

HR Excellence in Research

GAP Analysis (Charter and Code Checklist)

GAP Analysis (Charter and Code Checklist)

Case number

2026CZ353993

Name Organisation under review

Nuclear Physics Institute of the Czech Academy of Sciences

Organisation's contact details

Hlavní 130, Husinec, ČESKÁ REPUBLIKA, 25068, Czech Republic

Date endorsement charter and code

18/03/2026

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
++ fully implemented		Initiatives • The Nuclear Physics Institute of the Czech Academy of Sciences (NPI) Code of Ethics: defines principles of ethical conduct in research and workplace relationships, promoting scientific integrity, equal opportunities and non-discrimination. The Code is available in Czech and English, and all employees complete mandatory ethics training through online training system Edunio every two years. https://www.ujf.cas.cz/en/about-institute/NPI-Code-of-ethics/Internal-code-of-ethics/ • Code of Conduct of the Czech Academy of Sciences (CAS): sets out rules for a respectful, safe and fair working environment based on mutual respect, equality and professional responsibility. https://www.avcr.cz/export/sites/avcr.cz/.content/galerie-souboru/ombudsmanka/Code-of-conduct-CAS.pdf • Code of Ethics for Research of the Czech Academy of Science (CAS): sets out the principles of scientific work designed to ensure the credibility of research, respect for ethical values, collegiality, intellectual property and responsibility towards society and the environment. https://www.avcr.cz/en/about-us/legal-regulations/code-of-ethics-for-researchers-of-the-czech-academy-of-sciences/ • A whistleblowing and Internal Reporting System is in place, including a designated officer responsible for handling reports. The system provides a secure and confidential channel for reporting suspected unlawful conduct related to work or other professional activities. https://www.ujf.cas.cz/en/about-institute/Whistleblowing/

2. FREEDOM OF SCIENTIFIC RESEARCH

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	• The current structure of internal guidelines (part of legal limits of scientific research) available on the Intranet does not provide easy navigation. • Not all key documents are translated into English and uploaded to Edunio.	Initiatives • The NPI Code of Ethics (Please see Ethics and Research Integrity principle) • CAS Code of Conduct (Please see Ethics and Research Integrity principle) Proposals • Improve the structure and clarity of internal documents on the Intranet. • Add key guidelines and other documents to Edunio for staff training.

Status**3. OPEN SCIENCE**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	• A methodology for implementing this policy needs to be developed as addition to The General Open Science Policy of NPI and the CAS Open Science principles. • There is no internal Open Access fund and rules for its use. • Researchers should be involved more systematically in communicating their research results to the public.	Initiatives • The NPI Open Science Policy: expresses the Institute's commitment to Open Science, including Open Access to publications, responsible research data management and sharing, and improving the transparency and accessibility of research results in line with national and European requirements. https://www.ujf.cas.cz/en/research-development/Open-Science/index.html • The CAS Open Science Principles: promote the open sharing of research results, publications and data, following the principle "as open as possible, as closed as necessary." They also emphasise FAIR principles, intellectual property protection, and proper storage of research outputs. https://www.avcr.cz/en/about-us/legal-regulations/open-science-principles-of-the-czech-academy-of-sciences/ • NPI has access to a certain number of tokens (Transformative agreements under CzechELib), which are used to support Open Access publication in selected research journals. https://www.czechelib.cz/cs/440-open-access • Organizing ad hoc citizen science/public engagement activities (Field Trips, Open Days, the Science Fair, Young Scientists' Day, etc.), recognising the limited applicability of citizen science in NPI's research areas. Proposals • Develop a methodology for implementing Open Science at NPI, including rules for Open Access, the use of CzechELib and publication tokens in accordance with pre-established conditions • Establish an internal fund for Open Access publishing, including rules for its use • Create a Communication Strategy and media communication training for NPI staff

Status

4. GENDER EQUALITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	• The current Gender Equality Plan (GEP) covers the period 2022–2026; a new plan for the following period needs to be developed. • Measures supporting work-life balance are scattered across several internal documents; there is a lack of comprehensive HR guidelines and a support system for working parents • No analysis has been conducted, and no processes have been established in line with the EU Pay Transparency Directive	Initiatives • Act No. 198/2009 on Equal treatment and on legal remedies for protection against discrimination https://ppropo.mpsv.cz/zakon_198_2009 • Gender Equality Plan (GEP) for the period 2022–2026 https://www.ujf.cas.cz/en/about-institute/GEP/ • Cooperation with the National Contact Centre for Gender and Equality (NKC) to deliver workshops in NPI on unconscious bias and gender equality. In addition, NKC provides consultations during the development and implementation of the GEP in NPI • Established rules for remote work and flexible working hours arrangements. https://www.ujf.cas.cz/export/sites/ujf/cs/intranet/.content/files/Personalni/Directors_Order_1_2025_Remote_Work_signed.pdf ; https://www.ujf.cas.cz/export/sites/ujf/cs/intranet/.content/files/Personalni/Smernice_o_evidenci_pracovni_doby_2_2024.pdf Proposals • Introduce a support system for parents, including a review of ‘parental’ benefits and the option of postponing academic qualification audit process for up to two years after returning from parental leave. • Prepare a new GEP 2027–2030. • Gradually roll out NKC workshops on unconscious bias and gender equality and incorporate them into Edunio platform to be available for all NPI employees training. • Conduct an analysis of current remuneration practices and develop transparent processes in line with relevant European recommendations (including the EU Pay Transparency Directive) and update internal pay regulations and related documents accordingly

Status**5. EMBRACING DIVERSITY**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	• Support for non-discrimination is included in the NPI Code of Ethics and the GEP but not formally embedded in recruitment and appraisal processes • Training on unconscious bias has been done only for selected managers	Initiatives • Act No. 198/2009 on Equal treatment and on legal remedies for protection against discrimination (Please see Gender Equality principle) • The NPI Code of Ethics: (Please see Ethics and Research Integrity principle) • Gender Equality Plan (GEP) for the period 2022–2026: (Please see Gender Equality principle) • Cooperation with the National Contact Centre for Gender and Equality (NKC) (Please see Gender Equality principle) Proposals • Incorporate the issue of bias into the new guidelines on recruitment and selection. • Gradually roll out NKC workshops on unconscious bias and gender equality and incorporate them into Edunio platform for NPI employees training. • Prepare a new GEP 2027–2030

Status**6. THE RESEARCHER**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	• A Code of Ethics and internal Pay Regulations cover principles of evaluation and responsibilities of research staff. The pay scales and job descriptions in the job catalogue of the Pay Regulations do not fully correspond to the current needs and NPI operational situation • The NPI lacks a strategy that would define the alignment of research with the institute's strategic objectives. • Support for diverse careers is not formally reflected in internal regulations.	Initiatives • The NPI Code of Ethics (Please see Ethics and Research Integrity principle) • CAS Code of Conduct (Please see Ethics and Research Integrity principle) • Internal Pay Regulations specifying salary scales and allowances for managerial roles and specific job functions. https://www.ujf.cas.cz/export/sites/ujf/cs/intranet/.content/files/Vnitri_predpisy/Vnitri-mzdovy-predpis-v3r0_intranet_komplet.pdf • Public procurement guidelines addressing the effective management of funds. https://uohs.gov.cz/en/legislation/public-procurement.html • Existence of a Project Administration Office ensuring systematic monitoring of grant calls and comprehensive lifecycle management of projects. Proposals • Modify the internal salary regulations (including the job catalogue and pay scales) to correspond with current NPI needs • Develop a Strategy for Research Directions at NPI and align it with key EU research and innovation priorities • Incorporate recognition of diverse career paths into the new Career and Qualification Audit Regulations and the recruitment and selection process.

Status**7. FREE CIRCULATION OF RESEARCHERS**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	• Support for mobility is not formally incorporated into the institute's key documents, nor is experience with mobility formally taken into account in career evaluations of scientific work • Lack of systematic HR marketing focused on recruiting and retaining staff, including international staff.	Initiatives • The NPI is involved in international projects and events; mobility is part of number of them • NPI researchers can take part in the CAS mobility program, a grant scheme supporting bilateral cooperation. • NPI promotional leaflets – why work at NPI (part of NPI HR marketing aimed at staff recruitment). Proposals • Establish a Mobility Fund focused on participation in major conferences for the presentation of results and networking supported by transparent application rules. • Define HR Marketing activities within the NPI HR Strategy to support recruiting and retaining staff (including international staff). • Embed support for mobility in priority areas within the NPI HR Strategy. • Include consideration of mobility experience in the new NPI Career and Qualification Audit Regulations

8. SUSTAINABILITY OF RESEARCH

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	• Sustainability measures are being implemented; however, there is a lack of a conceptual framework integrating environmental criteria into the NPI's research activities.	Initiatives • Implemented sustainability measures: building insulation, window replacement, heat pumps, water savings, etc. Proposals • Incorporate sustainability principles into the Strategy for Research Directions at NPI

PILLAR 2 – RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION

Status**9. RESEARCHERS' ASSESSMENT**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	• Research staff is evaluated through assessment (attestation) procedures conducted by qualification audit committees in accordance with the general rules defined in the CAS Career Regulations. • There is no comprehensive evaluation system that also recognizes diverse career paths	Initiatives • Internal pay regulations including performance-related pay and bonuses (Please see The Researcher principle) • The Career Development Rules for CAS Employees with a University Degree define the rules for professional development, evaluation, career progression, qualification levels and audits for research staff. https://www.avcr.cz/en/about-us/legal-regulations/career-development-rules-for-cas-employees-with-a-university-degree/ Proposals • Develop a Career Regulation for both research and non-research staff at NPI defining core principles of career development and an appropriate evaluation framework. • Develop a Qualification Audit Regulation for research staff to further specify the qualification audit process, including methodology and evaluation criteria. • Introduce a support for evaluators • Conduct an analysis of current remuneration practices and develop transparent processes in line with relevant European recommendations (including the EU Pay Transparency Directive) and update internal pay regulations and related documents accordingly

10. RECRUITMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	• Basic rules for the selection and recruitment of staff (including job advertisements) exist, but are not fully in line with OTM-R. • There is no comprehensive Recruitment and Selection Policy based on OTM-R principles	Initiatives • Basic recruitment procedures are established in accordance with the rules of the Czech Academy of Sciences and the Labour Code. https://msmt.gov.cz/vyzkum-a-vyvoj/zakon-c-341-2005-sb-o-verejnych-vyzkumnych-institucich ; https://mpsv.gov.cz/cms/documents/323bf029-d534-1a82-190b-f33a9d4f37c4/Labour_Code_2012.pdf Proposals • Develop an OTM-R-compliant Recruitment and Selection Policy (either as a standalone document or as part of the HR Policy) based OTM-R principles • Set up job advertisements in accordance with OTM-R.

Status**11. SELECTION**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	• Selection committees are in place for selected positions, including selection criteria; however, the rules governing • individual committee compositions are not formally defined, and committee members are not trained in OTM-R-based recruitment and selection rules • There is no comprehensive recruitment and selection policy aligned with OTM-R principles	Initiatives • The NPI Code of Ethics (Please see Ethics and Research Integrity principle) • Selection committees are used for selected positions. Proposals • Develop a Recruitment and Selection Policy in accordance with OTM-R (either as a standalone document or as part of the HR Policy) • Develop OTM-R training for selection committee members and make it available through the Edunio online learning platform - Include pre-boarding and onboarding rules in the new HR Policy.

12. CAREER PROGRESSION

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	• The CAS Career Regulations are in place. NPI does not have its own Career and Qualification Audit Regulations reflecting Institute's specific needs. • The conditions for transitioning from a fixed term to a permanent contract are not transparently documented for researchers; mobility and non-linear career paths are not formally recognized. • The composition of qualification audit committees has changed little over time and continues to follow previously established arrangements.	Initiatives • The Career Development Rules for CAS Employees with a University Degree (Please see Researchers' Assessment principle) • An amendment to the NPI Collective Agreement, regulates the use of consecutive fixed-term contracts for researchers. https://www.ujf.cas.cz/export/sites/ujf/cs/intranet/.content/files/Dohoda-o-pracovnich-pomeru-na-dobu-urcitou_22.10.2020.pdf Proposals • Develop the NPI Career and Qualification Audit Regulations and corresponding annual evaluation system – including transparent criteria for obtaining a permanent employment contract, support for mobility and recognition of non-linear career paths. • Review and update the pool of eligible candidates for Qualification Audit Committees to ensure expertise, transparency and alignment with international standards. • Review job descriptions for individual positions to clearly define roles, responsibilities and competencies

Status**PILLAR 3 - WORKING CONDITIONS AND PRACTICES****13. WORKING CONDITIONS, FUNDING AND SALARIES**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	• The employee benefits system needs revision. • Provisions related to flexible working arrangements and work-life balance are distributed across several documents, lack of comprehensive HR Policy.	Initiatives • Internal pay regulations in accordance with effective regulations (Please see The Researcher principle) • Flexible working hours, part-time work arrangements and Remote Work Policy are in place. (See Gender Equality principle) • An administrative support directory (whom to contact when in case of an administrative support need) https://www.ujf.cas.cz/export/sites/ujf/cs/intranet/.content/files/Who-to-contact-when-I-need-ACT.pdf • Representatives of researchers at NPI Board and Supervisory Board https://www.ujf.cas.cz/en/about-institute/structure-of-npi/supervisory-board/; https://www.ujf.cas.cz/en/about-institute/structure-of-npi/board/ Proposals • Develop an HR Strategy to establish clear principles for workforce management, including working conditions, funding, and remuneration. • Develop and implement a unified HR policy that integrates existing internal documents and reflects key HR areas • Review employee benefits – involve employee representatives (e.g. introduce sick days, strengthen support for parents, and consider a cafeteria benefit system) • Update job descriptions for individual positions with clearly defined competencies and knowledge (e.g. preferred knowledge of English and an economic background for department assistants) and review the structure of administrative units to ensure alignment with current needs • Review remuneration practices and their compliance with internal wage regulations, including allowances related to appointed and delegated functions arising from new legislation • Conduct an analysis of current remuneration practices and develop transparent processes in line with relevant European recommendations (including the EU Pay Transparency Directive) and update internal pay regulations and related documents accordingly

Status**14. STABILITY OF EMPLOYMENT**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	• Clear criteria for the transition of researchers from fixed term to permanent contracts are not in place. • Career progression criteria are not formally defined for the needs of NPI. • A job classification is currently under development	Initiatives • The Career Development Rules for CAS Employees with a University Degree based on which the R2 stage is limited to a maximum of five years (Please see Researchers' Assessment principle) • The Higher Education Act: regulates higher education institutions in the Czech Republic, including governance, studies, academic staff and quality assurance. Its amendment ensures R1 researchers are employed under contracts and receive at least 1.2 times the minimum wage. https://e-sbirka.gov.cz/sb/1998/111?zalozka=text • Position statement of the NPI Board on the long-term development of the Institute's staff structure, ensuring continuity of expertise and an appropriate age structure. https://www.ujf.cas.cz/export/sites/ujf/cs/intranet/.content/files/Personalni/stanovisko_rady_uvazky_duchodovi_pracovnici.pdf • An amendment to the NPI Collective Agreement regulates the use of consecutive fixed-term contracts for researchers (Please see Career Progression principle) Proposals • New NPI Career and Qualification Audit Regulations with transparent criteria for career progression and permanent employment conditions • Implementation of a job classification system. • Formalise a mentoring programme for early career researchers as a form of support for young researchers.

Status

15. CONTRACTUAL AND LEGAL OBLIGATIONS

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	• A GDPR policy and intellectual property guidelines are in place, but they need to be revised to ensure practical coverage of all relevant areas. • The NPI has an Institutional Resilience Policy based on the Counter-Influence Manual of the CAS and the Ministry of Education, Youth and Sports, however, it has not been developed into a practical institute-specific document yet. A lack of comprehensive rules for the implementation of a cybersecurity	Initiatives • Act No. 121/2000 Coll. on Author's right: regulates the rights and obligations of authors https://www.mkcr.cz/doc/cms_library/12-az_2006_v_aj-2005.pdf • Basic GDPR rules are published on the website and in Edunio. https://www.ujf.cas.cz/en/gdpr/index.html • The NPI Code of Ethics (Please see Ethics and Research Integrity principle) • Health and Safety training is available in Czech and English, all employees complete this training through online training system Edunio at the first day of onboarding and refresh it every year. • An intellectual property protection policy (including Author's rights) is available in Edunio https://www.ujf.cas.cz/export/sites/ujf/cs/intranet/.content/files/Organizacne_spravni/Smernice_dusevni_vlastnictvi_2022_rev1.pdf • An Institutional Resilience Directive is in place, and an institutional resilience coordinator has been appointed. https://www.ujf.cas.cz/export/sites/ujf/cs/intranet/.content/files/Organizacne_spravni/Institucionalni_odolnost.pdf • Since 2026, NPI has been subject to Act No. 264/2025 Coll. on cybersecurity under the regime of reduced obligations, and a cybersecurity officer has been appointed. https://portal.nukib.gov.cz/storage/uploads/2026/05/14/czech_act-on-cyber-security-v3_uid_6a0571678f066.pdf Proposals • Develop a practical NPI Institutional Resilience Manual and a new cybersecurity policy, including the establishment of a Cybersecurity Committee as a governing and coordinating body. • Revise the GDPR policy and intellectual property guidelines for practical applications in all relevant areas • Translate all key documents into English and – if identified as mandatory - publish them on the Edunio. • Revise and consolidate HR and other documents into related guidelines to reduce the number of internal directives. • Review and formalize the pre-boarding and onboarding process

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	system. • Not all key documents are translated into English and uploaded to Edunio (if identified as mandatory), nor have they been formally incorporated into the onboarding process. • HR and other internal regulations are fragmented and sometimes difficult to locate on the Intranet.	

Status**16. DISSEMINATION AND EXPLOITATION OF RESULTS**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	• A methodology for implementing this policy needs to be developed as addition to The General Open Science Policy of NPI and the CAS Open Science principles • Commercialisation takes place on an ad hoc basis without systematic support; there is no dedicated person for technology transfer. • PR activities related to the dissemination and use of research results are not systematic, and a more strategic approach to internal and external communication is needed.	Initiatives • Act No. 328/2025 Coll. on Research, Development, Innovation and Knowledge Transfer sets the framework for knowledge transfer between the research sector and industry https://openscience.lib.cas.cz/en/policy-en/new-act-on-research-development-innovation-and-knowledge-transfer/ • The NPI Open Science Policy (Please see Open Science principle) • NPI has access to a certain number of tokens - Transformative agreements under CzechELib (Please see Open Science principle) • Organising ad hoc citizen science/public engagement activities (Field Trips, Open Days, the Science Fair, Young Scientists' Day, etc.). • Intellectual Property Guidelines (including Author's rights) Proposals • Establish an NPI Open Access fund to support the dissemination and use of research results, including rules for its use • Develop a methodology for implementing Open Science at NPI, including rules for Open Access, the use of CzechELib and publication tokens in accordance with pre-established conditions • Define a role for a technology transfer and commercialisation coordinator to systematically develop this agenda within NPI. • Develop a Communication and Marketing Strategy for NPI, followed by media communication training for staff.

PILLAR 4 -RESEARCH CAREERS AND TALENT DEVELOPMENT**17. VALUING DIVERSE RESEARCH CAREERS**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	• Recognition of diverse career paths is applied in practice; however, it is not formally documented • Researchers lack a clear overview of career pathways and support for diverse career development.	Initiatives • In practice, experience and mobility are valued, although no formal framework exists Proposals • Incorporate the principle of individual assessment of professional pathways into the new Career and Qualification Audit Regulations and the recruitment process, taking into account relevant professional experience, mobility and career breaks. • Formalise a mentoring programme for early career researchers as a form of support for diverse career development

Status**18. CAREER DEVELOPMENT AND ADVICE**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	- Individual development plans are not in place. - Mentoring remains informal and is focused mainly on newcomers. - A comprehensive annual performance evaluation system has not been established.	Initiatives - The CAS Career Development Rules for CAS Employees (Please see Ethics and Research Integrity principle) - Doctoral students are supervised by both a university supervisor and an NPI research supervisor; in some cases, these roles are performed by the same person. Proposals - Develop the NPI Career and Qualification Audit Regulations and corresponding annual performance evaluation system - Establish a pool of mentors and launch the mentoring programme - Gradually incorporate recommended individual development plans into the annual evaluation system.

19. CONTINUOUS PROFESSIONAL DEVELOPMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	- Professional training is primarily focused on technical and administrative staff, while its relevance and use for researchers varies across disciplines. - There is no dedicated budget for professional training of researchers. - Information on external training opportunities is provided to employees but is not systematically structured or centrally managed.	Initiatives - Information on training opportunities from the CAS Centre of Shared Activities is shared on an ad hoc basis; NPI scientific seminars are organised twice a month. - Opportunity to take part in language courses provided by the CAS Department of Language Studies for a reduced price. https://langdpt.cas.cz/en/o-studiu/ - Support for teaching at universities through part-time appointments; opportunity to participate in the 'Stand Behind the Desk' program for secondary schools. - The professional development of researchers is primarily driven by their own scientific activities and international cooperation - A dedicated budget exists for administrative training. Proposals - Establish an education fund and related rules to support the professional development of all employees. - Establish a Mobility Fund to support participation in major conferences to present research results and networking and provide transparent rules for application for this support. - Outline key development priorities for researchers, technical staff and administrative employees within the HR Strategy. - Introduce a systematic overview of available external and internal training opportunities. - Establish a professional development library with expert books supporting continuous professional development available to all employees.

Status**20. SUPERVISION AND MENTORING**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	• Job descriptions require revision to reflect current responsibilities and expectations, including those for managerial positions • Mentoring remains informal and is focused mainly on newcomers. • The Code of Ethics defines general principles of behaviour and leadership responsibilities; however, systematic support for leadership development, such as targeted management and leadership training, is not sufficiently developed.	Initiatives • The NPI Code of Ethics (Please see Ethics and Research Integrity principle) • Doctoral students are supervised by both university supervisor and an NPI research supervisor; in some cases, these roles are performed by the same person. Proposals • Implement an updated organisational structure that is in line with the new Strategy for Research Directions at NPI • Provide training for managers in leadership, people management and team development • Review job descriptions with a stronger focus on management and leadership competencies. • Establish a pool of mentors and launch a mentoring programme