

GAP ANALÝZA UJEP 2018

1. Ethical and prof. Aspects	Survey	JEPU regulations	Status	GAP analysis	Measures proposals of coordinators KA02: red AP2019-20, yellow other AP, green :-)	Action plan JEPU 2019 - 2020
1. Research freedom	92% of respondents think, that freedom of thinking is granted on JEPU so is the method of research selection, restriction of equipment is currently being dealt with by OP VVV project implementation (also in the final report – financial budget and implementation period), restriction in the field of research – lack of an assigning mechanism of research problems in connection to the JEPU research strategy	92% of respondents think, that freedom of thinking is granted on JEPU so is the method of research selection, restriction of equipment is currently being dealt with by OP VVV project implementation (also in the final report – financial budget and implementation period), restriction in the field of research – lack of an assigning mechanism of research problems in connection to the JEPU research strategy Internal regulations cover this principle. Practical implementation is related to the system of assigning the financial means on research and education of executive	Status: ++	Research freedom comes from a University Law (§4). Internal regulation of JEPU (JEPU statute – article 3, Ethical codex – article 1) and perception of researchers are all in correspondence with the principle of research freedom, with an exception of funds limitation (processed in the principle number 15)	:-)	
2. Ethical principles	a. Ethic Code for researchers – 72% of respondents do not lack it on JEPU. Coordinators suggest soft methods of presentation of ethical rules and JEPU management to issue a recommendation for researchers about ethical behaviour within the research activity (sources will be the information from the professional panels or discuss forums of researchers) b.! Ethic committee – over half of respondents (55%) do not know, if they have an ethic committee for assessment of research ethic on their faculties, it is therefore necessary to map the entire situation regarding the EC activity on faculties and issue a recommendation for EC function on faculties, therefore to debate about why is it important.	Ethical Code of JEPU, Acting regulations of Ethical committee	Status: -+	The principle of ethics gets its importance within the European and international research projects. JEPU norm from 2018 – Ethic Code of JEPU (was compiled by researchers on a call from JEPU management). Ethical committee has established personal. Acting regulations of Ethic committee was issued. PR 4/2017 – article 6, paragraph 5 and 9.	To set a proper system of Ethic committee function on faculties, to implement education of researchers in the field of research ethic, focus the activity of EC more in educational, than restrictive way.	3. Action in AP: Implementation of Ethic Code Principles: 2, 4, 7, 8, 9, Timeline: 3Q2019, Guarantor: chairman of the Ethical committee
3. Professional responsibility		Researchers are obliged to honour the rights of copyright: Ethic Code JEPU (article 2 and 3). Directive of rector number 5/2010 to realization of industrial copyrights, number 3.	Status: +-	Current norm JEPU - SR č.5/2010 for realization of copyright. Ethic Code (article 2 and 3)- researchers are obliged to honour the rights of copyright.	To provide specific approaches to researchers while working with the scientific sources and "good praxis of scientific publishing" to protect them from copyright. Issue/declaration accepted by the JEPU management (for example as a part of VaV strategy) in connection with the issue of recommendation for VaV praxis – meant for the university wide discussion connected with the moral pressure on upholding the accepted rules and principles. (To issue and communicate these principles of good praxis).	
4. Professional attitude	A third of respondents (34%) do not know these strategies and nearly half (48) do not use these strategies while formulating their research tasks, that means 66% knows them, but 48% do not use them. !Strategy of JEPU in the area of creative activity and research strategy of faculty/discipline – is subordinate to the fist area of principles: Ethic and professional aspects	To better communicate the strategy of UJEP research with researchers. To establish a continuity of scientific tasks on these strategies.	Status: -+	Over one third of respondents do not know the JEPU strategy in the field of creational activity. Current JEPU norms – OŘ article 3 – dean is responsible for correspondence of a creative activity with the strategic intent JEPU. SR 4/2016 – to control and finance the project activity – article 8 – guarantor of a project guarantee for correspondence with the rules of donation title.	University wide negotiations and forming of a creative activity strategy and setting up the system of connection of research tasks on this strategy.	6. Action in AP: VaV Strategy on JEPU Principles: 2,3,4,8,9, Timeline: 4Q2019. Guarantor vice-rector for science
5. Contractual and legal obligations	outputs from the study of JEPU documents	Verifiable introduction of all involved researchers about the legal and internal norms is not recorded in praxis. I recommend to implement verifiable introduction of all involved researchers of the scientific team with the amendment of a contract (add it into the directive 4/16).	Status: +-	PR 3/2014 – Staff regulation (article 20, paragraph 3 – duties of executives have to be verifiable introduced with all general rules and internal regulations and to secure their compliance). SR number 4/2016 (article 8 – guarantor of a project guarantees the compliance with the rules of donation title. Note: Verifiable introduction of all involved researchers with legal and internal regulations is not put into praxis.	To implement verifiable introduction of all members of a scientific team with the amendment of the contract (add into the directive 4/16).	
6. Accountability	outputs from the study of JEPU documents	Transparency and verifiability of a research process is not listed in any regulation – it can be listed as a recommendation for "good praxis of a research activity". Separation of competences can be problematic, where researcher does not feel to be responsible for fulfilment – that is solved by i.e. project administrator.	Status: +-	Internal regulation of JEPU lists a legal framework (OŘ article 3, SR number 4/2016). Transparency and reviewability of research approach is not listed in any regulation.	To issue a recommendation on how to proceed in research – "good praxis of research activity".	
7. Good practice in research	outputs from the study of JEPU documents	I recommend a better edit of the security and use of ITC in relation to the new technologies and data protection.	Status: -+	BOZP are is solved in numerous JEPU norms (PR 3/2014 – Staff regulation, article 20 paragraph 3), Directive of bursar number 3/2008, Directive of rector number 5/2016, Directive of bursar number 12/2009, Directive of rector number 2/2013).	To edit a field of ICT security related to the new technologies and data protection.	

8. Dissemination, exploitation of results	82% of respondents know, how to proceed during spreading and using of science and research results, 38% do not communicate with the public about their results and focus of their scientific activity, researchers communicate with public in many ways – the most common form is publishing in professional magazines (27%), public lectures (22%) and conferences (17%), exhibitions, workshops and promotional days or cooperation with the media. There is a cooperation with the public sphere missing – commercialization and technology transfer.	CTT is not functional – there is a big space to action plan. There is no internal norm for commercialization. Open access needs to be added into the good praxis research activity. On the other hand, we can list other projects and cooperation of OP VVV, that are focused on the spreading of VaV results. ICUK.	Status: -+	82% of respondents know, how to proceed during spreading and using of VaV results, but almost 40% of them do not communicate with public in this manner. JEPU norms regarding the commercialization OR JEPU (attachment number 1, article 5). CTT is not currently functional and does not serve as a support of a technology transfer within the whole JEPU. There is a big space to action plan. There is not internal norm for commercialization. To this principle, we can list the ongoing projects of OP VVV and other cooperation projects, that are focused on spreading the results of VaV, including the ICUK activities.	To issue an internal norm of JEPU for commercialization of VaV results into a good praxis of research activity, open access can be included, CTT needs to be reinforced as a supportive workplace.	8th action in AP: To process and Internal JEPUT norm for technology transfer Principles: 2,3,4,8,9,31,32 Timeline: 3Q2020, Guarant: vice-rector for science
9. Public engagement	Possible to include the information from respondents – mutual communication of researcher with public is realized by public lectures, conferences, exhibition or workshops.	To state, in which way is society VaV relevance figured and established.	Status: --	This principle is not set by an internal norm of JEPU.	To note inside the Strategy of creative activity JEPU, in which way we figure out and establish the society VaV relevance.	
10. Non discrimination	One third of respondents (33 %) did encounter some form of discrimination – 11 % based on their gender, 7% based on their age and others stated their nationality, race, marginalization of humanitarian disciplines, different opinion or based on their title.	Internal norms include this regulation.	Status: ++	The principle of non-discrimination is listed in both national regulations (Law number 262/2006 Sb., Labour Code, part I. Head 4. § 16 - 17) and in JEPU internal norms (Labour code (article 20), Career regulation SR 10/2016). 33 % of respondents encountered some form of discrimination (based on their sex, age	:)	
11. Evaluation/appraisal systém	!!! Current researcher evaluation system – almost 2/3 (64 %) of respondents consider the system as inadequate, not transparent, independent and not motivational, a proposal for a change was offered by 60 respondents – over the half of respondents (53%) listed problem to be in a financial area – quality, not quantity should be evaluated, motivational incentives were suggested before the completion and there should be appreciation of quality teams, one third (32) requires system and setting up clear criteria during researcher evaluation – to set the same general criteria (mobility, international cooperation, application in praxis ...) while account all specification of scientific area, it would be also possible to establish a committee for quality if there is a proposal.	Career regulation (SR 10/2016, article 7)	Status: +-	Norm of JEPU – Career regulation (SR 10/2016, article 7) deals with the problematic of Career plan AP fulfilling, but it is taken care by a head of a department, dean, vice-dean and involved employee (always just one) – there is no obligation to set up a committee, which is included in this principle. This regulation exists on JEPU from 2016, on faculties is a modified form issued by dean from year 2017 and evaluation resulting from it did not happened. Almost two thirds (64%) of respondents consider current evaluation system as insufficient, not transparent and not motivational. Problems stated are in are of finances, system and setting up clear criteria during an evaluation of researchers (setting up a committee for quality).	Measure: After the panned evaluation, there will be a university wide discussion and possible modification of evaluation procedures.	
2. recruitment and selection	Survey	JEPU regulations	Status	GAP analysis	Measures proposals of coordinators KA02: red AP2019-20, yellow other AP, green :-)	Action plan JEPU 2019 - 2020
12. Recruitment	outputs from the study of JEPU documents	ZAMO executive is planning a revision and remake of the Regulation of occupation of researchers	Status: -+	Current norm of JEPU – Regulation for occupation of researchers. ZAMO executive is planning a revision of this norm and its edit in relation to the principles regarding the recruitment and selection of researchers (AP number 31-40). This are of principles is one of the HRS4R priorities, that is covered by the EC.	Measure: revision and edit of the norm during the first action plan realization.	1st action to AP: Update of a Tender for researchers on JEPU Principles: 12,13,14,15,16,17,18,19,21, Timeline: 2Q2019, guarantort: ZAMO executive
13. Recruitment (Code)			Status: -+	Recruitment is currently according to the regulation done openly, transparently, but there is a required modification in relation to public JEPU regarding the researcher human resources in the world.	Measure: in the modified regulation, establish a use of international sources in the researcher recruitment – for example the Euraxess portal (possibility of advertising of job offers for researchers), or to use on online communication during the tender (i.e. Skype).	to embed a use of international sources during the recruitment of researchers – i.e. the Euraxess portal, to use means of online communication during tenders (i.e. Skype)
14. Selection (Code)			Status: -+	The choice is according the current regulated covered by 3 members large (minimum) committee, there are no specified approaches of candidate selection, training of the committee is missing.	Measure: to specific in modified regulation conditions about the tender committee and its training.	b) Training of tender committees members (making a report about this training) and specification on member requirements.
15. Transparency (Code)			Status: -+	In praxis, this principle in researcher tender is applied, but is not embedded in a norm, there is no feedback after the end of selection.	Measure: To embed a principle of transparency during the researcher choice and recruitment and to inform the candidates about the results.	d) Securing the transparence during the recurment and selection of researchers and feedback for the candidate (strenghts and weaknesses).
16. Judging merit (Code)			Status: -+	Regulation for Tender of researchers AP is set by a list of required documents (article 2, letter g)	Measure: to embed an evaluation criteria by researcher candidates in the modified regulation	e) Implementation of evaluation criteria by researcher candidats.
17. Variations in the chronological order of CVs (Code)			Status: -+	Principle embedden in JEPU regulation (Regulation for occupation of researchers, Career regulation), but there are no records of evaluation. It is all completely up the tender committee.	Measure: To specify the approaches and records of candidates in modified regulation.	f) Specification of approaches and record processing from the candidate evaluation.
18. Recognition of mobility experience (Code)			Status: -+	In praxis, support of the mobility is positively evaluated (result of the survey, (experience with the mobility during recruitment and selection of researchers), but it is not embedded in the researchers regulation as a criteria, nor in Career regulation.	Measure: State this principle of recruitment and selection in the modified regulation.	g) Complex evaluation of candidate's competences and recognition of experiance with the mobility in the field of recruitment and selection

19. Recognition of qualifications (Code)		to create an overview about rules for qualification recognition	Status: -+	Current JEPU norm - SR number 2/2007 for foreign qualification and education recognition - deals with the requests for education recognition, but there are no rules for qualification recognition	Measure: to edit SR 2/2017 - rules for qualification recognition	
20. Seniority (Code)	outputs from the study of JEPU documents	ZAMO executive is planning a revision and rework of the Regulation for researcher occupation AP	Status: ++	It is a standart procedure in praxis, that comes out of the professional ethic and	Measure: In the modified regulation, take into account assessment of candidate's competences and not the circumstances, in which they were achieved (institution, age).	g) To account the competence evaluation of a candidate in the modified regulation, not the circumstances, in which they were achieved (institution, age).
21. Postdoctoral appointments (Code)		Appropriate to be filled into the Career regulation	Status: ++	National legislation does now the term postdoc. All researchers have equal status. On JEPU, there is a term professional assistant with PhD., that corresponds. This term is established within projects. Each new researcher has a new individual Career plan written when he starts.	Opatření: do kariérního plánu zavést kategorii postdoc (cesta od získání titulu Ph.D. po doc.), v rámci projektu U21- KVAK bude v průběhu roku 2019 vydána Koncepce podpory vedení mladých VP.	<b>4th action in AP: Implementaion of a starting researchers concept</b> , Principles: 2,21,31,32,36,37,38,39,40; Timeline: 3Q2019; Guarantor: vice-rector for science <b>5.th action in AP: Revision of Career plan JEPU</b> Principles: 11,21,25,29,36,37,40; Timeline: 4Q2019; Guarantor vice-rector for study affairs.
3. Working condition and social security		Survey	JEPU regulations	Status	GAP analysis	<u>Measures proposals of coordinators KA02:</u> red AP2019-20, yellow other AP, green :-)
22. Recognition of the profession	Almost a half of respondents (49 %) is convinced, that researcher as a profession is not enough renown but it is all about the setting the society climate, where researchers are not adequately financially rewarded, coordinators will process the comparison of AP evaluation of JEPU and other Czech universities based on the public available statistics.		Status: ++	National and JEPU legislation supports the recognition of researcher as a profession, but the researchers themselves perceive it differently with a regard on their financial evaluation.	Measure: solving the financial issue (see principle number 18)	
23. Research environment	Almost two thirds of respondents (62 %) consider the enviroment and resources for their realized research on JEPU as adequate.		Status: ++	Almost half of respondents (62 %) consider the environment and resources for their realized research on JEPU as adequate. Within JEPU, many OP VVV projects are realized, that aim on researcher support and improvement of their conditions.	:-)	
24. Working conditions	81% of respondents have conditions on UJEP allowing them to harmonize their work with their private and family life, 36 of respondents had suggestions in this area: one third was blocked by an insufficient financial evaluation, need of other jobs (it is the society wide problem – coordinators will analyse the statistics of AP evaluation within the Czech universities – see principle number 13), other limitation during harmonizing was administrative overwhelming – proposal for reinforcing the scientific team by administrative workers, the third proposal was allowing the home-office and foundation of company's kindergarten/child group (in the campus, where you could put any children of any age, possibility of praxis for students during their studies) and flexible work time.	Appropriate to be filled into the Career regulation	Status: ++	81% of respondents have conditions on UJEP allowing them to harmonize their work with their private and family life within JEPU norms (Career regulation, article 5, paragraph 3). There are defined cases of contract change and flexible work time is supported as well. There is also embedded the building of social background in the JEPU spaces for researchers with the preschool children. Researchers would welcome an opportunity of children safekeeping right in the campus, while currently only one service inside the city is offered.	Measure: to offer a service for parents with children within the campus, to create a Children care center, that would allow to connect theoretical knowledge and praxis for student of Faculty of Education JEPU.	<b>9th action in AP: Creation of child care center</b> ; Principles: 24,27,28,38; Timeline: 4Q2020; Guarantor: vice-rector for development and quality
25. Stability and permanence of employment	outputs from the study of JEPU documents		Status: ++	Equal conditions of researchers employed for a specified time (projects, replacement for a maternal leave or according to the length of accreditation of a study programme) and unspecified time. Completed by a fulfilment of this principle.	:-)	
26. Funding and salaries	outputs from the study of JEPU documents	I would propose a procession of statistics, comparison with the international and JEPU's average, comparison of wages within the Czech universities, etc..	Status: -+	National legislation and internal wage regulation of JEPU will set a minimal and guaranteed wage. Many of respondents feel inadequate financial evaluation. It is a society wide problem.	Measures: periodical (annual) evaluation of publicly available statistics, in which average wages are listed of individual researcher categories for CZ and for JEPU. Figuring out a potential difference with a goal of gradual lowering of this difference. To consider setting up a measureable goal (%).	<b>1st action in AP: Monitoring the wage statistics of all researcher cathogories</b> ; Principles: 13,22,26; Timeline: 1Q2019; Guarantor: ZAMO executive
27. Gender balance	86% of respondents think, that on JEPU, gender equality is achieved, which is the same working condition for both men and women.	To create statistics of all executive and other positions - comparison of national situation (women are fewer, but that is normal on universities).	Status: ++	Almost 90% of respondents think, that JEPU achieved the gender equality, which means equal working conditions for both men and women. JEPU norms – Directive of rector number 3/2014 – Staff regulation (article 20, paragraph 1 – equal treatment). Career regulation SR 10/2016 – the principle of openness, non-discrimination and equal opportunities.	:-)	
28. Career development	80% respondents has a feeling, that JEPU support their career growth and development, proposals for career growth support – inequality between genders if set as a society wide climate, but on JEPU, it is considered adequate, bureaucracy overwhelming, inadequate financial evaluation, link to discrimination in the field of habitation procedure and there is support missing outside JEPU. 20% of respondents do not know, who to contact in case of their career growth. 70% of respondents do not feel a need of creating the position of Career advisor. 21% would welcome such a position.	This position is not established - will we do it? There is no interest according to survey.	Status: ++	80% of respondents feel like, that JEPU supports their career growth and development. 70% of respondents do not feel a need of creating the Career advisor position. JEPU norm – Career regulation) SR 10/2016) creates the framework for the development of researcher's career, specification of individual faculties is solved by their own Career regulations. Strategy of career development is embedded in the researcher career plan, that is created during their start on JEPU between the researcher and his superordinate with a periodical evaluation 5 years maximal.	Measure: monitoring of a situation on individual faculties, revision of their praxis during Career regulation fulfilment.	
29. Value of mobility	79% considers the support to be adequate	embedding into the Career growth, or generally into the Regulation for mobility	Status: -+	79% sees the support within the researcher mobility on JEPU as inadequate, this principle is not embedded in any JEPU norm.	Measure: to embed the mobility support into the KŘ, to implement the evaluation of mobility within the Career plan of researchers.	

30. Access to career advice	outputs from the study of JEPU documents	Two options: 1) Career advisor within ZAMO, 2) within the possible charter of a researcher, establish a position of an ombudsman – disadvantage in the AP – who will be accepted by all? Option number 1 is better.	Status: -+	According to the outputs of the survey, JEPU is not ready to establish a Career advisor, 70% of respondents do not feel a need of establishing a Career advisor.	In the future, we will consider creating a position of Career advisor.	
31. Intellectual Property Rights	outputs from the study of JEPU documents	To edit the regulation? Training in the field of intellectual property?	Status: -+	This principle is not centralized. There is an existing, but incorrect and old regulation - Directive of rector number 5/2010.	Measure: To edit the regulation 5/2010 regarding the right of intellectual property and to connect with the Center for technology transfer.	8.th Action in AP: To process a new regulation for technology transfer; Principles: 2,3,4,8,9,31,32; Timeline: 4Q2020; Guarantor: vice-rector for science
32. Co-authorship	17% respondentů se v prostředí UJEP setkalo s problematickým uplatněním autorství či spoluautorství, neměl by se s tím setkat nikdo	Upravit směrnici. Školení právo duševního vlastnictví.	Status: --	Directive of rector number 5/2010, co-authorship is not edited.	Measure: framework adjustment of the directive regarding the principle of co-authorship and issuing the JEPU recommendation, on how to proceed during the research called "good praxis of research activity" (see the principle number 6)	
33. Teaching	By ¾ of respondents (74%), their real pedagogical weight is adequate to their scientific post! More than a half of them (56 %) encountered, that the overweight in their pedagogical activity prevented them from research.	Staff regulation JEPU, Internal wage regulation JEPU	Status: ++	JEPU norm – Staff regulation PR (3/2014) will set a minimal direct teaching weekly within all AP categories, article 3 to 7 (professor, docent, professional assistant, assistant, lector), if the teaching process has more than 15 hours weekly, than researcher discusses this with his executive. Internal wage regulation of JEPU guarantees equal evaluation of teaching and creative activity within the AP obligations.	:)	
34. Complains/appeals		Recommendation of incorporating this function into the Code of researcher, which is current not from the perspective of a researcher	Status: +-	70% of respondents do not feel a need of creating a position of Ombudsman and independent solving of complains or quarrels of researchers, 18% of respondents would welcome creating this position.	Measure: It is not urgent to establish this position, but in the future, the post of ombudsman should be implemented on JEPU.	
35. Participation in decision-making bodies	outputs from the study of JEPU documents	there is no need for editing, everyone can express his opinion about strategic documents, election regulation of Academic senate, senate is working, unions exist	Status: ++	Implementation of this principle on JEPU. Each researcher can comment of the strategic documents, researchers have their representatives in all executive JEPU organs.	:)	
4. Education and development	Survey	JEPU regulations	Status	GAP analysis	Measures proposals of coordinators KA02: red AP2019-20, yellow other AP, green :-)	Action plan JEPU 2019 - 2020
36. Relation with supervisors	!!! More than a third of starting researchers (36%) does not have their own supervisors from the ranks of experienced researchers, more than a half (57 %) of experienced researchers do not function as a supervisor for beginners.	Edit of SR 10/2016 - to secure supervisor during the start of a new AP for a starting researcher (experienced supervisor), periodicity of meetings???, this involves assistants and professional assistants	Status: -+	JEPU norms – Career regulation (SR 10/2016) – creation of a career plan and its periodic evaluation with the researchers, there is always one researcher evaluating in praxis. From survey, we have an information than more than half of researchers (beginners, 36%), do not have their supervisor from the ranks of experienced researchers and more than a half of them (57% of experienced), do not serve as a supervisor.	Edit of SR 10/2016 – part of a Career plan, to assign supervisor to all starting researchers.	5th action in AP:Revision of Career regulation JEPU; Principles: 11,21,25,29,36,37,40; Timeline: 4Q2019; Guarantor: vice-rector for study affairs
37. Supervision and managerial duties	outputs from the study of JEPU documents	Advisor for career growth – there is no demand according to survey, we have to care about erudition of supervisors – well processed by doctoral students.	Status: -+	JEPU regulations – Staff regulation (PR 3/2014). Internal regulation of JEPU – Study and probationary regulation for study in doctoral study programmes – here we have a system of supervisors. 36% of respondents – starting researchers – stated, that they do not have their own supervisor, who would oversee their research activity.	To include supervisor into every (starting) researcher's career plan(see principle 10), recommendation to realize trainings/workshops of supervisors (methodology of leadership of young researchers, experienced supervisor, external and internal).	
38. Continuing Professional Development	outputs from the study of JEPU documents	in my opinion, this is sufficient, embedded in the documents mentioned	Status: ++	JEPU norms – Career regulation (SR 10/2016) – article 5 – motivation for Career growth (direct – creative time-off, systematic education – projects and indirect tools – edit of working conditions, i.e. during the return from maternal leave). This principle is implemented on JEPU.	:)	
39. Access to research training and continuous development	outputs from the study of JEPU documents	There is a continuous development of assistants, professional assistants and doctoral students	Status: +-	JEPU norms - Staff regulations (PR 3/2014), Internal regulation of JEPU - Study and probationary regulation for doctoral studies.	Support of continuous development of researchers by introducing the educational module of researchers on JEPU. Available for all researchers. Possible tool would be a file on JEPU web with the current overview/list of organized courses and trainings on JEPU, periodical survey of researcher interest about specific topics.	7th action in AP:Implementation of an internal information and education portal for all researchers

40. Supervision	outputs from the study of JEPU documents	Adjustment of a directive - edit the periodicity of supervision/evaluation to at least 1x per year + possibility of support from supervisor during the whole professional career of researcher	Status: --	Norms of JEPU - Career regulation (SR 10/2016) - supervisor of a researcher is an executive of a workplace.	See principle number 11, implement the training of supervisors, to assign each researcher his supervisor (experienced researcher).	on JEPU; Principles: 2,7,9,31,32,38,39; Timeline: 2Q2020; Guarantor: ZAMO executive
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