



LITHUANIAN
SPORTS
UNIVERSITY

HUMAN RESOURCES STRATEGY FOR SCIENTISTS AND RESEARCHERS

Self-evaluation report and plan for implementation of envisaged measures

INTRODUCTION

The sources of Lithuanian Sports University (LSU) trace back to 1934, when the Higher Courses of Physical Education (HCPE) were set up offering a higher education degree in Physical Education. The Statute defined the aim of the HCPE: "To develop Sport Science and train Physical Education and military training teachers for further educational institutions and secondary schools..." The HCPE were closed in 1938 and their function to train Physical Education teachers and military training leaders was given over to Vytautas Magnus University, the Faculty of Humanities.

As an independent higher education institution, Lithuanian State Institute of Physical Education was founded in 1945. The Institute was renamed into Lithuanian Academy of Physical Education (LAPE) in 1999; in 2012, the Academy was renamed into Lithuanian Sports University (LSU). From its earliest years, LSU has remained a unique higher education institution, preparing Physical Education, Sports and Health Promotion professionals.

LSU is an important centre of Sports Science and a promoter of values and traditions of physical education and sports. It has prepared 14,000 Physical Education teachers, highly qualified coaches of various sports, physical therapy professionals, tourism and sports managers, etc. A lot of famous scientists, world famous coaches and public figures graduated from the University. Moreover, a significant number of LSU students have become the winners of the Olympic Games, European and world champions and winners. European boxing champion A. Šocikas, the Olympic gold medal winner and basketball world champion M. Paulauskas, the Olympic champions V. Chomičius, R. Kurtinaitis, V. Alekna and A. Skujytė to be mentioned among the others.

Vision: *LSU wants to become one of the leading universities of sports, physical education, rehabilitation (physical therapy) and health sciences in Europe. LSU endeavours to become a leading sports, physical therapy and health science university in the Baltic Sea region through its uniqueness in sport, physical therapy and health promotion, and appropriate application of sports science in studies and innovations by 2017.*

Mission: *Promote coherent progress of the society, and be useful to it providing exclusive international level research and studies in sports science.*

VALUES:

1. Respect for the exclusive knowledge, ensuring the unity of science and education, development of ongoing progress.
2. Thorough promotion of new ideas, initiatives, innovations, professionalism and leadership.
3. Accessibility and quality assurance of academic services for Lithuanian and foreign schoolchildren and students, the community of employees and seniors as well as business and public sector institutions.
4. Promotion of active dialogue with national and foreign partners.
5. Teamwork based on mutual respect, tolerance, competence and trust.
6. Promotion, development and testimony of respect for healthy lifestyle and Olympic ideas.
7. Promotion of citizenship and patriotism.



SELF-EVALUATION REPORT

1. Procedure

In spring of 2014, an informal working group was formed by mutual agreement made by the Rector, Vice-Rector for Studies and Vice-Rector for Research. The working group was formed in accordance with the following criteria:

- All areas of science at LSU (Social and Biomedical Sciences) shall be represented in equal proportion,
- Members of the working group shall have exercised different functions (administrative as well as academic),
- Members of the working group shall be acquainted to different processes at the University and corresponding internal legal acts,
- Members of the working group shall work with the students of different cycles of studies (undergraduate, graduate and post-graduate),
- Members of the working group shall have experience in the implementation of projects of different nature.
- The working group was composed of the following members of LSU academic community, belonging to different levels of the University management structure:

MEMBER OF THE WORKING GROUP	ADMINISTRATIVE WORK	ACADEMIC WORK	PARTICIPATION IN LSU MANAGEMENT
SIGITAS KAMANDULIS	Director of the Institute of Sport Science and Innovations	<ul style="list-style-type: none"> • Chief researcher; Head of a group of scientists • Professor at the Department of Coaching Science 	Chief researcher; Head of a group of scientists
ROMUALDAS MALINAUSKAS		<ul style="list-style-type: none"> • Professor at the Department of Health, Physical and Social Education • Member of Teacher and Researcher Admission Committee • Head of a group of scientists 	Member of the Senate
SAULIUS ŠUKYS	<ul style="list-style-type: none"> • Head of the Department of Health, Physical and Social Education • Head of a strategic research area 	Professor at the Department of Health, Physical and Social Education	<ul style="list-style-type: none"> • Member of the Senate • Member of the Academic and Professional Ethics Commission
JŪRATĖ POŽĖRIENĖ	Director of a study programme	<ul style="list-style-type: none"> • Associate Professor at the Department of Applied Biology and Rehabilitation • Member of a group of scientists 	
DIANA RĖKLAITENĖ	Head of the Department of Applied Biology and Rehabilitation	<ul style="list-style-type: none"> • Associate Professor at the Department of Applied Biology and Rehabilitation • Member of a group of scientists 	
DAIVA VIZBARAITĖ		<ul style="list-style-type: none"> • Associate Professor at the Department of Applied Biology and Rehabilitation • Researcher at the Institute of Sport Science and Innovations • Member of a group of scientists 	
INGA STAŠKEVIČIŪTĖ-BUTIENĖ	Head of the Office of Personnel and Law	<ul style="list-style-type: none"> • Lecturer at the Department of Sport Management, Economics and Sociology • Member of a group of scientists 	Member of the Rectorate
DAIVA MAJAUSKIENĖ	Head of the Office of Doctoral Studies and Research	<ul style="list-style-type: none"> • Lecturer at the Department of Health, Physical and Social Education • Member of a group of scientists 	

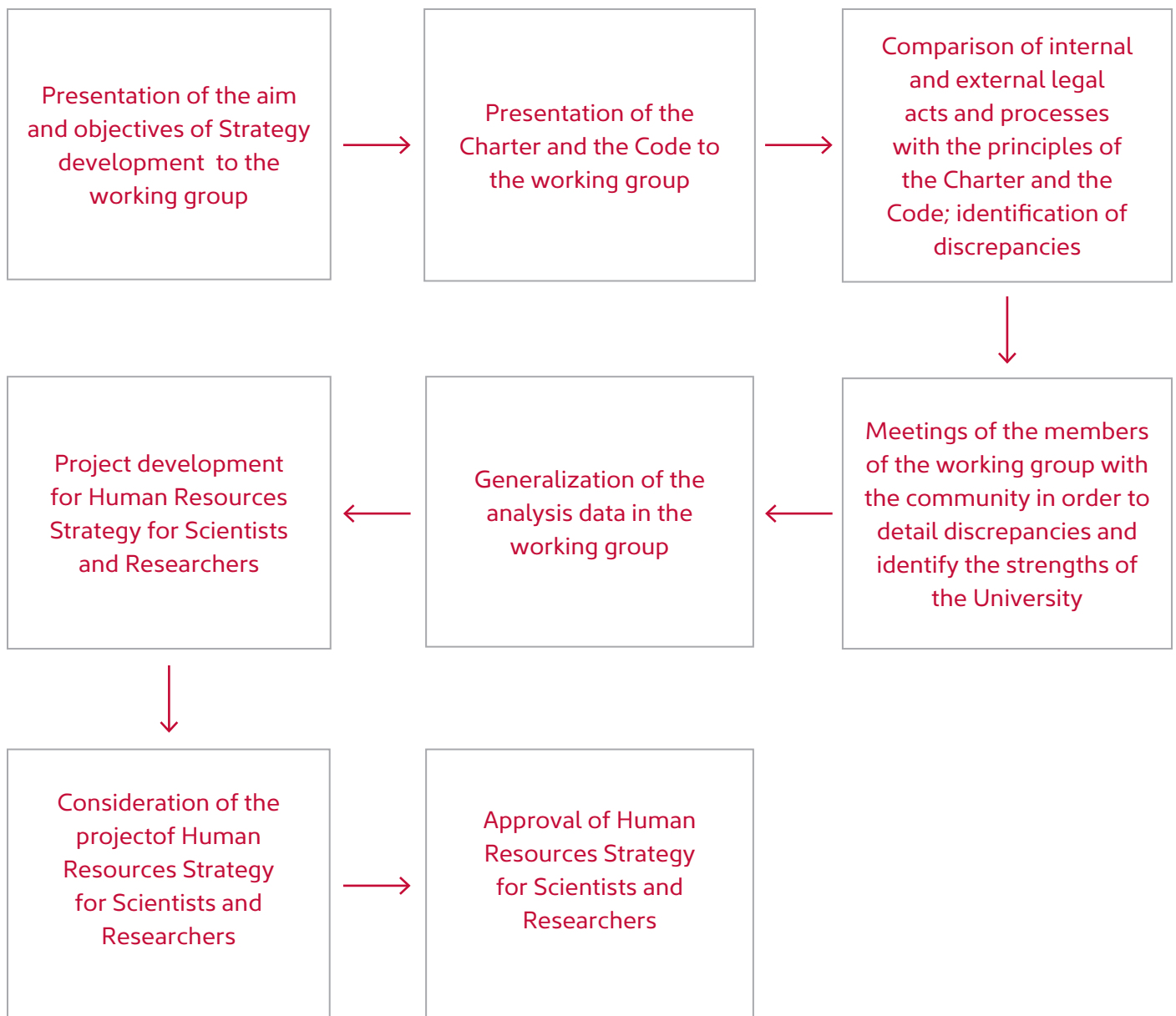
The main objective of the working group was to look into the principles of the Charter and the Code, determine the methods for analysis performance, identify the main strengths and weaknesses and develop a project of Human Resources Strategy for Scientists and Researchers taking into account the Strategy for the Development of Integrated Activities at Lithuanian Sports University for the year of 2012-2017.

The following methods have been applied in the development of Human Resources Strategy for Scientists and Researchers:

- Working groups. During the development of Human Resources Strategy for Scientists and Researchers, 4 meetings of the working group took place to discuss the principles of the Charter and the Code and their implementation at LSU: existing procedures, rules and practice. Each member of the working group was obliged to organize and conduct discussions in their divisions or broader groups; the issues arisen in discussions were presented in the meetings of the working group. All members of the working group belong to at least one academic unit. Therefore, they consulted other members of academic community and students on the implementation of the principles of the Charter and the Code at LSU.

- Analysis of internal documents. The aim was to evaluate the existing system and applicable internal legal acts under the proposed self-evaluation template in order to identify the discrepancies between the existing procedures and the Code and the Charter.

The process of the development of Human Resources Strategy for Scientists and Researchers:



In order to ensure the implementation of Human Resources Strategy for Scientists and Researchers, a Committee has been established by the Rector's Order. The Committee, consisting of a student representative, a representative of Social Sciences and Biomedical Sciences, a representative of the Trade Union and a representative of the University Administration, was responsible for the monitoring of the Strategy implementation and the performance of further self-evaluation.

2. OUTCOMES OF SELF-EVALUATION

Ethical and professional aspects

PRINCIPLE	PRINCIPLE DESCRIPTION	LEVEL OF PRINCIPLE IMPLEMENTATION AT THE UNIVERSITY
RESEARCH FREEDOM	<p>Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/ guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.</p>	<p>Researchers can organize themselves into groups of scientists or carry out research in accordance with an approved individual research programme. Such programmes are approved by the Senate and must comply with the strategic research areas.</p> <p>There is a new Research Activity Regulation project developed, which will be submitted to the University Senate in the nearest future. According to the Regulation, only strategic research areas will have to be approved by the University Senate; researchers will be able to organize themselves into groups of scientists more flexibly, which will even more ensure the principle of research freedom.</p>
ETHICAL PRINCIPLES	<p>Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectorial or institutional Codes of Ethics.</p>	<p>The University has approved Oversight Committee Regulations on Bioethics and Social Science Research Ethics.</p> <p>The University has the Code of Academic and Professional Ethics, which describes research work provisions applied at the University.</p>
PROFESSIONAL RESPONSIBILITY	<p>Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.</p>	
PROFESSIONAL ATTITUDE	<p>Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.</p>	<p>Research in Biomedical Sciences is carried out at the University upon the receipt of authorization of the Biomedical Research Ethics Committee.</p> <p>On 10 October 2013, Project Preparation, Implementation and Monitoring Procedures, covering research project activities, was approved.</p>
CONTRACTUAL AND LEGAL OBLIGATIONS	<p>Researchers at all levels must be familiar with the national, sectorial or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc.) as set out in the terms and conditions of the contract or equivalent document.</p>	<p>Researchers are introduced to safety instructions at work, job descriptions, qualification requirements and internal legal acts applicable to their post during their recruitment.</p>

<p>ACCOUNTABILITY</p>	<p>Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees.</p> <p>Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.</p>	<p>In accordance with the Law of the Republic of Lithuania, the University is accountable for the projects carried out by the researchers working at the University. The University performs accounting in accordance with the Laws of the Republic of Lithuania and internal legal acts.</p>
<p>GOOD PRACTICE IN RESEARCH</p>	<p>Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.</p>	<p>Researchers are introduced to safety instructions at work during their recruitment.</p>
<p>DISSEMINATION, EXPLOITATION OF RESULTS</p>	<p>All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.</p>	<p>Public scientific seminars take place at the University, during which researchers have the opportunity to present the research carried out and their results.</p> <p>Open lectures are delivered at the University of the Third Age; Saturday School for the public is organized.</p>
<p>PUBLIC ENGAGEMENT</p>	<p>Researchers should ensure that their research activities are made known to society at large in such a way that non-specialists, thereby improving the public's understanding of science, can understand them. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.</p>	
<p>NON DISCRIMINATION</p>	<p>Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.</p>	<p>On 19 April 2011, the Council of LSU approved teacher and researcher selection and evaluation principles, describing non-discrimination and transparent recruitment.</p>
<p>EVALUATION/ APPRAISAL SYSTEMS</p>	<p>Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.</p> <p>In such evaluation and appraisal procedures overall research creativity and results should be taken into account, e.g. publications, patents, management of research, teaching and (or) lecturing, supervision, consultation and cooperation at national and international levels, administrative duties, public awareness activities and mobility. These criteria should be discussed in the context of career advancement.</p>	<p>Lecturer and researcher assessment system is provided in the Procedure on Lecturer and Researcher Certification and Competition for Filling Vacancies Description, amended by the Senate on 5 March 2015 and Qualification Requirements for Determining Lecturer and Researcher Official Salary Coefficient.</p> <p>These documents indicate that academic personnel is assessed by international recruitment committee, composed of the leading scientists of the University.</p>

WEAKNESSES:

- Intellectual and general property principles and compliance procedures are not defined.
- There is no system ensuring the usefulness of the research carried out to the public.
- There is still no established practice of giving publicity to the research results.

RECRUITMENT

The University lecturers and researchers shall be recruited in accordance with the provisions set forth by the Law on Higher Education and Research of the Republic of Lithuania: through an open competition with the objective criteria provided depending on the post to be appointed to. An employment contract of unlimited duration for holding the position shall be concluded with a person who has the second time in succession won the competition to hold the same position. Performance evaluation shall be carried out every five years.

PRINCIPLE	PRINCIPLE DESCRIPTION	LEVEL OF PRINCIPLE IMPLEMENTATION AT THE UNIVERSITY
RECRUITMENT	Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.	Recruitment procedure is open, transparent and covering various aspects of the work of a researcher. A recruitment commission consists of Lithuanian and foreign researchers of Social and Biomedical Sciences. The procedure and selection criteria for lecturer and researcher recruitment are always available on the websites of the University and the Research Council of Lithuania. The competition includes various selection methods: expert assessment, face-to-face interviews, etc. The selection process takes into consideration the whole range of experience of candidates (publications, educational experience, experimental development, participation in various projects, international mobility, etc.). Candidates for the position of an associate professor or a professor must have experience of teaching in a higher education institution; candidates for the position of a lecturer must have 2 years of teaching experience in a higher education institution or 5 years of practical experience in working in areas related to the University activities.
	Employers and/or funders should establish recruitment procedures, which are open, efficient, transparent, supportive, and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.	
SELECTION	Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.	
TRANSPARENCY	Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.	

<p>VARIATIONS IN THE CHRONOLOGICAL ORDER OF CVS</p>	<p>Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.</p>	<p>Recruitment procedure is open, transparent and covering various aspects of the work of a researcher.</p> <p>A recruitment commission consists of Lithuanian and foreign researchers of Social and Biomedical Sciences.</p> <p>The procedure and selection criteria for lecturer and researcher recruitment are always available on the websites of the University and the Research Council of Lithuania.</p>
<p>RECOGNITION OF MOBILITY EXPERIENCE</p>	<p>Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.</p>	<p>The competition includes various selection methods: expert assessment, face-to-face interviews, etc.</p> <p>The selection process takes into consideration the whole range of experience of candidates (publications, educational experience, experimental development, participation in various projects, international mobility, etc.).</p>
<p>RECOGNITION OF QUALIFICATIONS</p>	<p>Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.</p>	<p>Candidates for the position of an associate professor or a professor must have experience of teaching in a higher education institution; candidates for the position of a lecturer must have 2 years of teaching experience in a higher education institution or 5 years of practical experience in working in areas related to the University activities.</p>
<p>SENIORITY</p>	<p>The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.</p>	
<p>POSTDOCTORAL APPOINTMENTS</p>	<p>Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.</p>	

WEAKNESSES:

- Announcements of the vacancies do not present the descriptions of working conditions and rights, including career development prospects.
- According to the legislation of the Republic of Lithuania, a researcher can be evaluated only for the last 5 years.
- Informal qualifications are not taken into consideration during the selection process as there are no procedures or rules established.
- International competitions to attract researchers from abroad are not launched.



Working conditions and social security

PRINCIPLE	PRINCIPLE DESCRIPTION	LEVEL OF PRINCIPLE IMPLEMENTATION AT THE UNIVERSITY
RECOGNITION OF THE PROFESSION	All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).	Currently, LSU has only initiated the processes allowing to recognise graduate students as starting their research careers. Therefore, the principle has not been implemented yet.
RESEARCH ENVIRONMENT	Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectorial regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.	Every year the University invests in the latest scientific equipment and software, necessary to perform research.
WORKING CONDITIONS	Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectorial collective-bargaining agreements. They should aim to provide working conditions, which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid inter alia, to flexible working hours, part-time working, teleworking and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.	Favorable working conditions in combining family life and work are created for researchers (flexible working hours, distance working).
STABILITY AND PERMANENCE OF EMPLOYMENT	Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.	Labour relations are governed by the national law, but LSU seeks to ensure the stability of employment conditions to the maximum extent possible (more than 60 % of researchers have worked at LSU for more than 10 years)

<p>FUNDING AND SALARIES</p>	<p>Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectorial collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.</p>	<p>The University has a remuneration system based on objective criteria and depending on scientific experience. Every teaching or scientific post has approved minimum, average and maximum salary coefficients, given on the basis of certain criteria. In this way, a system of variable remuneration is approved and applied.</p> <p>Every researcher who has an employment contract with the University uses the social security provisions laid down by national legislation.</p>
<p>GENDER BALANCE</p>	<p>Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.</p>	<p>During the year 2014, as in the past two years, most of the academic staff consisted of women - 58.7 percent. 58.3 percent of all assistants were women with the remaining 41.7 percent of men; 77.5 percent of lectors were women, 22.5 percent - men; 56.3 percent of all associate professors were women and 43.7 percent - men. 85.7 percent of all professors were men, 14.3 percent - women, and this was the only post dominated by men.</p> <p>Management positions were in a similar situation, as women dominated, except for the highest level of the governing bodies of the University, where men had the lead.</p>
<p>CAREER DEVELOPMENT</p>	<p>Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.</p>	<p>Individual career planning programme is applied at the University. A researcher has the opportunity to pursue a higher position as soon as he/ she meets the requirements for that post.</p>
<p>VALUE OF MOBILITY</p>	<p>Employers and/or funders must recognize the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.</p>	<p>Over the past few years, LSU has been encouraging the mobility of researchers by invoking various external sources of funding and using available funds. Mobility is included as one of additional requirements for participation in open competitions, and in order to get a higher salary.</p>
<p>ACCESS TO CAREER ADVICE</p>	<p>Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.</p>	<p>Currently, this principle is not being systematically implemented. Heads of the departments carry out partial career consulting while encouraging researchers to take up a senior position within the university.</p>

<p>INTELLECTUAL PROPERTY RIGHTS</p>	<p>Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.</p>	<p>This principle is not being implemented.</p>
<p>CO-AUTHORSHIP</p>	<p>Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research.</p> <p>Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc., or to publish their own research results independently from their supervisor(s).</p>	
<p>TEACHING</p>	<p>Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.</p>	<p>The University has a system to ensure the participation of every researcher in the study process (every researcher has at least 100 hours for a study process). In case he/ she exceeds the number of hours, he/ she is paid for the extra workload.</p>
<p>COMPLAINTS/ APPEALS</p>	<p>Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.</p>	<p>The principle is implemented partially, as LSU has Academic and Professional Ethics Commission, Employee Union, and Dispute Resolution Committee.</p>
<p>PARTICIPATION IN DECISION-MAKING BODIES</p>	<p>Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.</p>	<p>Researchers are involved in decision-making process at all levels (from the Department to the Council).</p>

WEAKNESSES:

- In accordance with the legislation in force in the Republic of Lithuania, persons having an academic degree are recognized as researchers. A person who has at least a Master's qualification degree may be a candidate for a position of the teaching staff member or the research staff member.
- Sabbatical leave for researchers is not regulated.
- In accordance with the legislation in force in the Republic of Lithuania, an employment contract of the duration of 5 years is concluded with a researcher. An employment contract of unlimited duration for holding the position is concluded with a person, who has the second time in succession won the competition to hold the same position.
- The University is only partially funded by the state (about 40 per cent), so it is difficult to secure attractive financing and salary.
- The University has no established formal mentoring and career counselling system, that would provide researchers with assistance and support for personal and professional development, encourage them and help reduce the insecurity concerning future careers.
- The University has no documents regulating Intellectual Property Rights of researchers and/ or employers.



Training

PRINCIPLE	PRINCIPLE DESCRIPTION	LEVEL OF PRINCIPLE IMPLEMENTATION AT THE UNIVERSITY
RELATION WITH SUPERVISORS	Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.	There is a system established to ensure that students of all cycles of studies have the opportunity to consult with the head, the faculty or other researchers at convenient time.
SUPERVISION AND MANAGERIAL DUTIES	Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.	Senior researchers serve as heads of groups of scientists, departments, institutes or project managers alongside with their primary functions.
CONTINUING PROFESSIONAL DEVELOPMENT	Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.	Every Wednesday at the University seminars are delivered where researchers present their research results and share experiences. Researchers have an opportunity to participate in international conferences, seminars, etc. In addition, a wide range of internal training is also organized to enhance general and professional competencies (computer literacy, foreign language courses, pedagogical professionalism courses, etc.).
ACCESS TO RESEARCH TRAINING AND CONTINUOUS DEVELOPMENT	Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.	
SUPERVISION	Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.	The principle is not being implemented

WEAKNESSES:

- The University does not clearly present those to which researchers can apply regarding their performance of professional duties.
- Going on internships in other countries and universities is not systematical.



3. Action plan

The following key areas for improvement have been distinguished after self-evaluation:

- Intellectual Property Rights and co-authorship**

PLANNED ACTIONS	DEADLINE	RESPONSIBLE PERSONS
Develop the procedures for the implementation of intellectual property and co-authorship principles	January 2016	Vice-Rector for Research, senior jurisconsult
Periodically conduct public seminars related to intellectual property and data protection	At least once during the academic year	Vice-Rector for Research
Periodically conduct seminars related to research ethics	At least once during the academic year	Vice-Rector for Research

- Dissemination and exploitation of research results**

PLANNED ACTIONS	DEADLINE	RESPONSIBLE PERSONS
Periodic meetings with implementing scientists to assess the progress of the project	Once a semester	Office of Project Management
Various activities involving the public and introducing the research carried out (Third Age University, researchers night, open days, etc.)	At least once a semester	Career and Competence Development Centre, Vice-Rector for Research

- Attractive working conditions**

PLANNED ACTIONS	DEADLINE	RESPONSIBLE PERSONS
Project the positions for which international competitions are announced	December 2015	Rector, Vice-Rector for Research, Vice-Rector for Studies
Review the invitation to tender	December 2015	Office of Personnel and Law
Improve researchers' motivational system	December 2015	Vice-Rector for Research, Vice-Rector for Studies, Office of Personnel and Law

- **Recognition of non-formal qualifications**

PLANNED ACTIONS	DEADLINE	RESPONSIBLE PERSONS
Develop the procedures for the recognition of non-formal qualifications	March 2016	Teaching Staff and Research Staff Recruitment Commission

- **Career and occupational counseling**

PLANNED ACTIONS	DEADLINE	RESPONSIBLE PERSONS
Appoint the persons responsible for the researcher career counseling	September 2015	Rector
Develop a researcher competency map	January 2016	Career and Competence Development Centre, Office of Personnel and Law
Regularly inform researchers about professional development opportunities in Lithuania and abroad	At least once a semester	Career and Competence Development Centre
Carry out mentor training	At least once during the academic year	Career and Competence Development Centre
Create a system recognizing students of the second and third cycle of studies as early-stage researchers	September 2016	Vice-Rector for Research, Vice-Rector for Studies