

HR Excellence in Research

GAP Analysis (Charter and Code Checklist)

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Case number

2025CZ334451

Name Organisation under review

Institute of Chemical Process Fundamentals

Organisation's contact details

Rozvojová 135, Prague, Czech Republic

Date endorsement charter and code

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GAP Analysis overview

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

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

- **Status** : to what extent does this organisation meet the following principles?
- **Implementation (++, +/-, -/+, --)** :
 - ++ fully implemented
 - +/- almost but not fully implemented
 - -/+ partially implemented
 - -- insufficiently implemented
- **GAP** : In case of --, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation.
- **Implementation impediments** : If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.
- **Initiatives undertaken/new proposals** : If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

Status

PILLAR 1 – ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE

Status

1. ETHICS AND RESEARCH INTEGRITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Research ethics and integrity are formally embedded in institutional documents, including the Code of Ethics of the Czech Academy of Sciences, the Code of Conduct of the Czech Academy of Sciences, and the European Charter for Researchers. However, these principles are not communicated systematically across the institution. In addition, there are no clear and transparent procedures for reporting and addressing breaches of research ethics and integrity. The current Ombudsperson's role does not cover cases related to research ethics. Gaps: There is no structured training for either newly recruited or existing employees on research ethics, publication strategy, or intellectual property. Furthermore, the institution lacks practical guidelines or manuals in these areas, as well as clearly defined procedures and contact points for reporting and handling ethical misconduct.	1. Strengthen staff awareness and competencies in the areas of research ethics and integrity, prevention of inappropriate behaviour in the workplace, unconscious bias, discrimination, gender equality, diversity, and inclusion through regular training and awareness-raising activities. 2. Develop, implement, and communicate a transparent institutional framework for the prevention, reporting, and handling of ethical misconduct. This framework will include clearly defined procedures and responsibilities, supported by the Internal Ombudsperson, the Ethics Committee, and the Code of Ethics.

Status

2. FREEDOM OF SCIENTIFIC RESEARCH

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Academic freedom is generally perceived positively, and the research environment is considered sufficiently open and supportive of independent research. Certain limitations are regarded as reasonable, reflecting the institution's strategic efforts to strengthen its research profile. Gaps: Communication of the principles and importance of intellectual property and publication practices is insufficient.	Adopt and implement the Institute's Publication Strategy (2025).

Status

3. OPEN SCIENCE

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Open Science principles are primarily reflected in connection with grant funding requirements; however, their implementation is not yet systematically embedded at the institutional level. All relevant guidance is currently adopted from the Institute's founding organisation (Library of the Czech Academy of Sciences – Open Science). The Institute actively supports Open Access publishing, and researchers are regularly informed about these opportunities through internal communication channels (e.g. email and the Director's Board meetings). Methodological support is currently available through the ICPF Publication Strategy, which is accessible on the Institute's intranet. Gaps: There is no centralised coordination of Open Science activities at the Institute. Individual research groups address Open Science to varying degrees, resulting in an inconsistent approach. FAIR principles and research data management in line with Open Science are not yet a standard part of research practice across the Institute.	1. Develop and implement a comprehensive Open Science Strategy to support the effective sharing of research outputs within the Institute and at the international level. Prepare the institutional Open Science policy and related documents defining governance, roles and responsibilities, implementation procedures, and the development of infrastructure for research data management and sharing. 2. Establish an Open Science Working Group composed of representatives of the research groups, Institute management, the Data Steward, and the ASEP administrator to coordinate the development and implementation of the Open Science policy and related institutional documents.

Status

4. GENDER EQUALITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Gender equality is generally perceived positively, and employees consider the institutional environment to be fair, inclusive, and respectful. Support for women is naturally embedded in the organisational culture; however, it is not yet systematically integrated into institutional policies and practices. Although a Gender Equality Plan (GEP) has been adopted, its implementation and the monitoring of the associated actions remain insufficient. Gaps: Insufficient training and communication on gender equality and equal opportunities. Lack of formal measures to prevent discrimination. Absence of regular monitoring and evaluation of gender equality measures. Low representation of women in decision-making bodies. Gender equality principles are not yet integrated into the career framework and staff evaluation processes. No clearly defined procedures for the evaluation of researchers returning from maternity or parental leave.	1. Update the Gender Equality Plan (GEP) to reflect the findings of the GAP analysis and the Institute's current needs. 2. Revise the Performance Evaluation Rules to ensure that career breaks, including maternity and parental leave, are appropriately taken into account during the evaluation process.

Status

5. EMBRACING DIVERSITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The institutional environment is generally perceived as friendly, open, and inclusive, with diversity emerging naturally rather than through targeted initiatives. Some employees, however, perceive diversity-related issues as challenging or counterproductive. Difficulties are most often associated with cultural differences and language barriers affecting the integration of international researchers and staff into existing teams. Gaps: Anti-discrimination measures and procedures for reporting and addressing discrimination are not sufficiently developed or communicated. There is insufficient awareness and training on diversity, inclusion, and unconscious bias.	1. Integrate this topic into the institutional training programme to prevent undesirable behaviour in the institute. 2. Strengthen the integration of international researchers and staff by incorporating dedicated onboarding training and support measures into the onboarding programme. 3. Ensure that all relevant institutional policies and internal regulations are systematically made available in both Czech and English to improve accessibility for international employees.

Status

6. THE RESEARCHER

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The Institute provides a high-quality research environment, including well-developed technical facilities and infrastructure, enabling a considerable degree of autonomy in conducting research. However, institutional support for the research profession is not yet fully developed. While analytical support and IT services are available at the institutional level, researchers would benefit from stronger administrative support, particularly in the preparation and implementation of research projects. International and interdisciplinary collaboration is not coordinated centrally, and financial support for international mobility is currently provided mainly through competitive programmes of the Czech Academy of Sciences. Gaps: A comprehensive institutional framework supporting the research profession is only partially in place. Communication of available services, support mechanisms, and opportunities is not sufficiently coordinated or consistently disseminated across the Institute.	1. Systematically develop the Institute's research infrastructure, including both scientific equipment and information systems. 2. Systematically promote and strengthen international and interdisciplinary collaboration across the Institute. 3. Strengthen institutional support for researchers in the preparation, submission, and management of research grants and projects.

Status

7. FREE CIRCULATION OF RESEARCHERS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Researcher mobility is widely encouraged and recognised within the Institute. International research experience is highly valued and considered an important element of researchers' professional development. Gaps: Insufficient administrative and organisational support for incoming and outgoing mobility. Limited institutional support for the preparation of mobility grant applications. Information on available national and international mobility programmes is not communicated sufficiently or systematically. There is no institutional mechanism for co-funding international research stays when external funding is insufficient.	Strengthen institutional administrative support for researchers in the preparation, submission, and management of national and international research grant applications and projects.

Status

8. SUSTAINABILITY OF RESEARCH

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The Institute's research activities are primarily focused on sustainability-related topics, including waste management, decarbonisation, air pollution control, and wastewater treatment. As a result, the Institute naturally promotes the sustainable conduct of research activities. Sustainability principles are addressed at several organisational levels. The Director and the Technical and Administrative Department oversee energy conservation and the optimisation of energy consumption. In addition, institutional rules for waste management are in place. Environmental sustainability aspects are further managed at the level of the operational departments.	

PILLAR 2 – RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION

Status

9. RESEARCHERS' ASSESSMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The Institute has established a formal staff evaluation system based on periodic performance evaluations, supported by a structured evaluation questionnaire. Evaluations are conducted by the Evaluation Committee, which serves as an advisory body to the Director. The evaluation results are subsequently communicated to the evaluated employee by the Head of the Research Group. In addition, research groups are reviewed annually through meetings with the Director. However, regular performance discussions and continuous feedback between line managers and individual employees are not systematically implemented. Employees also perceive the communication of evaluation procedures as insufficient. Furthermore, the current evaluation system lacks a structured feedback process and a clearer link between evaluation and career development. Gaps: Evaluation results are not always communicated to employees in a sufficiently detailed or transparent manner and often lack constructive explanation. Continuous feedback for all members of research groups is not systematically provided. Managers lack clear guidance on how to conduct staff evaluations and on their responsibilities and roles throughout the evaluation process.	1. Streamline and harmonise the Institute's performance evaluation system by updating and clarifying the internal rules for career progression and the associated evaluation procedures. 2. Revise the Performance Evaluation Rules and introduce pre-evaluation information sessions to ensure that employees clearly understand the evaluation criteria, requirements, and process. 3. Deliver training for Heads of Research Groups on continuous performance management, constructive feedback, and effective staff evaluation practices.

Status

10. RECRUITMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Recruitment practices are not yet implemented consistently across the Institute. Recruitment procedures vary between research groups, and there is a lack of clearly defined institutional rules, standardised recruitment processes, and transparent information on selection procedures. Respondents also highlighted the limited visibility of vacant positions and insufficient communication of recruitment outcomes. Gaps: The Institute lacks a unified institutional framework for the recruitment and selection of staff.	Formalise an Open, Transparent and Merit-based Recruitment (OTM-R) framework to ensure that recruitment and selection procedures are consistent, transparent, and fair for all applicants. The framework will include institutional guidelines on job postings, the composition of selection committees, the conduct of recruitment procedures (including concise written records), and the provision of constructive feedback to candidates. Wherever possible, the Institute will promote gender-balanced representation on selection committees.

Status

11. SELECTION

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The questionnaire survey shows that most respondents have no direct experience with the candidate selection process or information about its specific procedures. It is often noted that the rules are not uniformly understood and that the process may vary among research groups. Where respondents do have experience, they rate the evaluation as objective and professional, conducted by a multi-member committee. At the same time, however, there is widespread uncertainty about how feedback is provided to candidates and a lack of awareness of the course and outcomes of the selection procedures. Gaps: Members of selection committees have not received formal training in recruitment and selection practices and therefore rely primarily on their personal experience and judgement. The Institute lacks a unified institutional approach to recruitment and candidate selection. Employees are not sufficiently informed about recruitment procedures and outcomes, and there are no standardised rules for providing applicants with constructive feedback on the strengths and weaknesses of their applications.	1. Formalise an Open, Transparent and Merit-based Recruitment (OTM-R) framework to ensure that recruitment and selection procedures are consistent, transparent, and fair for all applicants. The framework will include institutional guidelines on vacancy advertising, the composition of selection committees, the conduct and documentation of recruitment procedures (including concise written records), and the provision of constructive feedback to candidates. Gender-balanced representation on selection committees will be promoted whenever possible. 2. Provide specialised training for HR staff and management involved in recruitment and selection to strengthen their competencies in fair, transparent, and merit-based recruitment practices.

Status

12. CAREER PROGRESSION

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The Institute follows the Career Framework of the Czech Academy of Sciences and its internal remuneration regulations, which together define researchers' career progression and remuneration. However, these documents are highly formal in nature and are not easily accessible or understandable for all employees. Gaps: The current career framework does not take career breaks (e.g. maternity leave) into account. The rules for career advancement are scattered across various locations and multiple types of documents (e.g., internal institute regulations and public documents of the Czech Academy of Sciences), and awareness of these rules is inconsistent across the institute.	Review, update, and clearly communicate the Institute's internal Career Framework in line with the Career Framework of the Czech Academy of Sciences. The revised framework will provide transparent information on career progression opportunities, the renewal of fixed-term contracts, the requirements for advancement to higher career levels, and the treatment of career breaks, including maternity and parental leave.

PILLAR 3 - WORKING CONDITIONS AND PRACTICES

Status

13. WORKING CONDITIONS, FUNDING AND SALARIES

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The Institute's working conditions and employee benefits are governed by the Labour Code, the Collective Agreement, and the Internal Remuneration Regulations. The Collective Agreement, negotiated in cooperation with the local trade union, regulates, among other areas, the use of the social fund and the range of employee benefits, including subsidised meals, sick days, pension contributions, and support for activities for employees and their children. The remuneration system consists of a salary scale complemented by performance-related components. Proposals for individual remuneration are submitted by working group leaders and approved by the Director. In addition, the Institute has recently established the position of an Internal Ombudsman to support employees and provide an independent mechanism for addressing complaints and workplace concerns. Gap: The remuneration system, employee support mechanisms, and available benefits are not communicated in a sufficiently transparent and accessible manner. Institutional support for employee well-being is currently limited and requires further development.	1. Increase the transparency and accessibility of the Institute's remuneration system by providing clear and understandable information on remuneration principles and procedures. 2. Improve working conditions and the working environment by reducing the administrative burden on researchers, maintaining and further promoting the employee benefits provided under the Collective Agreement, and facilitating easier access to relevant institutional information.

Status

14. STABILITY OF EMPLOYMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Researchers are employed under renewable fixed-term contracts with a standard duration of five years, in accordance with the employment framework established by the headquarters. Before a contract is renewed, researchers undergo a performance evaluation. Based on the evaluation results, the Head of the Research Group proposes the renewal period. Where the evaluation outcome is unsatisfactory, a contract extension of less than five years may be recommended. Gaps: The repeated use of fixed-term contracts may create uncertainty regarding long-term employment, particularly for early-career researchers, and may negatively affect long-term personal and professional planning (e.g. securing long-term housing). Researchers do not have access to a structured institutional system for career development support and career guidance to facilitate long-term career planning and continuity.	1. Improve the transparency of career progression opportunities by clearly communicating the rules governing career advancement, the renewal of fixed-term contracts, the requirements for progression to higher career levels, and the treatment of career breaks. 2. Develop and implement a sustainable institutional Professional Development Framework covering all career stages and staff categories, including structured mentoring as an integral component of career development and lifelong learning.

Status

15. CONTRACTUAL AND LEGAL OBLIGATIONS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The questionnaire survey showed that the majority of employees are aware of where to find institutional policies and internal documents. During the onboarding process, employees are informed about the available sources of information. All documents related to employment conditions and labour-law matters are accessible through employees' personal portal. All employees undergo regular mandatory occupational safety training and receive regular medical examinations. There is an internal system that sends notifications when training is about to expire. Gaps: The internal system does not send notifications when medical examinations are about to expire.	1. Increase the transparency and clarity of the Institute's remuneration system by providing clear and accessible information on remuneration principles, criteria, and procedures. 2. Improve the internal system to send notifications when medical examinations are about to expire.

16. DISSEMINATION AND EXPLOITATION OF RESULTS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The staff survey indicates that the dissemination and exploitation of research results are driven primarily by the individual initiative of researchers and the Institute's Technology Transfer Officer. Although institutional support is available, it is not yet sufficiently systematic, supported by clear methodological guidance, or adequately visible to researchers. The knowledge transfer into practice often depends on the personal networks and contacts of individual researchers. Public relations and science communication support are perceived as insufficiently accessible and not sufficiently coordinated. Researchers reported unclear procedures and a lack of easily accessible information on the support available for the dissemination, communication, and exploitation of research results. The identified gap lies in the absence of a clearly defined, transparent, and easily accessible institutional framework for knowledge transfer and the communication of research results. The Institute has adopted a Marketing and Public Relations Strategy, and a PR Manager was appointed as part of the HR Award project. Gaps: Communication and coordination of knowledge transfer and public engagement activities across the Institute remain insufficient. Lack of information on available support, as well as the absence of a dedicated budget and clearly defined rules for funding knowledge transfer and PR activities.	1. Develop and implement a transparent institutional framework for knowledge transfer and the communication of research results by strengthening coordination between technology transfer and public relations activities and establishing a network of science communication ambassadors across the Institute. 2. Provide researchers with training on knowledge transfer, intellectual property, and the commercial potential of research results to strengthen their competencies in research valorisation and collaboration with external partners.

PILLAR 4 -RESEARCH CAREERS AND TALENT DEVELOPMENT

Status

17. VALUING DIVERSE RESEARCH CAREERS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Recognition of diverse career contributions currently falls within the responsibility of individual Heads of Research Groups and is not supported by a formal institutional framework. As a result, the assessment of such contributions varies across research groups and depends largely on individual managerial practice. Activities other than research, such as popularisation, knowledge transfer, administrative responsibilities, organisational tasks, teaching, and other service activities, are often undervalued. Researchers perceive that these contributions are not adequately recognised, even though they require time and effort that may reduce the time available for research activities. Gaps: Popularisation, knowledge transfer, and administrative and organisational responsibilities are not systematically incorporated into individual performance evaluations and career assessment.	1. Increase the transparency of the remuneration system by developing and communicating institutional remuneration principles that clearly explain the criteria and procedures for remuneration. 2. Revise the Performance Evaluation Rules to ensure that performance evaluations recognise a broader range of professional contributions, including science communication, knowledge transfer, organisational and administrative responsibilities, alongside research outputs. 3. Deliver training for Heads of Research Groups on continuous performance management, constructive feedback, and fair and consistent staff evaluation practices.

Status

18. CAREER DEVELOPMENT AND ADVICE

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Career guidance, individual study plans, regular feedback, and mentoring are available for doctoral candidates through the Doctoral Studies Board. However, career development opportunities and career guidance for researchers beyond the doctoral stage are limited. Until recently, the Institute did not have a dedicated Training and Development Coordinator responsible for identifying and promoting career development opportunities for employees. Gaps: The Institute does not yet provide a comprehensive institutional system of career development and career guidance for researchers who have completed their PhD. Structured career support, including individual career planning and professional development guidance, is not systematically available to postdoctoral and more senior researchers.	Develop and implement a sustainable institutional Professional Development Framework covering all career stages and staff categories, including doctoral candidates, early-career researchers, researchers returning after a career break, senior researchers, research leaders, and administrative and technical staff. The framework will provide a comprehensive range of development opportunities, including career guidance, mentoring, and training in both transferable skills (soft skills) and specialised professional skills (hard skills), supporting continuous professional development throughout employees' careers.

Status

19. CONTINUOUS PROFESSIONAL DEVELOPMENT

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The Czech Academy of Sciences provides a well-established system of training and development opportunities for doctoral candidates and early-career researchers, offering access to a range of clearly defined educational activities. Professional development beyond the doctoral stage is supported; however, it is organised mainly at the level of individual research groups. The availability of training opportunities depends largely on the financial resources of each group and is not consistently communicated across the Institute. Although employees are generally encouraged to participate in training activities, participation is largely ad hoc and lacks a coordinated institutional framework and support. Responsibility for training budgets rests primarily with the Heads of Research Groups. The rules governing access to professional development opportunities are neither standardised nor communicated transparently. Consequently, access to training varies between research groups and career stages and is often dependent on the availability of external project funding. Some employees also reported limited awareness of available training opportunities and the institutional support provided for their professional development. Gaps: The Institute lacks a long-term strategy for continuing professional development covering all career stages, including systematic support for senior researchers and research leaders. There is no unified institutional framework or transparent policy governing access to professional development. Participation in training is further constrained by time pressures, administrative workload, and insufficient communication. In addition, there is a clear need for the systematic development of new competencies, particularly in the areas of Open Science, digital skills, project management, and leadership development.	1. Develop and implement an institutional Professional Development Strategy covering all career stages and staff categories. 2. Establish a structured training system offering both transferable skills (soft skills) and specialised professional skills (hard skills), implemented in accordance with the outcomes of the institutional feasibility study. The strategy will also include dedicated communication channels (e.g. the intranet and regular email communication) to ensure that all employees have easy access to information about available learning and development opportunities.

Status

20. SUPERVISION AND MENTORING

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Doctoral candidates benefit from a well-established support system provided through their supervisors and the Doctoral Studies Board, which is perceived very positively. For postdoctoral and senior researchers, however, formal mentoring is not available. The level of support varies between research groups and depends largely on local practices. Feedback is provided primarily on an operational basis, while mentoring is neither formally defined nor systematically implemented and communicated across the Institute. Gaps: The Institute lacks a formal mentoring programme for postdoctoral and senior researchers, including clearly defined roles, responsibilities, and expectations for both mentors and mentees.	Develop and implement an institutional Mentoring Programme available to all employees. The programme will include clear guidelines for mentor–mentee collaboration, a portfolio of qualified mentors, and transparent procedures for participation. Regular evaluation of the programme will be carried out to assess its effectiveness, impact on employees' professional development, and opportunities for continuous improvement.