

GAP Analysis 2026 – Summary

Prepared for the purpose of designing the HR Excellence in Research
Award strategy for the upcoming period

Transport Research Centre (CDV), v. v. i.



HR EXCELLENCE IN RESEARCH

Date of preparation: 9. 10. 2026

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1 Introduction

The GAP Analysis was prepared as part of the ongoing development and updating of the organisation's HR strategy in line with the principles of the HR Excellence in Research Award (HR Award). Its main objective is to assess the current situation in research ethics and integrity, assessment, recruitment and career development, working conditions and practices, and professional development and support for employees' career progression. The GAP Analysis also aims to identify areas in which progress has been made since the previous assessment, as well as continuing or emerging needs and opportunities for improvement that require further attention.

The analysis is based on the premise that the effectiveness of HR policies and processes cannot be assessed solely through formal documents, internal regulations or stated procedures. Employees' experience of how they operate in practice, the individual needs of different groups of employees and the views of external assessors are also important elements of the assessment. The GAP Analysis was therefore based on a combination of several complementary sources of data and information.

This document summarises the basic procedures used in the GAP Analysis, its sources and its findings—the strengths and weaknesses that will subsequently be reflected in the Action Plan. The complete GAP Analysis is an internal document held in the institution's records. This summary has been prepared to protect data and sensitive information.

2 Basic Information about the Transport Research Centre

The Transport Research Centre (hereinafter CDV) is a public research institution established under Act No. 341/2005 Coll., on public research institutions, and the only research organisation under the authority of the Ministry of Transport of the Czech Republic. It was established by a decision of the Minister of Transport on 1 January 1993 as the legal successor to the Czech parts of the formerly federal Transport Research Institute (VÚD), then based in Žilina. CDV thus continues work that began in 1954 and has a tradition spanning more than seventy years.

CDV's mission is to:

- carry out research and development in transport;
- provide professionally independent expert and service support to ministries (particularly those responsible for transport, the interior and the environment) and regional, city and municipal state administration and self-government bodies for their strategic and tactical decision-making;
- support commercial entities and facilitate knowledge transfer to strengthen their competitiveness at national and European levels;
- represent the transport sector in international organisations and be active in education.

To fulfil this mission, the institution employs researchers who help achieve these objectives. Its long-term aim is to recruit and train further transport specialists so that CDV continues to operate as a highly expert and respected organisation addressing key transport development needs in the Czech Republic at national, regional and local levels. CDV covers established fields such as road and rail traffic safety; technologies for the construction, maintenance, repair and reconstruction of transport infrastructure, including geotechnical aspects and transport infrastructure diagnostics; and the environmental impacts of transport and its infrastructure. Its work also covers transport economics and sustainability, multimodal transport, transport psychology, transport education, transport modelling, management systems, geographic information systems, ticketing and parking systems, telematic control systems and other fields.

CDV is headquartered in Brno, where most of its employees also work. In addition to its main site, the institution has two smaller branches: Olomouc, with 11 employees, and Ostrava, with 5 employees.

Research at CDV is organised into divisions, research departments and laboratories. Non-research activities and support for researchers are provided by offices and their departments. CDV also organises therapeutic programmes as a Methodological Centre within the meaning of Act No. 361/2000 Coll., on road traffic, and holds a 100% ownership interest in CIMTO, s. r. o. Among other activities, CIMTO is authorised by the Ministry of Transport of the Czech Republic to carry out testing and certification, assign UN codes to transport packaging and conduct inspections under international regulations on the transport of dangerous goods and the relevant accreditation.

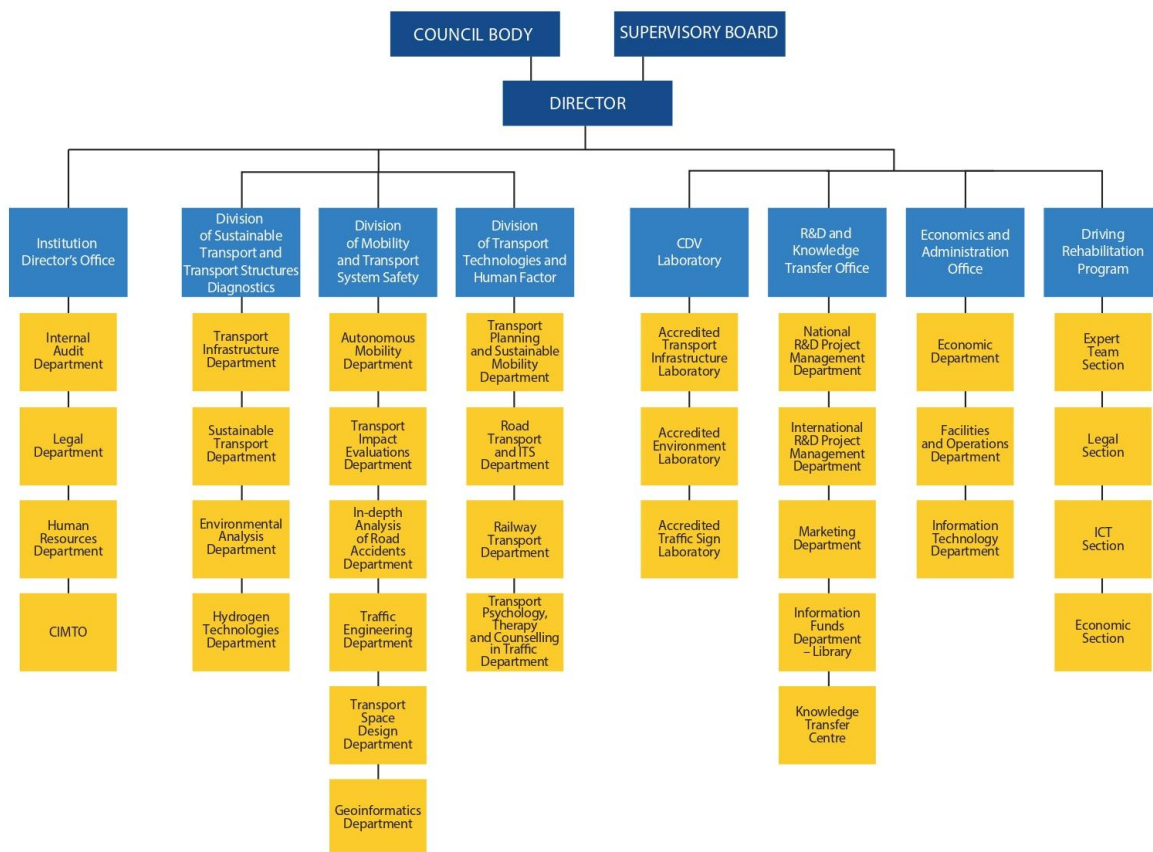


Figure 1: CDV organisational structure as of 1. 10. 2026

2.1 International Cooperation

CDV has participated in the European Research Area since its establishment. It was among the first organisations in the Czech Republic to participate in a project under the EU's Fourth Framework Programme, back in the 1990s, when the Czech Republic was still considering EU accession. This cooperation continued to develop. CDV joined a number of international transport research associations, such as FEHRL, FERSI and ECTRI, leading to an increase in the number of European projects.

CDV's institutional management considers participation in international cooperation and the European Research Area to be a key activity within the European integration process. It is also an essential prerequisite for increasing the effectiveness of Czech transport research. Participation in international projects and various international commissions and committees contributes significantly to the development of transport knowledge and enables findings from European transport research to be transferred to CDV's research projects.

3 HRS4R Governance at CDV

CDV endorsed the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers on 20. 1. 2020 and received the HR Excellence in Research Award on 6. 9. 2021 as the first public research institution in the Czech Republic to do so. This Action Plan is the third in the series, building on the Action Plans for 2020–2022 and 2023–2026 and the award renewal phase assessment with a site visit.

Table 1: Overview of staff in employment as of 31. 12. 2025

Indicator	Value
Number of researchers	128
Proportion of women in research	41 (32 %)
Number of technical staff	10
Number of other employees	44
Total number of employees	182
Number of women among all employees	69 (38 %)

The HRS4R strategy forms part of CDV's HR policy and is implemented alongside the Gender Equality Plan and other internal policies. Strategic management is the responsibility of the **steering committee**, comprising the institution's senior management: the division directors and office directors, led by the Director. The steering committee approves the Action Plan and its updates, considers monitoring reports on implementation and decides on priorities and resources.

The **HR Award working group** is responsible for the operational preparation, implementation and evaluation of measures. It comprises employees of the HR department and support offices, together with representatives of researchers at different career stages (R1–R4).

Table 2: Composition of the HR Award working group as of 16. 10. 2026

Member	Role	Career stage
Iveta Pešková	HR officer, HR Award admin	–
Helena Bojanovská	HR officer, gender equality coordinator	–
Martina Coufalová	project economist	–
Veronika Peťková	Head of the Marketing Department	–
Roman Čámpula	Head of IT, former researcher	–
Roman Ličbinský	Director of the Division of Sustainable Transport and Transport Structures Diagnostics	R4

Member	Role	Career stage
Eva Kšicová	Head of the Transport Space Design department	R3
Zdeněk Dytrt	Head of the Transport Planning and Sustainable Mobility department	R3
Igor Mikolášek	researcher in the Road Transport and ITS department	R2
Adéla Svejková	researcher in the Hydrogen Technologies department	R1

The meeting frequency is set at 4 times a year for the working group and 2 times a year for the steering committee, or as required by current needs. During the preparation of analyses and Action Plans, meetings of the working group and steering committee members are more frequent, approximately once every 3 weeks. Formalisation of the HRS4R governance structure (the working group's statutes, functions and responsibilities, meeting frequency, addition of representatives of sites outside headquarters and the monitoring mechanism) will be part of the new Action Plan.

4 Sources for the GAP Analysis

The main sources for the analysis were the results of the HR Award employee survey, findings from career interviews, the equal opportunities audit and recommendations in the EC assessors' report. Combining these sources made it possible to examine the current situation from several perspectives and compare the formal design of HR processes with their practical operation and employees' perceptions of the individual measures.

The number of employees invited to participate in the table below corresponds to the total number employed at CDV at the time of the survey.

Source	Scope and timing
HR Award employee survey 2026	An anonymous employee survey conducted on 1.–14. 9. 2026. The questions were based on the principles of the European Charter for Researchers of 2023. Of the 190 employees invited to participate, 131 responded (response rate: 69%), including 88 researchers and 43 other employees.
Career interview self-assessments	Responses to open-ended questions and final comments from 182 forms, of which 161 contained at least one suggestion for management or proposal for improvement. Career interviews took place during March and April 2026 and assessed 2025. The responses were processed using thematic analysis.
Equal opportunities audit	Conducted by an external agency from October 2025 to January 2026. It comprised a questionnaire survey in November 2025 (128 responses from 181 employees invited to participate, i.e. a response rate of 71%), four discussion groups (25 participants in total), 12 individual interviews and an analysis of internal documentation.
EC assessors' report	The EC Consensus Report from the award renewal phase assessment with a site visit, including immediate mandatory recommendations, other recommendations and recognised good practices.

The individual sources were not assessed in isolation when preparing the GAP Analysis. The key principle was to compare them and connect findings from different types of evidence.

Particular importance was attached to themes confirmed by several sources. For example, where a need emerged in the HR Award employee survey, was explored further in career interviews and was also highlighted by the equal opportunities audit or external assessors, it was identified as a priority for further development.

The GAP Analysis therefore provides not only an overview of shortcomings and areas for further development, but also identifies strengths, examples of good practice and measures that have proved beneficial during the preceding period. The aim is to go beyond identifying the gap between the current and desired situation and, above all, provide an evidence-based foundation for setting further priorities.

5 Processes and Tools Already Implemented

CDV has long been developing processes and tools that form part of good practice in research HR management. The HR Award process has brought significant improvements, particularly in working conditions, professional development, mentoring and administrative simplification.

Many activities related to the European Charter for Researchers are already part of the institution's day-to-day operation. These include training tailored to individual needs, annual career interviews, support for work–life balance and tools for integrating foreign researchers.

5.1 Working Conditions

CDV provides a stable and supportive working environment that takes account of employees' professional and personal needs. Established good practice includes flexible working hours, opportunities for part-time employment and remote working, and other employee benefits. Employees particularly value the flexibility that enables work–life balance.

Support also includes measures for employees with children (a children's room and a summer day camp), maintaining contact during parental leave and opportunities for a gradual return to work. Long-term employment relationships and low staff turnover indicate the stability of the working environment. The EC assessors appreciated the comprehensive approach and the positive researcher feedback on working conditions and the atmosphere within the institution.

5.2 Training and Development

CDV has an established, structured training and development system that responds to employees' individual needs. It includes specialist training, soft skills development, conference participation and internships in the Czech Republic and abroad.

Training needs are identified during annual career interviews and through ongoing dialogue with supervisors. Employees can propose development activities themselves. Records of these activities and feedback on their benefits inform further training planning.

The Scientific Mentoring Program forms part of professional development, supporting the sharing of experience and intergenerational knowledge transfer among researchers. It also offers lectures for early-stage researchers, with recordings available internally.

5.3 Career Interviews

Annual career interviews are a long-established tool for individual development, feedback and two-way communication. They enable the review of work to date, clarification of mutual expectations, setting of work objectives and identification of training and professional development needs. The EC assessors recognised them as an example of good practice in gathering employee suggestions and planning development measures.

The tool is continuously adjusted. The forms for assessing 2025 were revised and digitised. Further development will focus on capturing employees' needs across different positions and career stages, particularly those of researchers.

5.4 Gender Equality Plan

CDV has long been committed to equal opportunities. An internal analysis in 2022 showed that employees did not perceive the working environment as discriminatory on the basis of gender or age, including in professional opportunities, career progression and personal development.

Since 2022, this area has been embedded in the Gender Equality Plan. The 2022–2025 plan is followed by a publicly available plan for 2026–2028, informed also by the findings of an external equal opportunities audit. Implementation is monitored by the gender equality coordinator, who is also a member of the HR Award working group. The EC assessors appreciated the link between planning, specific measures, external assessment and the institution's HR policy.

5.5 Support for Foreign Researchers

CDV has established tools for the recruitment and integration of foreign researchers. These include methodological support for managers, individual assistance after arrival, internal documentation in English and bilingual signage at the institution's headquarters.

The EC assessors appreciated the practical support for orientation within the organisation and reduction of administrative barriers. A foreign researcher interviewed during the visit also confirmed a positive experience of translation and integration support. The established measures provide a foundation for further internationalisation, whose extent remains limited according to the report. CDV therefore plans to continue improving this support.

5.6 Recruitment and Selection

Researcher recruitment is based on published rules for open, transparent and merit-based recruitment in accordance with the OTM-R policy. Good practice comprises a formalised procedure, training for managers and HR officers, standardised and gender-diverse selection committees, and non-discriminatory wording in advertisements. Applicants are informed about the selection process and its outcome, and the documentation of the process has been further strengthened.

Recruitment is followed by a structured onboarding and new employee adaptation process with defined responsibilities. New employees are supported by a regularly updated handbook and an introduction to CDV's research sites.

The EC assessors rated the established procedures very positively. Recommendations on wider vacancy advertising on EURAXESS, English versions of advertisements and completeness of information provide opportunities to build on this progress.

5.7 Internal Information System

The internal information system combines access to institutional documents, HR administration, information sharing and administrative processes. The new version, launched in spring 2024, built on the previous system and progressively extends the digitalisation and simplification of internal activities. Its introduction was preceded by a more detailed analysis of processes, which extended the original timeline.

The system facilitates cooperation between divisions and offices and is continuously developed to meet the institution's needs. The EC assessors appreciated it as a user-friendly knowledge and communication centre that goes beyond a document repository and helps employees navigate internal rules.

5.8 Internal Communication

Strengths in internal communication include the accessibility of supervisors, the HR department and senior management, regular meetings, meetings between the Director and employees, and dialogue during career interviews. The EC assessors particularly highlighted the open-door policy as an opportunity to communicate needs and suggestions easily.

Communication is supported by the intranet, the Internal Communication Tenets and an internal website that enables the sharing and retrieval of news and development content. Contact with employees on parental leave is supported by the Parents' Information Portal, which provides information and resources for career breaks.

The EC report also highlighted the need to strengthen information sharing between divisions and offices and employee awareness of the significance of the HR Award and the associated Action Plan.

6 Progress in Addressing the Weaknesses Identified in 2023

In the 2023 internal review, we identified weaknesses in areas that we subsequently worked to strengthen. Between 2023 and 2026, we implemented a range of measures, including some beyond the Action Plan proposed at that time. This enabled progress, particularly in the digitalisation of career interviews, access to information, support for foreign employees and training records. We nevertheless see continuing scope to improve information sharing between divisions and offices, adapt assessment to different positions and career stages, and advance internationalisation. Progress on the individual weaknesses identified in 2023 is described in this chapter. Weaknesses that persist will therefore be included again in the new Action Plan for 2026–2029.

6.1 Ethical and Professional Aspects

Since 2023, partial improvements have been made in career interviews, internal information sharing and the popularisation of CDV's research. Further development is nevertheless needed in these areas.

- **Career interviews** – The format and accessibility of the tool have improved. There is still a need to adapt the forms to different positions, shorten and clarify their content, and make better use of interview findings.
- **Internal information sharing** – Information provision is supported by the new IIS, the FORwoMAN internal website and project review days. However, their use and information exchange across research departments and divisions still need to be strengthened.
- **Popularisation of research** – CDV has carried out activities primarily for secondary school and university students and the professional public. Calls for more active presentation of research and further events for students and the public persist.

6.2 Recruitment and Selection

In recruitment and selection, CDV has strengthened its promotion as an employer and addressed the lack of uniform information and procedures for recruiting foreign employees.

- **Employer promotion** – Since 2023, CDV's promotion as an employer has partially improved. Popularisation activities have been carried out primarily for secondary school and university students. Their overall recruitment impact cannot, however, be assessed; only in isolated cases have applicants stated that they learned about CDV during a site visit.
- **Recruitment of foreign employees** – The earlier lack of uniform information and procedures for recruiting foreign employees has been resolved. Methodological and integration support was strengthened by training for managers in 2025 and publication of the Handbook for employment of foreign workers in 2026.

6.3 Working Conditions

Some weaknesses in working conditions have been resolved, while the clarity of documentation and consistent application of home-office rules still require improvement.

- **Internal documentation – partial improvement.** The new IIS has improved access to and organisation of documents; their revision is ongoing, and change logs have been added to the current template. There is still a need to simplify processes and provide full-text searching of regulations.

- **Practical driver training** – Existing electronic training was assessed as sufficient, with no need for an additional practical component.
- **Use of the social fund** – The introduction of benefit payment cards simplified access to contributions and removed the administration associated with documenting individual expenses.
- **Home-office** – The conditions have been incorporated into the Work Rules, but inconsistent approaches by managers when approving requests persist.
- **Support for cycling** – Facilities have been provided for employees commuting by bicycle.

6.4 Training and Development

In training and development, support for mobility, training planning and records, and the collection of feedback have been strengthened. However, interest in internships abroad remains low, and there is still a need to link the training plan more closely to completed activities and ensure systematic knowledge sharing.

- **International mobility** – Support has been expanded through a handbook for employees interested in internships and the sharing of experiences by researchers who have completed them. However, increased interest in mobility has not been recorded.
- **Training planning and monitoring** – Annual interviews are followed by an outline training plan and records of completed activities. During interviews, supervisors assess the fulfilment of previous objectives, including training objectives. There is still scope to improve the direct linkage between the plan and completed activities in the IIS.
- **Feedback and knowledge sharing** – Employees summarise the benefits of training activities after completing them. However, this opportunity is not fully used, and systematic transfer of knowledge to colleagues is not yet ensured.

7 Strengths and Weaknesses

The GAP Analysis identified strengths and weaknesses, which were subsequently organised according to the four pillars of the European Charter for Researchers of 2023:

- Ethics, Integrity, Gender and Open Science,
- Researchers’ Assessment, Recruitment and Progression,
- Working Conditions and Practices,
- Research Careers and Talent Development.

The source of each finding is indicated—the HR Award employee survey 2026, career interview self-assessments, the external equal opportunities audit or the EC assessors’ report. Where a finding was identified in a source and contributed to the overall analysis, it is marked with an “X” in the table.

7.1 Ethics, Integrity, Gender and Open Science

Ethics, Integrity, Gender and Open Science				
STRENGTHS	Questionnaire survey	Career interviews	Equal opportunities audit	EC assessment
Ethical framework. CDV has an established Code of Ethics, Ethics Committee, anti-corruption policy and whistleblower protection system. Its ethical framework covers discrimination, bullying, coercive behaviour and sexual harassment, and includes an external ethics hotline enabling anonymous reporting and status tracking.	X	---	X	X
Research freedom. Research freedom is formally embedded in internal regulations and supported in the choice of research topics and methods. Researchers perceive any restrictions as mainly associated with external funding conditions.	X	---	---	X

Ethics, Integrity, Gender and Open Science				
STRENGTHS	Questionnaire survey	Career interviews	Equal opportunities audit	EC assessment
Institutional support for gender equality. The Gender Equality Plan for 2026–2028, external auditing and a gender equality coordinator involved in the HR Award working group provide an established framework supporting equality, diversity and respectful and fair treatment.	X	---	X	X
Open science infrastructure. A research data repository and a data steward position provide institutional support for sharing research data and results.	X	---	---	X
Strategic awareness and international participation. Researchers are well informed about institutional objectives and their divisions' direction, and the Director also holds meetings with employees. Researchers view support and information on internships and conferences abroad positively.	X	---	---	---
Gender dimension in research. A handbook with examples from transport mobility and accompanying training materials provide methodological support for considering the gender dimension. Practical experience, particularly in social science research, connects gender equality with research quality.	---	---	X	---

Ethics, Integrity, Gender and Open Science				
WEAKNESSES	Questionnaire survey	Career interviews	Equal opportunities audit	EC assessment
Cross-divisional information sharing. Limited exchange of information and knowledge across research departments and divisions hinders cooperation and can contribute to competition and duplication. Researchers request better access to project information, research outputs and contacts, together with regular exchanges of information.	X	X	X	X
Prevention of inappropriate workplace behaviour. Reporting procedures are insufficiently clear, particularly when supervisors are involved. It is necessary to clarify reporting channels and provide training for managers and those who handle reports.	X	---	X	X
Ethical use of artificial intelligence. Awareness of the ethical use of artificial intelligence is uneven. It would be appropriate to update rules for the use of AI, provide practical training and access to licensed tools, including support for secure handling of data.	X	X	---	---
Accessibility of ethical support. Awareness of the Ethics Committee's membership, remit and contact arrangements is insufficient. Clearer channels for reporting and consultation on ethically questionable behaviour, published Ethics Committee membership, response deadlines and confidential consultation would make ethical support more accessible.	X	---	X	X
Practical support for open science. Institutional open access guidelines and researcher training need further development. Difficulties preparing data management plans and repository records indicate a need for practical methodological support.	X	X	---	X

Ethics, Integrity, Gender and Open Science				
WEAKNESSES	Questionnaire survey	Career interviews	Equal opportunities audit	EC assessment
Use of gender-related methodological guidance. Awareness and use of the handbook on the gender dimension in research are uneven. Continuing reminders and practical training are needed to strengthen its application.	---	---	X	---
Insufficiently defined co-authorship rules. Co-authorship rules are insufficiently clear, and the inclusion of individuals without a substantial contribution indicates a need for clearer attribution of authorship.	X	---	---	---

7.2 Researchers' Assessment, Recruitment and Progression

Researchers' Assessment, Recruitment and Progression				
STRENGTHS	Questionnaire survey	Career interviews	Equal opportunities audit	EC assessment
Annual career interviews. Annual career interviews are established for all employees and provide a regular opportunity to discuss performance, remuneration and development with supervisors. They support dialogue with management, expression of individual needs and employee involvement in setting objectives.	X	---	X	X
Comprehensive assessment and career support. Researcher assessment takes account of qualitative indicators and the full range of activities. Career development is supported at different career stages, and career progression is perceived as non-discriminatory. Annual interviews support individual career planning.	X	---	X	X

Researchers' Assessment, Recruitment and Progression				
STRENGTHS	Questionnaire survey	Career interviews	Equal opportunities audit	EC assessment
Established OTM-R recruitment procedures. CDV has implemented the OTM-R policy and published the Procedure for the Recruitment of researchers in Czech and English. Trained, standardised and gender-balanced selection committees use pre-agreed criteria, advertisements use gender-sensitive language, and applicants are always informed of outcomes. Recruitment is generally perceived as fair and transparent.	X	---	X	X
Practical guidance for employees and managers. The Handbook for new employees, Employee Benefits Handbook and Handbook for employment of foreign workers provide practical information on new employee adaptation, access to benefits and employment of foreign employees.	---	---	---	X

Researchers' Assessment, Recruitment and Progression				
WEAKNESSES	Questionnaire survey	Career interviews	Equal opportunities audit	EC assessment
Suitability and follow-up of career interviews. Career interview forms do not adequately reflect the needs of all positions or R1–R4 career stages, particularly R1 researchers. According to employees, length, ambiguously worded questions and response character limits reduce their usability. Practical use of the findings, follow-up outputs and review of development objectives are not perceived as consistent.	X	X	X	X

Researchers' Assessment, Recruitment and Progression				
WEAKNESSES	Questionnaire survey	Career interviews	Equal opportunities audit	EC assessment
Clarity of career progression. Expected results, competencies and career-stage classification criteria are insufficiently clear. A clearer distinction between position requirements and performance, a review of the approach to R1–R4 in the institution's Wage Rules, and succession planning for key positions are needed.	X	X	X	---
Awareness of OTM-R. Knowledge of OTM-R among non-managerial employees is limited, indicating a need to communicate its principles and practical significance more clearly.	X	---	---	---
International visibility and completeness of vacancy advertisements. English-language advertising and advertising on Euraxess were limited to positions not requiring knowledge of Czech.	---	---	---	X
Internationalisation and mobility. Employment of foreign researchers remains limited, and attracting foreign applicants is difficult. Many researchers have no mobility experience, limiting international participation.	X	---	---	X

7.3 Working Conditions and Practices

Working Conditions and Practices				
STRENGTHS	Questionnaire survey	Career interviews	Equal opportunities audit	EC assessment
Comprehensive work-life balance support. Flexible working hours, part-time employment, home-office, five weeks of annual leave and benefits extending beyond families support work-life balance. A children's corner, summer day camp, family events and a parents' information website complement individual support for return from parental leave and a gradual increase in working hours.	X	X	X	X
Employment stability. Long-term employment relationships indicate employment stability. Employees also perceive CDV as a stable employer.	X	---	---	X
Conditions for research and project support. Working conditions support independent, high-quality work, and project administration support helps researchers carry out their activities.	X	---	---	---
Accessible management and HR support. The open-door policy, accessible management and HR department, and a friendly atmosphere support institutional communication. Employees generally know where to raise complaints or suggestions, and senior management is actively involved in HRS4R.	X	---	X	X
Established internal communication tools. The internal information system, internal website, classification of documents by importance and Internal Communication Tenets provide a structured framework for formal internal communication.	X	---	---	X
Monitoring equal pay. Annual LOGIB analyses provide a system for assessing gender-related pay differences. The analyses did not identify a statistically significant adjusted gender pay gap.	---	---	X	---

Working Conditions and Practices				
WEAKNESSES	Questionnaire survey	Career interviews	Equal opportunities audit	EC assessment
Administrative burden. Bureaucracy and duplicate data entry continue to reduce time available for research. Further digitalisation, automation and simplification are needed. Internal documentation requires clearer organisation, searchable regulations and accessible change logs.	X	X	X	X
Management communication and employee participation. In researchers' view, information about decisions and changes is not always timely and detailed, and communication channels are inconsistent. Employees need clearer explanations, feedback on suggestions and greater involvement in changes and decision-making. Regular team meetings and HR department participation in management meetings could strengthen communication.	X	X	X	X
Workload and psychological well-being. Support for psychological well-being and prevention of overload need strengthening. Priorities, capacity, peak workload periods and large or international projects require better planning. Workload in part-time employment, home-office conditions (employee availability) and rules for carrying over overtime require a transparent approach.	X	X	X	X
Remuneration and benefits. Positive external assessments of fair remuneration coexist with employees' concerns about remuneration transparency, wage levels and benefits. Remuneration criteria need further clarification. Ongoing pay analysis remains relevant.	X	X	X	X

Working Conditions and Practices				
WEAKNESSES	Questionnaire survey	Career interviews	Equal opportunities audit	EC assessment
Physical working environment and commuting. Heating, draughty windows, ventilation, noise, cleaning and workstation ergonomics require improvement. Insufficient parking capacity and limited support for sustainable commuting also affect working conditions.	---	X	---	---
HRS4R governance and researcher involvement. The division of roles between the steering committee and working group, and researchers' direct involvement beyond formal structures, are insufficiently clear. Awareness of the Action Plan and HR Award is limited.	---	---	---	X
Knowledge transfer and public visibility. Awareness of Knowledge Transfer Centre opportunities and external visibility are limited. More active support for popularisation, presentation of results and events for students and the public is needed. These shortcomings do not indicate the overall level of research commercialisation.	X	X	X	X
Support for other caring responsibilities. Support for employees caring for people close to them other than children requires greater visibility and could be extended beyond childcare	---	---	X	---

7.4 Research Careers and Talent Development

Research Careers and Talent Development				
STRENGTHS	Questionnaire survey	Career interviews	Equal opportunities audit	EC assessment
Comprehensive training and qualification development. The training system includes professional and soft skills development, conferences and internships, and researchers are required to participate in at least one development activity per year. Institutional support also enables qualification development, including doctoral studies. In 2025, participation averaged 3.2 development activities per person.	X	X	X	X
Scientific mentoring. The Scientific Mentoring Program responds to researchers' needs and supports intergenerational knowledge transfer. Its clearly defined framework allows researchers to choose a more experienced mentor from across CDV and provides valued support for development.	X	---	X	X
Support for new researchers. Standardised new employee adaptation, initial organisational orientation and training in the use of systems help new researchers integrate into CDV. This process is strengthened by support from supervisors, mentors and colleagues, together with experienced colleagues' willingness to share know-how.	X	---	X	---
Researcher supervision and tailored talent development. Regular meetings, clear task assignment and feedback support researchers' work. A broad base of expertise and an institutional talent development model suited to the research centre's profile provide a foundation for professional growth.	X	---	---	---

Research Careers and Talent Development				
WEAKNESSES	Questionnaire survey	Career interviews	Equal opportunities audit	EC assessment
Career-stage-specific needs. Researchers' needs are not identified sufficiently systematically by R1–R4 career stage.	X	---	---	X
Teaching and presentation skills. Some researchers involved in teaching or training have not completed relevant courses. Interest in teaching and presentation skills training indicates a need for stronger support in these areas.	X	---	---	---
Management development and transitions to managerial roles. Scientific mentoring needs to be complemented by people and project management. It is also essential to develop successors for key positions systematically. Consistent adaptation arrangements and handover of responsibilities are needed when employees move into managerial roles, including through internal promotion.	---	X	X	---
Language skills and international development. It would be appropriate to expand the use of English among support staff, consider Czech courses for foreign employees and provide greater support for participation in international projects. The cancellation of institutional language courses and insufficient support for individual language training have constrained language development. Rules on conference funding, short-term internship opportunities and support for preparing international projects also require clarification or strengthening.	X	X	X	X
Time, information and access to development. Work duties, insufficient time for training, incomplete information on opportunities and funding, financial constraints and supervisor approval may restrict access to development. Lower participation by early-stage researchers in the Scientific Mentoring Program limits its reach.	X	X	X	---

Research Careers and Talent Development				
WEAKNESSES	Questionnaire survey	Career interviews	Equal opportunities audit	EC assessment
Recognition of acquired knowledge and qualifications. Newly acquired knowledge and qualifications are not sufficiently taken into account in assessment and development. Employees also feel that increased qualifications are not adequately reflected in remuneration.	X	---	---	---

8 Conclusion

The GAP Analysis provides an overview of the current implementation of the principles of the European Charter for Researchers at CDV. Combining the results of the HR Award employee survey, findings from career interviews, conclusions of the external gender audit and the EC assessors' report made it possible to identify the organisation's strengths and areas requiring further development. The GAP Analysis demonstrates that CDV has a range of good HR practices recognised by external assessors. The analysis also distinguishes between the need to better document and communicate measures already implemented and the need to introduce new measures responding to the shortcomings identified and employees' needs.

These findings will inform the next HR Award Action Plan, which will translate the development areas identified into specific measures. Responsibilities, implementation deadlines and indicators will be defined for each measure to enable monitoring of implementation and assessment of results. Priorities will take account of the needs of researchers at different career stages, the recommendations of external assessors and CDV's organisational and financial capacity.

The Action Plan will serve as a tool for further development of HR policy and the working environment in line with the HR Award principles. Its implementation will be continuously monitored and evaluated with the involvement of the working group, the steering committee and employees themselves, particularly researchers. Their feedback and newly identified needs will enable measures to be updated so that the plan continuously responds to organisational developments and supports long-term improvement of research working conditions.