too long, complex, and in some cases employees whom the thing does not concern are involved in the approval process.

**Q19-c) Is there anything you miss at the workplace to achieve better performance of your work?
(question for all employees)**

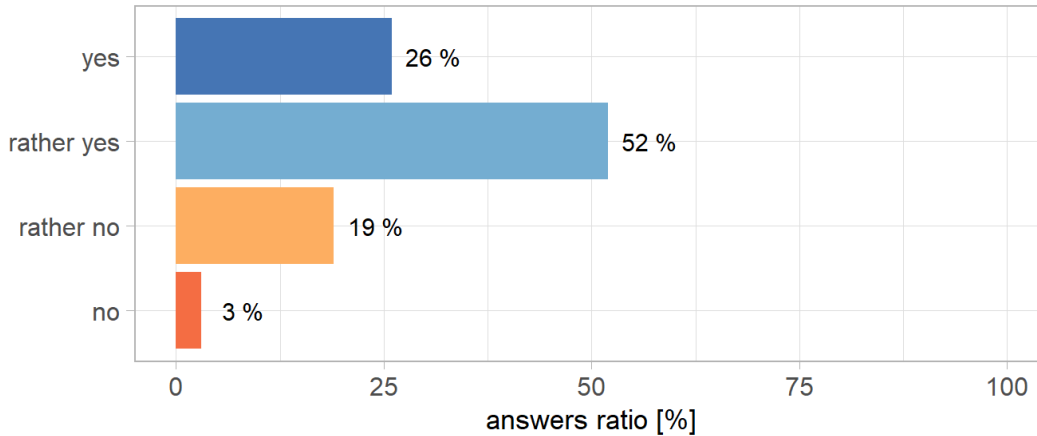


According to the answers, 25% of respondents would appreciate the following improvements:

- a room intended for rest/quiet room for writing articles and publications,
- workplace refreshment, vending machines with healthy food
- reimbursement of health aids used in sedentary jobs,
- more powerful PC,
- room for receiving visitors (with refreshment, coffee, dishes),
- outdoor sitting facilities in the summer,
- webcams, microphones, headphones for online meetings or video conferences,
- training courses (foreign languages, team management).

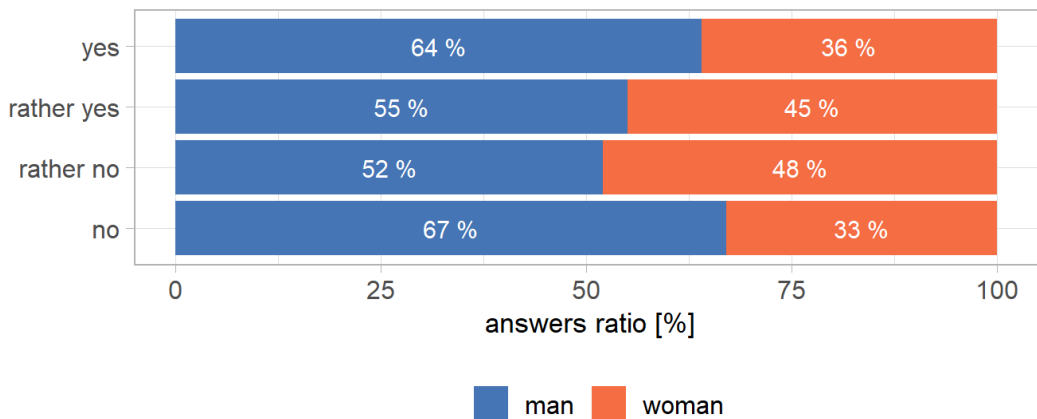
75% of respondents state that they are satisfied with their workplace and what is offered by CDV.

Q22-a) Do you think that you are adequately remunerated for your work? (question for all employees)



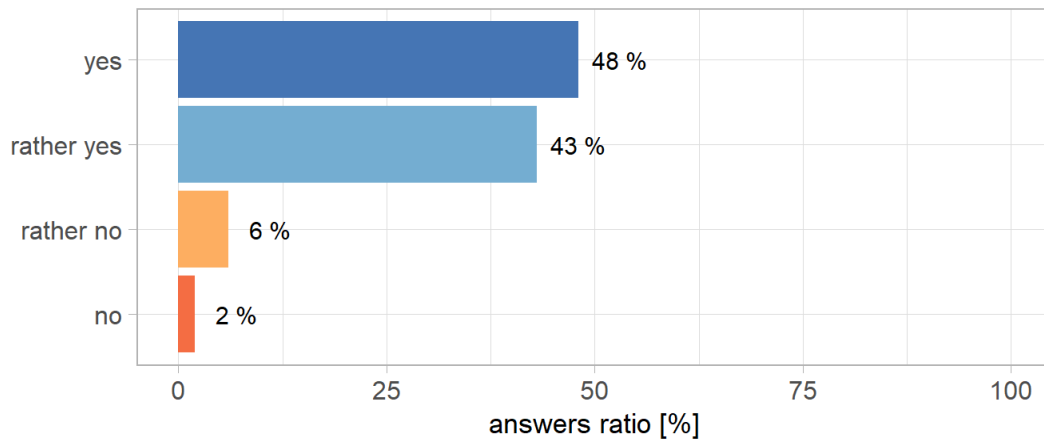
The questions also included the sensitive question regarding salary satisfaction. 78% of respondents state that they are satisfied with their salary. 22% of respondents think that there is room for improvement. According to some answers, for example administrative positions are remunerated differently even though they work on research projects equally.

Division of answers by age – question Q22-a)



It is apparent from a detailed graph regarding the adequate remuneration that women tend to answer “rather yes” or “rather no”, and most of 3% of the unsatisfied are men. So it emerges from the results that the employees are generally satisfied with their salaries at CDV – which is a pleasing result for the employer.

Q22-b) Are you satisfied with the benefits provided at CDV? (question for all employees)



Employee satisfaction is also enhanced by the benefits that are offered by the employer. At CDV 91% of all respondents are satisfied with the benefits provided.

CDV as the employer offers the following benefits:

- fully paid Multisport Card (free or discounted admission to sport centres or relaxation zones),
- discounted mobile tariffs for employees and their close ones,
- subsidized meals, meal tickets for disabled employees,
- use of the social fund (also for family members of employees),
- flexible working hours,
- option to change working hours,
- option to occasionally work from home,
- 5 weeks of annual leave,
- contributions to pension or life insurance systems,
- option to borrow a company car for private purposes,
- informal social and sports events.

The employees predominantly appreciate the Multisport Card, informal social and sports events, flexible working hours, option to occasionally work from home, contributions to pension insurance systems. In addition to subsidized meals, some employees would also appreciate the issuance of meal tickets and sick days. Sick days is a benefit the costs of which are not considered eligible in the projects funded from public budgets, which cover a major part of CDV activities.

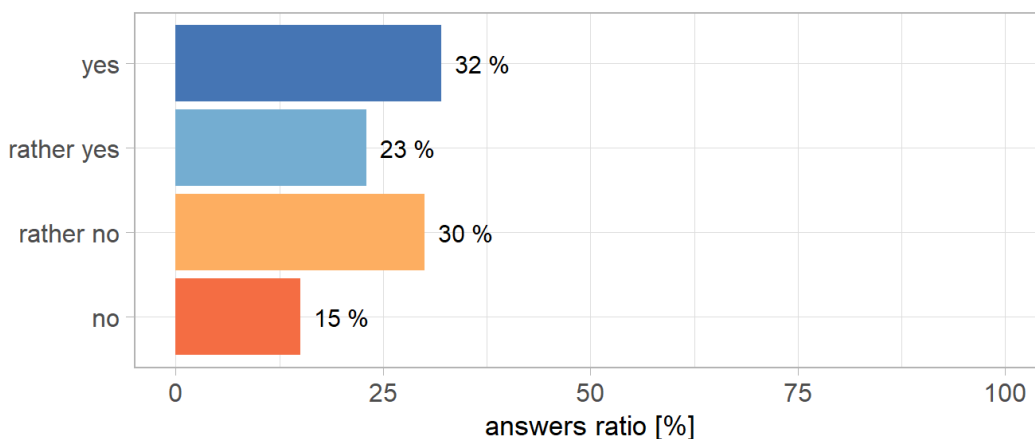
In the future CDV intends to focus on providing better information about the benefits provided to the employees.

4 TRAINING AND DEVELOPMENT

It is important for CDV as the employer that its employees would continue their education, improve and deepen their qualification in order to be recognized experts in their specializations. Further education of CDV employees is one of the priorities which the institution intends to develop. But it is important to focus on education comprehensively. So far training course have not been conducted in an organized way, and not all employees have sufficiently educated themselves. Therefore it is necessary for each employee to proceed according to a development plan, prepared based on the assessment interviews that are conducted at the beginning of every year. It is also necessary to evaluate all previous training courses, whether they were useful for the employees and their career development. Last but not least, we are also planning the option of mentoring, where the mentees are guided by senior experienced researchers - mentors, who also help mentees determine the direction of their further development. Managerial workers should concentrate more on education of their subordinates, as well as on education in team management.

As part of the questionnaire, we also wanted to know whether employees are interested in further education, and whether they feel that the institution supports them in their efforts in this field.

Q14-f) Would you like to improve your qualification in further studies in the near future? (question for all employees).

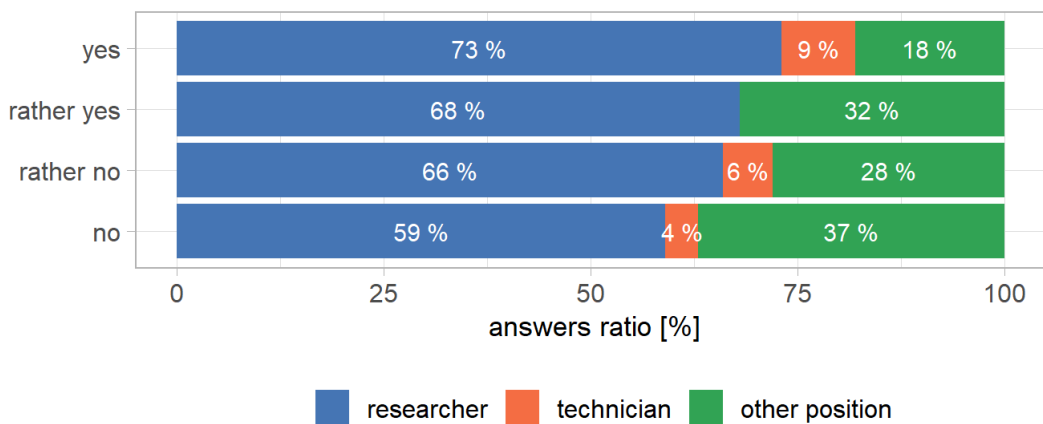


55% of respondents state that they would like to improve their qualification. Some of them are starting, or would like to start, doctoral programmes, others would like to attend supplementary professional or language courses. Language courses at CDV are conducted in the form of self-studies,

or the employees can use the institutions that offer language courses, and the price of the course will be reimbursed to them after finishing the course.

As far as further studies are concerned, 45% of employees are not interested in improving their qualification by studies at a university, and/or do not think about it much. They would rather appreciate general and professional training courses and seminars.

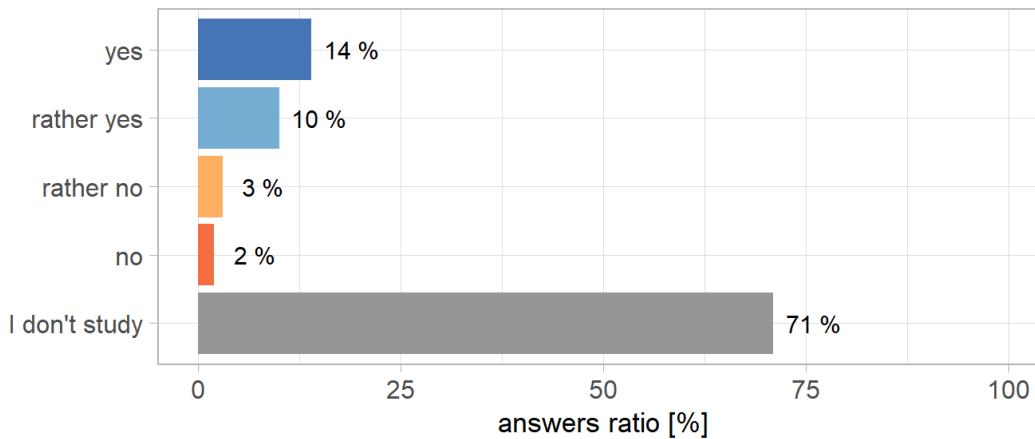
Division by position at CDV – Q14-f)



The employees who intend to increase their qualification by studies at universities feel to be supported by CDV. They can choose from a wide scale of part-time work schedules, and CDV allows them to take time off for their studies in compliance with the Labour Code and after an agreement with the superior.

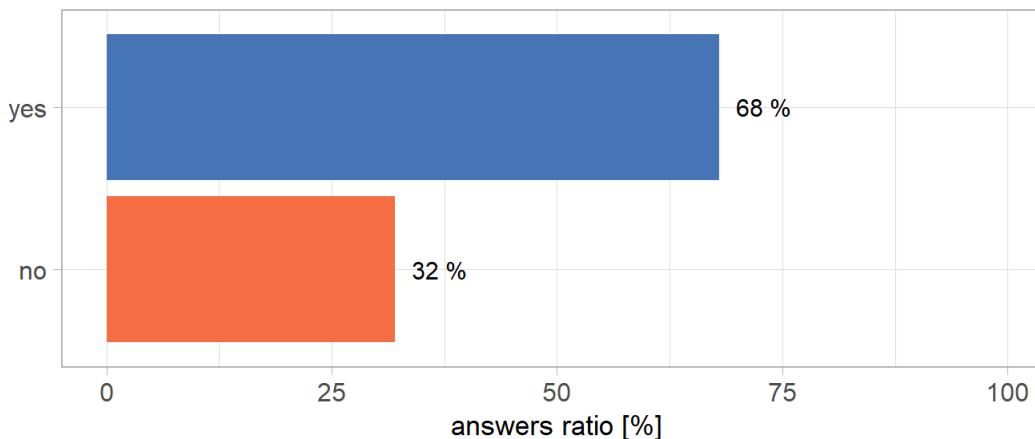
In the last two years, an option of further education was offered at CDV by a supplier, who, as part of the project, offered the institution over 50 professional, language, computer and soft-skills courses. Total 95 employees participated in this educational project. Although this educational project finished in 2020, CDV would like to continue this large-scale trend.

Q14-g) If you study, do you feel supported in your studies by CDV? (question for all employees)



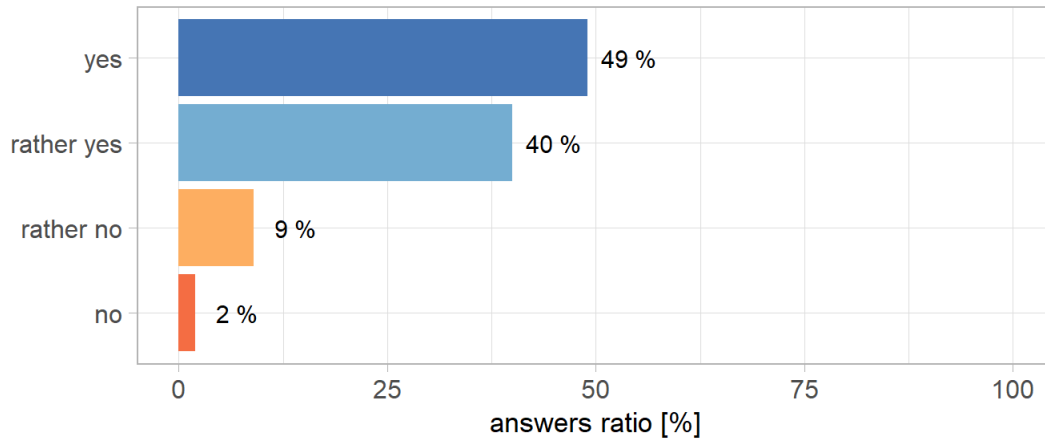
24% of respondents state that they feel supported in their studies. According to individual answers, CDV supports them in their studies quite a lot, and provided or has been providing a maximum support during their studies. On the other hand, 5% of respondents state that they did not feel big support, and/or did not need it. 71% of employees are not studying now, but some of them studied in the past while they were working for CDV and enjoyed support from the employer.

Q16-a) Have you participated in any education activity in the past year? (question for all employees)



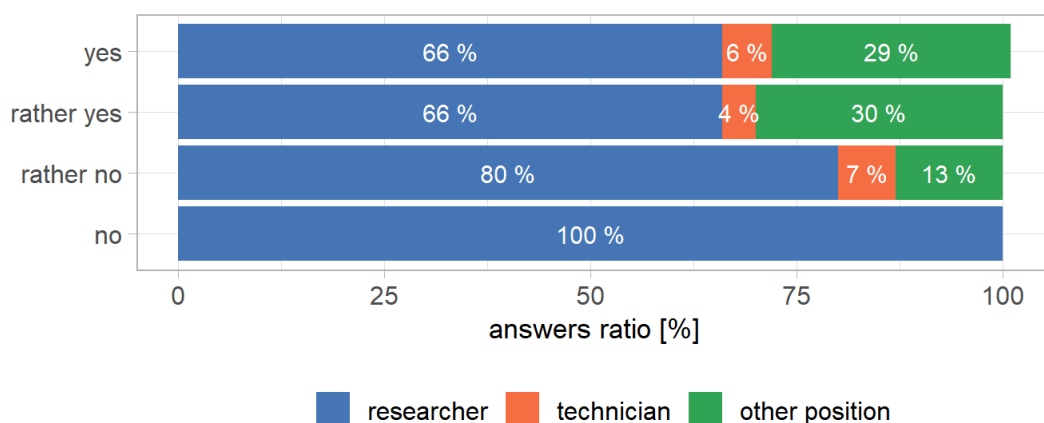
68% of respondents have participated in some of educational activities in the past year. According to open-ended answers, the educational activities included language courses, professional seminars and conferences, PC courses, etc. 32% of respondents, which is one third of all employees, have not participated in any training in the past year. In practice, this means that the same employees, or almost the same employees, usually participate in training. This fact needs to change in the future.

Q16-b) Do you think that the possibility of education is sufficient at CDV? (question for all employees)



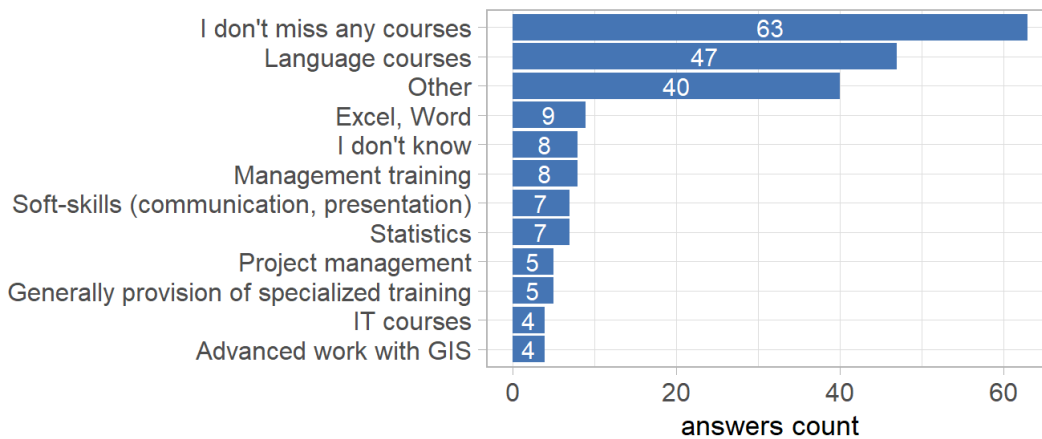
Total 89% of respondents agree in the questionnaire that they can educate themselves and the possibility of education is sufficient. According to individual answers of respondents, the offer of courses is big, and they are fully supported in education, both in internal and external courses. According to the above graph, 11% of employees think that the possibility of education is not sufficient. They would appreciate more language courses and more time for studies. For some topics, it is problematic to find the suitable training, because there are not experienced lectures in the Czech Republic.

Division by position at CDV – Q16-b)



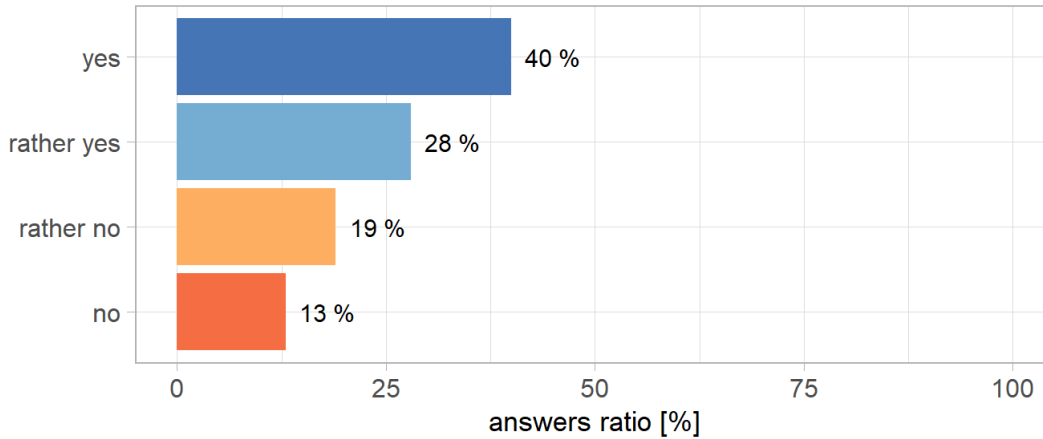
11% of the employees who do not find a sufficient possibility of education at CDV are mostly research workers according to the results in the above graph. The below question focuses on the training which CDV employees would like to attend and on which we can concentrate more in the future.

Q16-d) What training or courses do you miss? (question for all employees)



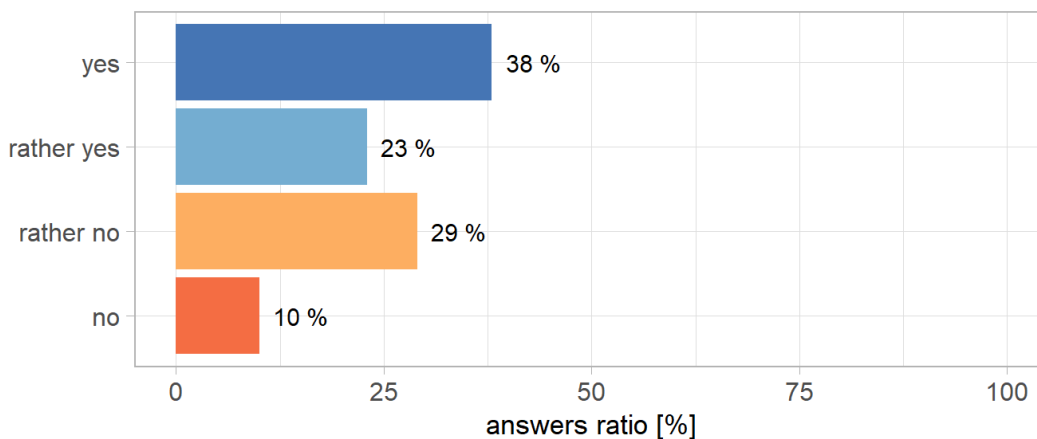
With respect to the fact that some respondents list even several courses, it is not possible to determine in the analysis what % of the respondents would like to attend a specific course. Therefore the graph displays absolute numbers. Based on the results presented in the above graph, we can say that most employees are satisfied and do not miss education courses. On the other hand, some employees have been missing language courses organized at the workplace for a long time. The field “other” represents professional courses which differed in individual answers. They included, for example, programming, psychological training, leadership, statistics in R program, etc.

Q24-c) Have you determined your career strategy with your superior (objectives that you should achieve in the next period)? (question for all employees)



According to the responses, 68% of respondents have determined the strategy of their career with their superior. They determined it based on the annual assessment (career) interview and particular projects. Total 32% of respondents, however, think that they have not set their specific objectives. According to individual open-ended answers, it is not possible to set the objectives, or the objectives have not been set so far. CDV intends to pay more attention to the topic of career interviews in the future and to adjust them so that specific and measurable objectives would be set based on them.

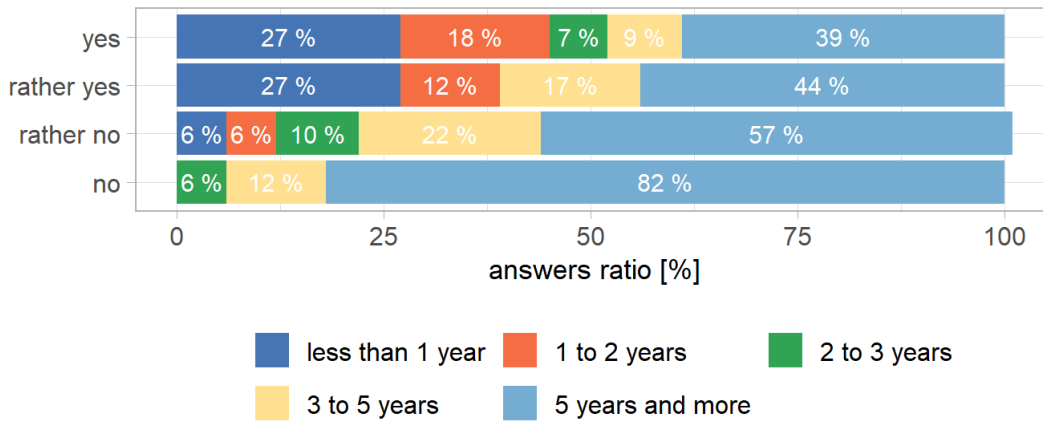
Q26-a) Are you provided with professional guidance at CDV, is there any person you can learn from? (question for all employees)



61% of respondents state that they are provided with professional guidance at CDV. The employees learn from their senior colleagues within their specialization, division or within entire CDV. 39% of

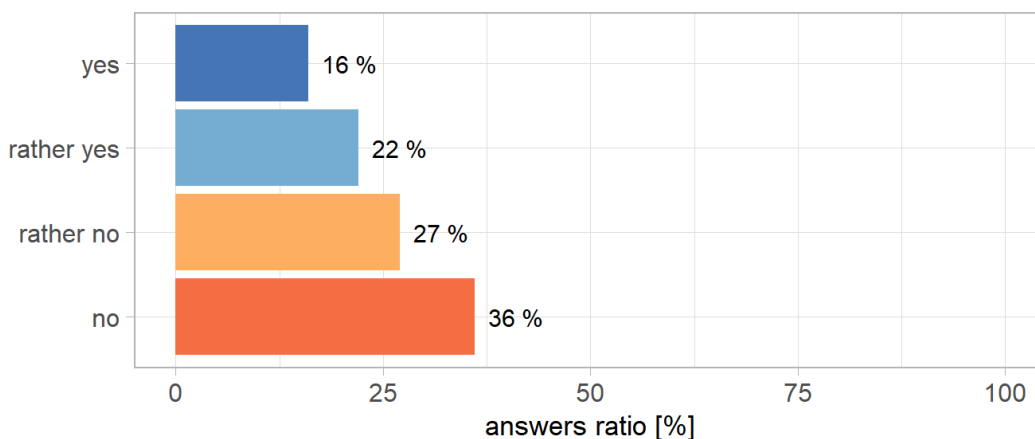
respondents express various opinions in their answers. The employees work in specific areas, or are already experts, and often there is nobody they can ask for professional advice, or they learn from each other.

Division by length of service at CDV – Q26-a)



The responses in the above graph show that senior researchers unfortunately do not find anybody they can ask for professional advice in their specialization at CDV. On the other hand, "junior" researchers, who have been working for CDV for less than 1 year, see it differently, and think that they are provided with sufficient professional guidance.

Q26-b) Are you provided with professional guidance outside CDV? (question for all employees)



38% of respondents state that they are provided with professional guidance outside CDV. The respondents specified universities with which CDV cooperates, or other specialized institutions,

or the Ministry of Transport. 63% of respondents state that they are not provided with professional guidance outside CDV, or only in a limited scope. In several cases they mention doctoral advisors.

According to the results, we can say that 61% of employees are provided with professional guidance directly at CDV, and 38% outside CDV. Even though we cannot directly impact this fact based on contacts of research workers outside, we would like to increase this percentage of professional guidance at CDV in the future.

Conclusion

On 20/ 01/ 2020 CDV adopted the principles laid down in the European Charter for Researchers and Code of Conduct for Recruitment of Research Workers. The goal of the institution is to acquire the HR AWARD certificate, which is awarded by the European Commission to research institutions that implement the HRS4R strategy (The Human Resources Strategy for Researchers) which is based on these principles.

The first step was the execution of the internal GAP analysis. The GAP analysis includes the questionnaire survey among employees, which was carried out, and its results are provided above and in the annex to this document. As part of the analysis, we managed to identify the weaknesses, which need to be addressed, as well as the strengths of CDV, which will be further developed. To maintain the anonymity of responses, the open-ended responses of CDV employees have not been published, but some of them are included in the comments under the graphs. During the survey, the project members were open to discussion with CDV employees, who, in addition to the questionnaire, could express their opinion on what they would like to change.

The next step is the preparation of the Action Plan, containing the procedure for implementation of the measures focused on fulfilling the principles laid down in the Charter and in the Code. The benefits of this strategy, as stated below, are significant for CDV as a research institution, because this is the first big survey of employee satisfaction. The analysis of the entire situation at CDV revealed what CDV as the employer could improve and thus better satisfy the key needs for transport development in the Czech Republic, at the national, regional and local levels. This predominantly means to improve quality of human resource care, to promote professional growth of research workers, to create conditions for better career growth in research and development, and to connect to the European network of research organizations.

Annexes:

Annex 1

Questionnaire

Basic division (for research workers)

1. I am a man/woman
2. in the following position (under the Employment Contract): research worker aged 20 – 30 years/31 – 40 years/41 – 50 years/51 – 60 years/61 and more
3. I focus on the activities as stated below in the following estimated proportion (in %):
 - a. fundamental research
 - b. applied research
 - c. development
 - d. expert activities
 - e. lecturing
 - f. management
 - g. project management
 - h. coordination management
 - i. other activities
4. with a fixed-term/an indefinite contract
5. and length of service at CDV less than 1 year/1 – 2 years/2 – 3 years/3 – 5 years/5 and more years (if your employment with CDV was interrupted, the individual periods should be summed up)
6. I am/am not employed in a managerial position
7. in the division:
8. in the area:

Basic division (for non-research workers)

1. gender: male/female
2. position (under the Employment Contract): technician / another position
3. aged 20 – 30 years/31 – 40 years/41 – 50 years/51 – 60 years/61 and more
4. with a fixed-term/an indefinite contract

- 5. and length of service at CDV less than 1 year/1 – 2 years/2 – 3 years/3 – 5 years/5 and more years (if your employment with CDV was interrupted, the individual periods should be summed up)
- 6. I am/am not employed in a managerial position
- 7. in the section:
- 8. in the area:

Questionnaire main part (questions for researchers are highlighted in blue, the remaining questions are intended for all employees)

General principles applying to all CDV employees

1. Freedom of research (freedom of thought, specification of methods, limitation to freedom of research):

- a. Do you think that your research activity at CDV is free enough in terms of topic selection?
Yes/Rather yes/ Rather no/No
specifically.....
- b. Do you think that your research activity at CDV is free enough in terms of research method selection?
Yes/Rather yes/ Rather no/No
specifically.....
- c. Do you have everything you need for your research (information, working conditions, support from your superior, etc.)? If no, what do you miss?
Yes/Rather yes/ Rather no/No
specifically.....

2. Ethical principles and ethical procedures:

- a. Do you think that there are problems with research ethics at CDV?
Yes/Rather yes/ Rather no/No
specifically.....
- b. Do you think that there are problems with publication of results (plagiarism, publication in predatory journals, unauthorized attribution of co-authorship, etc.) at CDV?

Yes/Rather yes/ Rather no/No

specifically.....

- c. If you know about any problems at CDV that relate to research ethics and publication of results, please suggest how you would improve the situation?

I do not know about problems regarding research ethics and publication of results at CDV

specifically.....

3. Professional responsibility:

- a. Do you share the results of your work? If yes, in what way?

Yes/Rather yes/ Rather no/No

specifically.....

- b. Do you think that the results of your research are sufficiently presented to the professional public?

Yes/Rather yes/ Rather no/No

specifically.....

- c. Do you think that the results of your research are sufficiently presented to the general public?

Yes/Rather yes/ Rather no/No

specifically.....

- d. Have you ever seen duplication of a research intent or project at CDV?

Yes/Rather yes/ Rather no/No

specifically.....

4. Professional approach, handling of conditions and information about changes:

- a. Do you think that you have been sufficiently informed about the goals and visions of CDV?

Yes/Rather yes/ Rather no/No

specifically.....

- b. Do you have an opportunity to get information about the strategic goals and visions of the institution?

Yes/Rather yes/ Rather no/No

specifically.....

- c. Where do you get the necessary information about CDV goals and visions?

specifically.....

- d. Do you think that you have been sufficiently informed about the strategic goals at your department or area?
Yes/Rather yes/ Rather no/No
specifically.....
- e. Do you think that you get the information about the activities at CDV that is needed for your work in due time?
Yes/Rather yes/ Rather no/No
specifically.....
- f. Do you think that you know what your colleagues in other sections and departments are working on?
Yes/Rather yes/ Rather no/No
specifically.....
- g. If you do not know what your colleagues in other sections are working on, what is the reason?
I know what the colleagues in other sections are working on
specifically.....

5. Contractual and statutory duties, knowledge of and adherence to regulations:

- a. Are you sufficiently informed about the working regulations and rules at CDV?
Yes/Rather yes/ Rather no/No
specifically.....
- b. Are the working regulations (basic documents) of CDV user friendly?
Yes/Rather yes/ Rather no/No
specifically.....
- c. As far as OHS training is concerned, do you find the form satisfactory and comprehensible?
Yes/Rather yes/ Rather no/No
specifically.....
- d. As far as training of company car drivers is concerned, do you find the form satisfactory and comprehensible?
Yes/Rather yes/ Rather no/No/I do not drive a company car
specifically.....

- e. If there was a fire in CDV buildings, do you know what to do?

Yes/Rather yes/ Rather no/No

specifically.....

6. Responsibility towards the employer:

- a. Is responsibility attached to your position clear to you?

Yes/Rather yes/ Rather no/No

specifically.....

- b. Do you know the degree of responsibility of your area/department/section?

Yes/Rather yes/ Rather no/No

specifically.....

7. Proper procedures in the research area (GDPR):

- a. Have you been informed about the requirements of national legal regulations regarding protection of personal data?

Yes/Rather yes/ Rather no/No

specifically.....

- b. Do you know what rights you have in this field?

Yes/Rather yes/ Rather no/No

specifically.....

8. Dissemination and exploitation of results, transfer of technologies:

- a. Do you know what transfer of technologies means and what it is used for at CDV?

Yes/Rather yes/ Rather no/No

specifically.....

- b. Have you ever collaborated with UGT on the implementation of transfer of technologies?

Yes/No/Already several times

specifically.....

9. Popularisation of science:

- a. Do you think that you can explain (for example to children, your relatives) what a public research institution is and how it differs from a commercial company or state enterprise?

Yes/Rather yes/ Rather no/No

specifically.....

- b. Do you think that you can explain (for example to children, your relatives) what divisions CDV is divided into according to their focus, and what each division is specialized in?
Yes/Rather yes/ Rather no/No
specifically.....
- c. Do you take part in our “thematic days”?
Yes/Rather yes/ Rather no/No
specifically.....
- d. Please give specific events of which you know that they are organized by CDV for the public
specifically
- e. What type of event organized by CDV and focused on the presentation of science to the public do you miss at our institution, and what should they be targeted at?
specifically.....
- f. Do you follow CDV in media?
Yes/Rather yes/ Rather no/No
specifically in (please specify).....

10. Internal communication

- a. Are you satisfied with formal internal communication (provision of information from management meetings, director’s measures, news on the Intranet, informative emails, etc.)?
Yes/Rather yes/ Rather no/No
specifically
- b. What form of formal internal communication you use most often, which of the forms does suit your needs best?
I use:
Suits best/I prefer:.....
- c. Are you satisfied with informal internal communication (“Forman na cestách” magazine, breakfast with the director, etc.)?
Yes/Rather yes/ Rather no/No
specifically.....

d. Are you satisfied with informal CDV events (employee retreats, volleyball, mulled wine, Christmas party, etc.)?

Yes/Rather yes/ Rather no/No

specifically.....

e. Are you satisfied with internal communication among division and section workers?

Yes/Rather yes/ Rather no/No

specifically.....

f. Are there any recommendations regarding communication among division and section workers that you would give?

I would not give any recommendation

I would give recommendation,

specifically.....

11. Relations with supervising persons:

a. Does your area or section hold regular meetings?

Yes/Rather yes/ Rather no/No

specifically.....

b. Have you ever hanged your position at CDV?

Yes/No

c. If yes, have the new job and your duties been comprehensibly explained to you?

Yes/Rather yes/ Rather no/No I have not changed my position

specifically.....

d. If you have changed your position at CDV, was there any person to help you to handle the change?

Yes/Rather yes/ Rather no/No I have not changed my position

specifically.....

e. If you have changed your position and there was nobody to help you handle the change, what type of help would have helped you handle this situation?

I have not changed my position

specifically.....

f. Would you like to improve your qualification in further studies in the near future?

Yes/Rather yes/ Rather no/No

specifically.....

g. If you study, do you feel supported in your studies by CDV?

Yes/Rather yes/ Rather no/No/I do not study

specifically.....

h. If you study, or were studying while working for CDV, do you consult your studies with your superior?

Yes/Rather yes/ Rather no/No/I do not study

specifically.....

12. Duties related to control and management:

a. Are you satisfied with your superior's management in assigning tasks?

Yes/Rather yes/ Rather no/No

specifically.....

b. If you are a managerial worker, have you participated in any training focused on team management?

Yes/Rather yes/ Rather no/No/I am not a managerial worker

specifically.....

c. *Do you think that you know well who you should submit your work or outputs for inspection to (your superior, and for example ŘD, RVV, VYK, RGT, RES)?*

Yes/Rather yes/ Rather no/No

specifically.....

d. *Do you think that the internal approval process at CDV is defined well?*

Yes/Rather yes/ Rather no/No

specifically.....

13. Continuous professional development of employees:

a. Have you participated in any educational activity in the past year?

Yes/Rather yes/ Rather no/No

specifically.....

b. Do you think that the possibility of education is sufficient at CDV?

Yes/Rather yes/ Rather no/No

specifically.....

c. Does your superior allow you to participate in regular training?

Yes/Rather yes/ Rather no/No

specifically.....

d. What training or courses do you miss?

specifically.....

e. *Do you follow the plan of training in specific areas that you determined as part of assessment interviews?*

Yes/Rather yes/ Rather no/No/We have not agreed on any training

specifically.....

14. Professional recognition:

a. Do you see your profession as recognized within CDV?

Yes/Rather yes/ Rather no/No

specifically.....

b. Do you see your profession as recognized outside CDV?

Yes/Rather yes/ Rather no/No

specifically.....

15. Discrimination and coercive activities:

a. Have you ever faced discrimination based on age, gender, position, etc. at CDV?

Yes/Rather yes/ Rather no/No

specifically.....

b. If you have ever faced discrimination, was there anybody you could ask for help?

Yes/Rather yes/ Rather no/No

specifically.....

c. Have you ever faced directly or indirectly any form of coercive activities or improper conduct?

Yes/Rather yes/ Rather no/No

specifically.....

d. If yes, were you the affected person, witness, indirect witness, or somebody confided it to you?

I have not faced it

specifically.....

16. Supporting and beneficial working environment

a. Do you think that your workplace is sufficiently equipped for your work?

Yes/Rather yes/ Rather no/No

specifically.....

- b. Do you have sufficient information on how to use the equipment?

Yes/Rather yes/ Rather no/No

specifically.....

- c. Is there anything that you miss at the workplace for better performance of your work?

Yes/Rather yes/ Rather no/No

specifically.....

17. Working conditions and harmonization of professional and family life:

- a. Do the working conditions allow you to harmonize your work and family life, for example in terms of care of children or family members?

Yes/Rather yes/ Rather no/No

specifically.....

- b. Does the flexible work schedule suit you?

Yes/Rather yes/ Rather no/No

specifically.....

- c. Do you know that it is possible to change your working hours according to your current (family) situation?

Yes/Rather yes/ Rather no/No

specifically.....

- d. If you can work from home, do you use this option?

Yes/Rather yes/ Rather no/No

specifically.....

18. Employment relationship stability and employment stability:

- a. If you have a fixed-term contract, how do you see this situation? Do you consider it restrictive?

Yes/Rather yes/ Rather no/No/I do not have a fixed-term contract

specifically.....

- b. If you have a definite contract, was it important for you to get a definite contract?

Yes/Rather yes/ Rather no/No/I do not have a definite contract

specifically.....

- c. Do you think that CDV is a stable employer?

Yes/Rather yes/ Rather no/No

specifically.....

19. Payroll conditions and social security:

- a. Do you think that you are adequately remunerated for your work?
Yes/Rather yes/ Rather no/No
specifically.....
- b. Are you satisfied with the benefits provided at CDV?
Yes/Rather yes/ Rather no/No
specifically.....
- c. Please specify the benefits of which you know that they are provided by CDV:
specifically.....
- d. Please specify the benefits you use:
specifically.....
- e. What other benefits you would appreciate?
specifically.....

20. Gender balance and policy of equal opportunities:

- a. Do you face any gender differences at CDV?
Yes/Rather yes/ Rather no/No
specifically.....
- b. Do you think that all people at CDV have the same opportunity in terms of gender division?
Yes/Rather yes/ Rather no/No
specifically.....

21. Career development:

- a. Do you have or have you had an opportunity of career growth?
Yes/Rather yes/ Rather no/No
specifically.....
- b. Are there any areas in which you would like to educate yourself or improve your qualification?
Yes/Rather yes/ Rather no/No
specifically.....
- c. Have you determined your career strategy with your superior (objectives that you should achieve in the next period)?
Yes/Rather yes/ Rather no/No
specifically.....

d. If your objectives have been set, do you consult them regularly?

Yes/Rather yes/ Rather no/No

specifically.....

e. Do you tend to lead any team?

Yes/Rather yes/ Rather no/No

specifically.....

22. Value of mobility:

a. Do you have an opportunity to go on business trips in your position?

Yes/Rather yes/ Rather no/No

specifically.....

b. Do you have an opportunity to take domestic or foreign internship in your position?

Yes/Rather yes/ Rather no/No

specifically.....

23. Intellectual property rights and protection of intellectual property:

a. Do you know which basic CDV document focuses on intellectual property?

Yes/Rather yes/ Rather no/No

specifically.....

b. Do you think that the CDV approach to protection of intellectual property is adequate?

Yes/Rather yes/ Rather no/No

specifically.....

24. Access to professional consultancy and professional guidance:

a. Are you provided with professional guidance at CDV, is there any person you can learn from?

Yes/Rather yes/ Rather no/No

specifically.....

b. Are you provided with professional guidance outside CDV?

Yes/Rather yes/ Rather no/No

specifically.....

25. Co-authorship:

a. Has it ever happened to you that you were not stated as a co-author even though you participated in the preparation of an article?

Yes/Rather yes/ Rather no/No

specifically.....

- b. Have you faced any other problems regarding co-authorship?

Yes/Rather yes/ Rather no/No

specifically.....

26. Guidance and control:

- a. Has there been anybody you could consult when you did not know how to handle operational things since the beginning of your career at CDV?

Yes/Rather yes/ Rather no/No

specifically.....

- b. If no, did you wish that such a person would be available?

Yes/Rather yes/ Rather no/No

specifically.....

- c. Is there anyone at CDV who you consider a qualified expert (professional authority) whose work you appreciate?

Yes/Rather yes/ Rather no/No

specifically.....

27. Teaching:

- a. If you teach or train, are your capabilities and skills taken into account in your assessment?

Yes/Rather yes/ Rather no/No/I do not train or teach

specifically.....

- b. If you teach or train, have you passed any pedagogical or presentation course?

Yes/Rather yes/ Rather no/I do not train or teach

specifically.....

- c. CDV plans to organize seminars for the professional public in the future. If there was an opportunity for you, would you like to give a lecture or to lead a seminar?

Yes/Rather yes/ Rather no/No

specifically.....

28. Employee assessment system:

- a. Is your performance regularly assessed by your superior and do you receive feedback from him/her?

Yes/Rather yes/ Rather no/No

specifically.....

- b. Do you find this method of assessment suitable?

Yes/Rather yes/ Rather no/No

specifically.....

- c. Are the specific features of your specialization taken into account for your assessment?

Yes/Rather yes/ Rather no/No

specifically.....

- d. Do you have any comments regarding the bases for assessment interviews?

Yes/Rather yes/ Rather no/No

specifically.....

29. Complaints and appeals:

- a. If you were a witness to any unfair behaviour at your workplace, do you think that you have an adequate opportunity to complain about such conduct?

Yes/Rather yes/ Rather no/No

specifically.....

- b. If yes, where?

I was not a witness to any unfair behaviour

specifically.....

- c. Have you ever had to solve any conflict in the presence of a third party?

Yes/Rather yes/ Rather no/No

specifically.....

30. Participation in decision-making entities:

- a. Do you know what commissions and decision-making bodies are at CDV?

Yes/Rather yes/ Rather no/No

specifically.....

- b. Do you know what the purpose of the Board of the institution is?

Yes/Rather yes/ Rather no/No

specifically.....

- c. Do you think that you know well what powers the Board of the institution has?

Yes/Rather yes/ Rather no/No

specifically.....

- d. Do you know how the Board of the institution is elected?
Yes/Rather yes/ Rather no/No
specifically.....
- e. Do you know what the purpose of the supervisory board is?
Yes/Rather yes/ Rather no/No
specifically.....
- f. Do you think that you know well what powers the Supervisory Board of the institution has?
Yes/Rather yes/ Rather no/No
specifically.....
- g. Would you like to be (maybe in the future) a member of a decision-making body/board/group?
Yes/Rather yes/ Rather no/No
specifically.....

31. Recruitment:

- a. Do you know about vacant positions at CDV?
Yes/Rather yes/ Rather no/No
specifically.....
- b. Do you know about the motivation reward for bringing a new employee?
Yes/Rather yes/ Rather no/No
specifically.....
- c. If you joined CDV in the last two years, was the recruitment process carried out as you anticipated and expected?
Yes/Rather yes/ Rather no/No/I have been working for CDV for more than two years
specifically.....
- d. If you joined CDV in the last two years, was the adaptation process carried out as you anticipated and expected?
Yes/Rather yes/ Rather no/No/I have been working for CDV for more than two years
specifically.....
- e. How do you see the recruitment of new employees at CDV in the last two years in general?
specifically.....

If you wish to add anything which has not been mentioned in the questionnaire and which could make CDV a better place for work and life, we will appreciate your comments. Thank you.