

Ethical and Professional Aspects

1. Research freedom

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The freedom in research is positively felt across all the respondents, The most positive attitude was displayed by the senior researchers. Average Score 1.182 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: Even if sufficiently implemented, the freedom of research is further guided by the SUA Strategic Plan 2022-2026 and the creating of SUA Ethics Committee.

2. Ethical principles

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The survey respondents feel sufficient emphasis is placed on the observance of ethical principles in science. Average Score 1.105 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: Ethical principles at SUA are manifested in the SUA Code of Ethics. There is also established The Ethic Committee which deals with any breach of the Code of Ethics. New Proposals: SUA will continue its activities focused on the research ethics awareness and antiplagiarism.

3. Professional responsibility

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Even if there might be occasional individual lapses, these principles are in general respected. The originality of research is sometimes difficult to maintain. The lack of funds, material and human capacities contributes to this, as does the "ambiguity" of the selection of projects supported mainly from domestic grants. Overall, this is caused by focusing on generally known topics, doing "quasi" research or duplicity in research. From time to time the research	Suggestion for improvement: The relevant scientific databases should be made accessible otherwise it is very difficult for researchers to avoid duplicity in research or to cite the used sources correctly.

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	copies research already carried out elsewhere (usually abroad), While there the results of research have often already been applied - even in practice. Average Score 1.290 (1 = fully implemented; 4 = insufficiently implemented)	

4. Professional attitude

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Even if there might be occasional individual lapses, these principles are in general respected. Employees are not always familiar with strategic documents and approved procedures. Information on the procedure for submitting project proposals (including all necessary accompanying documents) and subsequent reports for management signature is not freely accessible. Especially beginners or first-time project submitters do not have easy access to this information. Average Score 1.291 (1 = fully implemented; 4 = insufficiently implemented)	Suggestion for improvement: Relevant information could be published on the SUA website in the Science and Research section and disseminated in the form of a circular, seminars for scientific and pedagogical workers, PhD students, at least once every two years, or as needed during changes. This should be ensured by the vice-rector for science and research together with the vice-deans and the SUA project office.

5. Contractual and legal obligations

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Even if there might be occasional individual lapses, these principles are in general respected. The study of regulations is sometimes left to the initiative of the workers. Overall, the legal and administrative support for contract-based research is insufficient. Insufficient legal awareness among	Initiatives undertaken: A Technology Transfer Center (CTT) was established at SUA as a part of the AgroBioTech Research Centre New Proposals: Educational course/Workshop focused on the intellectual property

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	the members of staff. Average Score 1.274 (1 = fully implemented; 4 = insufficiently implemented)	protection. Workshop focused on the field of technology transfer.

6. Accountability

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	As a public institution in Slovakia, all SUA spendings are subject to three-stage financial control. That means that each spending needs to be approved by the principal investigator (or supervisor), the department bursar/secretary, and the university bursar or his/her deputy Accountability in the management of public funds should be self-evident, On the other hand, sometimes these mechanisms are very lengthy and inflexible and do not reflect the individual context of the projects being solved, So the occasional non-respect of the principles does not always have to be connected with the irresponsibility/bad intentions of the researcher. The public procurement system is sometimes more expensive and more "exhausting" than the direct use of funds. Average Score 1.212 (1 = fully implemented; 4 = insufficiently implemented)	New Proposals: To consider revision of the Principles of administrative and financial management of projects. Development of a set of information, examples of best practices.

7. Good practice in research

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Especially in the field of storage, sharing and backup of data via ICT, improvement is needed. Not all researchers are fully aware what a data management plan is and what ethical standards are associated with it. Absence of counselling for	Initiatives undertaken: SUA has implemented the GDPR directive. New Proposals: Workshops focused on the IT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	doctoral students and researchers in the field of personal data protection in research activities. Average Score 1.216 (1 = fully implemented; 4 = insufficiently implemented)	security and personal data protection; counselling on the topic.

8. Dissemination, exploitation of results

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Even if there might be occasional individual lapses, these principles are in general respected. Inter-institutional communication is problematic. It is often at the level of fierce competition in an effort to obtain project funding. Dissemination is mainly limited to the publication of results and not their commercialization. The research results should be disseminated only after the consent of the researchers who participated in the research. Average Score 1.367 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: SUA researchers usually use the opportunities to disseminate results through the publication in national and international scientific papers, presentations at scientific conferences, seminars and through the social media. New Proposals: Trainings about different tools and platforms to disseminate research outputs. Workshop focus on the creating of research profile in order to improve the research visibility.

9. Public engagement

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Despite the popularization activities, sometimes it seems that the public is not interested in seeing scientists as a vital part of society and, despite technological advances, perceives the society of scientists very abstractly. The level of promotion of scientific results to the general public is not fully sufficient. Average Score 1.611 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: SUA regularly participates in various public engagement events, and is also a part of various education fairs and cooperates with primary and secondary schools, extracurricular activities of students). Suggestion for improvement: Intensifying the propagation of research results and preparation of a plan of activities involving general public.

10. Non discrimination

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	No discrimination based on race, religion or gender is guaranteed by the The Act No. 365/2004 Coll. on Equal Treatment in Certain Areas and Protection against Discrimination (the Anti-discrimination Act) and The Code of Ethics and any claims in this regard are addressed by the Ethics committee. This said, many legal documents and directives are only in Slovak language. Average Score 1.091 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: SUA regularly renovates the campus to provide an inclusive environment also for the persons with special needs and hearing or visually impaired. Gender Equality Plan has been adopted in 2021. Suggestion for improvement: Translation of the relevant internal regulations into English (also related to principle 5. Contractual and legal obligations). Improvement of language skills of the lecturers teaching foreign students.

11. Evaluation/ appraisal systems

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Even if there might be occasional individual lapses, these principles are in general respected. The evaluation system is set in a way that there is a small difference in evaluation of researchers who exhibit significant activity and those who fulfill only the minimal criteria. The researchers not always familiar with all the "specific criteria" on the basis of which, for example, the personal evaluation is distributed. The evaluation system lacks recognition of international mobility or other academic life participation activities such as, for example, membership in professional organizations or scientific boards. Average Score 1.619 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: Researcher activity is regularly evaluated; Rector's award for the best publications; Rector's award for the best artistic performance; Young researcher support programme; Postdoctoral support programme. Suggestion for improvement: Analysis of criteria for performance evaluation and remuneration at the individual workplaces of SUA Elaboration of the criteria for performance evaluation and remuneration at university level (Introduction of further (centralized) motivational remuneration schemes).

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

12. Recruitment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Recruitment standards are not fully implemented. With respect to today's financial evaluation of research and its conditions in Slovakia, not many researchers from abroad are interested in working at Slovak universities. Sometimes specific knowledge and skills are required and there is not always time to teach them to newly hired workers due to the short duration of research projects. Average Score 1.586 (1 = fully implemented; 4 = insufficiently implemented)	Suggestion for improvement: A set of recommendations in the field of recruitment and selection of employees in accordance with OTM-R should be prepared. SUA should use international web portals for recruitment. Recruitment staff and potential selection committee members should be trained in accordance with OTM-R. The most relevant documents should be translated into the English language.

13. Recruitment (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The currently used form of the job advertisement is too general, there are no specific templates for R2, R3 or R4. The offers (with small exceptions) are available only in Slovak language and usually not published on international jobportals. The criteria set out in the Code of Conduct for the Recruitment of Researchers are usually not met. Average Score 1.833 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: Job offers usually include requirements regarding education, required experience and qualifications. The benefits for employees are described in the collective agreement. Suggestion for improvement: The job advertisements should be prepared in the way that they would meet the criteria set in the Code of Conduct for the Recruitment of Researchers. SUA should publish the job vacancies on international portals in English.

14. Selection (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Even if there might be occasional individual lapses, these principles are in general respected. The criteria and the terms for creating selection committees are specified only in very general way in the regulations and procedures for hiring employees. Selection committees should be more diverse. For example, they should invite experts from other similarly profiled university workplaces, as well as from professional practice. Usually no foreign assessors. In many cases there is no previous training of the selection committee members. Average Score 1.545 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: The selection committee is nominated in compliance with national regulations and internal principles. The gender and age diversity in selection committees at SUA is in compliance with the Higher Education Act and the Anti-discrimination Act. Suggestion for improvement: Also industry experts and (where relevant) experts from abroad should be invited as the members of selection committee. Employees who are being invited as members in different committees should undertake soft skills training (e.g. how to conduct a job interview).

15. Transparency (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The outcome of the selection procedure is usually only an information about the fulfillment or non-fulfillment of the criteria, there is a lack of feedback on the strengths and weaknesses of a candidate and his/her application. Information about the selection procedure contains selection criteria, but usually does not include further career development opportunities for the position. Average Score 1.744 (1 = fully implemented; 4 = insufficiently implemented)	Suggestion for improvement: A revision of the invitation letter (provide career development opportunities for each positionand) and the rejection letter to applicants where more information on the interview as well as feedback will be provided should be considered.

16. Judging merit (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Both general and specific rules for filling the positions of professors and associate professors at SUA as well as all R3 and R4 researchers are in place. In order to assess the applicants, it is necessary to add lasting criteria. Their frequent "innovation" is to the detriment of the cause. Average Score 1.544 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: In order to fill the positions of scientific research at SUA, the criteria for filling them are given by internal regulations and each member of the committee assess whether the applicant meets the criteria for filling the position (qualification, teaching experience (where relevant), international mobilities, membership in scientific boards, personal and professional ethical credit and other required criteria). New Proposals: To propose evaluation criteria to balance-out the output of applied research and development with the basic research. External experts and experts from the respective fields should be invited to participate in the selection committees.

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

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Principle is not formalised. The assessment is up to specific selection committee. It is not fully taken into account that the employee - predominantly a woman - has a several-year career break, which is usually reflected in amount of publication and project activities. When setting up schemes and evaluating workers, this fact should be taken into account. Average Score 1.295 (1 = fully implemented; 4 = insufficiently implemented)	New Proposals: Use a unified CV form reflecting the maternity leave.

18. Recognition of mobility experience (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Even if the principle is not formalised, the benefits of mobility are taken into account. The experience gained within the framework of mobilities can significantly increase the quality of pedagogical or scientific activity. Completing the mobility alone does, however, not guarantee the acquisition of experience. It is necessary to differentiate at which workplace and how the mobility took place, but as a rule it is definitely a valuable experience. Average Score 1.272 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: Introduce of the mandatory mobility for PhD students as a part of their study. Suggestions for improvement: Formalisation of the principle by the revision of the criteria for recruitment and revision of the criteria and procedure for the selection of employees in the internal regulations of the university (so that the criteria recognize mobility at a top workplace abroad as one of the criteria for the selection of employees).

19. Recognition of qualifications (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Underdeveloped legislation for hiring researchers (and teachers) at an international level poses a significant impediment to SUA internationalisation. SUA does also not have a specific regulation on recognition of informal qualifications as part of professional mobility. The qualification is recognized only on the basis of the achieved scientific-pedagogical rank in the relevant scientific field and the number of years worked in a similar job position. Average Score 1.372 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: The criteria to fill the researcher positions at SUA are given by the internal regulation. Suggestions for improvement: To consider a revision of the selection and recruitment strategy (in compliance with the results of the SUA OTM-R checklist)

20. Seniority (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Principle is fully implemented and formalised. Filling the positions recognizes the whole career path with various academic and professional achievements. Average Score 1.187 (1 = fully implemented; 4 = insufficiently implemented)	There is no discrimination on grounds of seniority. There is an institute of emeritus professor established at SUA where researchers who have achieved top results in science and are currently in retirement age are able to continue with their work and e.g. serve as tutors or consultants.

21. Postdoctoral appointments (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The postdoctoral researchers have no guarantee of employment at SUA in the future. Average Score 1.191 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: A support programme for creation of postdoctoral positions was launched in 2020. Suggestions for improvement: The number of postdoctoral positions at SUA should be increased and systematically supported through a more efficient use of APVV grants and Horizon grants. Creation of sustainable system for funding, recruitment, and propagation of postdoctoral positions.

Working Conditions and Social Security

22. Recognition of the profession

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	It is necessary to appreciate the importance of the work of researchers mainly due to the ability to create added value of extraordinary importance for society through their work. However, even the government representatives themselves occasionally dishonor the profession of university teachers and researchers in Slovakia with their statements. Average	Initiatives undertaken: Recognition of the profession is formally ensured by national legislation (Act 422/2015 on the Recognition of Evidence of Education and on the Recognition of Professional Qualifications and on Amendments to Certain Acts). New Proposals: Supporting informative campaign on the recognition of profession.

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	Score 1.550 (1 = fully implemented; 4 = insufficiently implemented)	

23. Research environment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	<p>Many workplaces are equipped with a quality research infrastructure, purchased with help of funding from the EU structural funds. Premises and equipment are currently no longer an obstacle to work. The research environment is comparable to other workplaces. The access to international databases, however, remains somewhat limited. With limited access to data, scientific activity is limited precisely by the quality and quantity of data. Securing data through research projects is in many cases almost impossible.</p> <p>Average Score 1.628 (1 = fully implemented; 4 = insufficiently implemented)</p>	<p>Suggestions for improvement: To increase funding of research infrastructure at the university level (national level development projects, EU structural funds, cross-faculty research projects). Try to negotiate and improve the access to international databases.</p>

24. Working conditions

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	<p>The so-called sabbatical (long-term leave of absence for researchers) is not yet stipulated in the Slovak legislation, even if some progress in this regard was achieved recently. Flexible working hours are tolerated only unofficially.</p> <p>Average Score 1.476 (1 = fully implemented; 4 = insufficiently implemented)</p>	<p>Initiatives undertaken: The university provides the child-care in the university kindergarten. The sabbatical leave is included in the SUA Strategic Plan 2022-2026. Home-office was implemented into internal documents during the first wave of Covid-19. Suggestions for improvement: Flexible working hours.</p>

25. Stability and permanence of employment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	<p>Even if there might be occasional individual lapses, these principles are in general respected. When prolonging a job position, the adept is sometimes kept in insecurity for a long time. Based on legislation, the assistant professors receive a contract for maximum of 5 years with an uncertain future (as every Slovak university, SUA is governed by Labor Code and the Act on Higher Education Institutions, which defines the maximum length of the employment contract between selection procedures). Average Score 1.500 (1 = fully implemented; 4 = insufficiently implemented)</p>	<p>Suggestions for improvement: The conditions could be improved by introducing a system of long-term funding of researchers positions with a performance-based remuneration model. Selection procedures should be announced automatically before the expiry of the existing contracts,</p>

26. Funding and salaries

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>Salaries in research are below the salary average of university-educated people in other sectors. The salaries of university teachers are disproportionately low. Young PhD graduates finish their studies at around the age of 27, and their starting salary is lower than the salary of a factory worker on a production line, for which even a primary school education is sufficient. Since the salaries are governed by national legislation (e.g. Act no. 553/2003 Coll. Remuneration of certain employees in the performance of work in the public interest and on the Amendment of certain Acts; Regulation of the Government of the SR no. 341/2004 Coll., Which establishes catalogs of work activities in the performance of work in the public interest and their amendments) the solution is only partially in the hands of university management. Average Score 1.726 (1 = fully implemented; 4 = insufficiently implemented)</p>	<p>Suggestions for improvement: Cooperation with industry – focusing the research on industrial applications might help to resolve many material problems. Continue negotiations and appeals to the Ministry of Education, Science, Research and Sports of the Slovak Republic to try to improve funding of research and the educational system in Slovakia (especially HEIs).</p>

27. Gender balance

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	At SUA, gender equality principles are formalised and fully respected.	Initiatives undertaken: SUA introduced and adopted Gender Equality Action Plan in 2021. Gender equality is in the same encouraged by the SUA Strategic Plan for 2022-2026 and SUA Code of Ethics.

28. Career development

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	The career development of the researcher is sometimes left to the initiative of the researcher. There should be room for the development of researchers' careers even in the case that after a certain period of time they could, if they had the opportunity, also apply for another position - e.g. university teacher - but here we encounter the problem of career growth in terms of criteria - e.g. the researchers usually do not supervise the graduate students and therefore are disadvantaged in terms of career growth due to the need to fulfill the criteria. Average Score 1.560 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: Co-working Centre was established at SUA in 2021. University Counselling and Support Centre was established at SUA in 2020. Suggestions for improvement: Further workshops in the field of career development. Individualised counselling in the field of career development.

29. Value of mobility

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	The benefits of mobility are taken into account. The experience gained within the framework of mobilities can significantly increase the quality of pedagogical or scientific activity. Completing the mobility alone, however, does not guarantee the acquisition of experience. Average Score 1.351 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: The staff (especially young employees) are encouraged to complete mobilities and internships abroad at top foreign universities and research institutes by the SUA Strategic Plan for 2022-2026. SUA adopted the Erasmus without papers (EWP) approach to make the mobilities less difficult to manage. New Proposals: Offer foreign-language courses for employees and doctoral candidates as a part of staff development programme. Increase the number of study programmes and research in English o make the SUA more attractive for in-coming students and researchers.

30. Access to career advice

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	At SUA, there is no systematic solution focused on the career counselling yet. Moreover, the rules of career development are not stipulated in any internal document (only the terms of habilitation and appointment of professors). Career advice is informal and insufficient in all workplaces. Average Score 1.730 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: Co-working Centre was established at SUA in 2021. University Counselling and Support Centre was established at SUA in 2020. Suggestions for improvement: SUA should organize various courses/trainings for employees focused on personal development, assertiveness, stress management, etc.. Preparation of the SUA career development strategy for researchers with clearly specified rules of career progression.

31. Intellectual Property Rights

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Even if a Technology Transfer Center (CTT) was established at SUA as a part of the AgroBioTech Research Centre, the SUA employees awareness in the field of copyright and the possibilities of support and cooperation in the field of IP protection remains relatively low. The same goes for the possibilities of commercialization of part of academic research. Average Score 1.308 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: A Technology Transfer Center (CTT) was established at SUA as a part of the AgroBioTech Research Centre. The Code of Ethics was amended (it came to pass that Employees who created an industrial property as a part of university assignment registered it under their own name). New Proposals: Educational course/Workshop focused on the intellectual property protection. Workshop focused on the field of technology transfer.

32. Co-authorship

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Even if there might be occasional individual lapses, these principles are in general respected. Co-authors are recognised and listed and/or quoted in connection to their actual contribution. Some researchers perceive the application of co-authorship as problematic, even if (in general) there are no significant differences in the opinion of SUA researchers. Average Score 1.429 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: Within the internal regulations of SUA, the area of authorship, co-authorship and ethics of scientific publishing is specified by act. 4/2017 Protection and management of intellectual property rights at SUA in Nitra and SUA Code of Ethics. Suggestions for improvement: Continue to organise the workshops concentrating on research ethics and publishing results.

33. Teaching

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Slovak national legislative unfortunately sets for all university teachers the same share for their teaching and	Initiatives undertaken: SUA currently (2021/2022) conducts an analysis of workload of employees. Suggestions for

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	research activities, regardless their research productivity. This said, the workload of employees in the field of teaching cannot be considered as an even one. Senior and productive researchers expect their teaching obligations not to significantly interfere with their research. Average Score 1.661 (1 = fully implemented; 4 = insufficiently implemented)	improvement: The regulation on the extent of direct teaching and inclusion of pedagogical performance at SUA should be updated based on the results of workload analysis.

34. Complains/ appeals

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	There is no conflict mediator at SUA. Many conflicts are therefore resolved by direct superiors, who, however, might lack adequate training. Average Score 1.198 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: SUA Ethics Committee was established in 2021 and SUA Code of Ethics was re-worked and updated. SUA rector can be directly approached by special tool on the SUA website. Suggestions for improvement: Raise awareness of these possibilities among the SUA employees and offer help in resolving complains. Consider the creation of mediator work position.

35. Participation in decision-making bodies

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Research employees are members of the academic community, which means they can be members of decision-making bodies (e.g. Academic Senate). Representatives of	Initiatives undertaken: SUA internal regulations allow researchers across levels (PhD students as well as postdocs, faculty members) to participate in academic self-

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	all scientific categories (R1 –R4) are members in academic senates of the faculties and the Academic Senate of SUA. They also take part in meetings of the academic community of faculties and University. Average Score 1.184 (1 = fully implemented; 4 = insufficiently implemented)	government bodies. They can participate and make joint decisions in meetings of advisory board of the rector and the deans, of the Academic senate, of scientific councils etc.

Training and Development

36. Relation with supervisors

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Sharing of information, knowledge and experience is limited due to certain competition or rivalry. The communication is also not always at the required level. There should be more information provided about the professional possibilities and research conducted by individual departments. Average Score 1.480 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: Feedback on teaching performance is provided via a regular student survey on teaching performance (usually after the end of semester). All researchers and employees receive regular feedback on their research outcomes (as part of project internal review process). Suggestions for improvement: To consider introducing of a unified system of evaluation and control with constant supervision. Workshop in the field of mentoring and its implementation at the university level.

37. Supervision and managerial duties

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	At SUA the area of supervision and managerial skills is not fully formalised. There is a lack of mentoring schemes as well as institutionalisation of mentoring. There is also no systematic approach to training focused on management skills, HR management, meaning that the lead researchers might have trouble with coordinating supervising activities	Initiatives undertaken: There is a training of pedagogy skills for researchers at SUA. Suggestions for improvement: Adopt a systematic approach to training in the field of management, HR management and leadership.

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	with other obligations. SUA Code of Ethics partially deals with the rules for the professional relations with other colleagues, however no specific rules on execution of managerial duties within projects or at the faculty are established. Sharing of information, knowledge and experience is limited due to certain competition or rivalry. Average Score 1.514 (1 = fully implemented; 4 = insufficiently implemented)	

38. Continuing Professional Development

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	The system ensuring further professional development of employees needs improvement. There are opportunities, the degree of their seizing is however individual. Average Score 1.410 (1 = fully implemented; 4 = insufficiently implemented)	Initiatives undertaken: University Counselling and Support Centre was established at SUA in 2020. SUA offers development courses for employees as well as many life-long learning courses in which the employees might take part. SUA offers a mandatory course of academic writing for PhD. students. Suggestions for improvement: Workshops focused on the project management for young researchers.

39. Access to research training and continuous development

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Access to education and continuous development is also related to workplace equipment, so that researchers, including university teachers, do not work with outdated	Initiatives undertaken: see points 37 and 38 Suggestions for improvement: To consider offering of the professional internships in professional practice organizations in the employee development programs. Develop an institutional HR strategy for the career development of researchers and prepare a comprehensive human resources management

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	instrumentation, or outdated ICT. Average Score 1.168 (1 = fully implemented; 4 = insufficiently implemented)	policy. Active promotion of life-long education opportunities.

40. Supervision

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Even if (at SUA) department heads or project leaders are responsible for supervision of their team members, this sometimes takes place rather on an individual and informal basis and in early stage of career the researchers are sometimes "loners". Average Score 1.247 (1 = fully implemented; 4 = insufficiently implemented)	Suggestions for improvement: To organise trainings for unit head employees on HR management and leadership. Use professors emeritus for supervision tasks more frequently. To introduce an institutional strategy for career development of research and teacher staff. To introduce a mentoring program with special focus on PhD students and postdocs.