

## HR Excellence in Research

# Internal Review

## Internal Review

### Case number

2018LT354051

### Name Organisation under review

Lithuanian sports university

### Organisation's contact details

Sporto 6, Kaunas , Lithuania

### Submission date to the European Commission

18/05/2022

## 1. Organisational Information

Please provide an update of the key figures for your organisation. Figures marked \* are compulsory.

| <b>STAFF &amp; STUDENTS</b>  | <b>FTE</b> |
|--|------------|
| Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *               | 227        |
| Of whom are international (i.e. foreign nationality) *   | 9          |
| Of whom are externally funded (i.e. for whom the organisation is host organisation) *  | 0          |
| Of whom are women *  | 96         |
| Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. * | 90         |
| Of whom are stage R2 = in most organisations corresponding with postdoctoral level *   | 22         |
| Of whom are stage R1 = in most organisations corresponding with doctoral level *   | 62         |
| Total number of students (if relevant) *   | 1415       |
| Total number of staff (including management, administrative, teaching and research staff) *  | 274        |
| <b>RESEARCH FUNDING (figures for most recent fiscal year)</b>  | <b>€</b>   |
| Total annual organisational budget   | 8050,3     |
| Annual organisational direct government funding (designated for research)  | 4137,1     |

| <b>RESEARCH FUNDING (figures for most recent fiscal year)</b>  | <b>€</b> |
|--|----------|
| Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding) | 2267,8   |
| Annual funding from private, non-government sources, designated for research   | 1645,4   |

### **ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)**

With its mission to contribute to the sustainable development of society through international-level research and academic excellence, LSU is known as a leading academic and research centre in sports science in the Baltic Sea region. Starting with the enrolment of 100 students, the LSU has developed and expanded over the years and decades into an institution with nearly 2000 students. The LSU offers 19 degree study programmes at all three study cycles (7 undergraduate, 10 Master's and 2 PhD), mainly in sport science, where studies, research and practice are closely interconnected. Among the LSU graduates, there are many distinguished scientists, world-renowned coaches, famous athletes, and prominent public figures.

## **2. Strengths and weaknesses of the current practice**

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

**Note:** Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

## Ethical and professional aspects\*

**Strengths and Weaknesses (Initial Phase)****Strengths and Weaknesses (Interim Assessment)**

During the reporting period, a lot of attention was paid to the formation of a research culture by creating scientific groups according to scientific interests that correspond to strategic research directions. Biomedical and Social Science Research Ethics Committees have been established, which are also mandatory for students' research. The University's ethics committees for biomedicine and social sciences once per year introduce the ethics of research to the academic community. We also have an academic and professional ethics committee which carries out educational activities through various types of seminars or publicity related to professional ethics and pays much attention to intellectual property.

The Project Management Unit is responsible for assisting researchers in project implementation, so meetings are held on demand, and advice is provided. In order to ensure the most effective project management, each project has a responsible administrator.

We are still facing difficulties with the publicity of research and the limited use of results. For several years every Saturday, a free Saturday School has been held for the general public, presenting the latest research results and opportunities for use. Also, few researchers are constantly presenting their own and others' latest research results in their FB account.

Internal survey has shown that ethical and professional principles at our university are seen as one of the best implemented. The results of the survey show that the best implemented principles are freedom of research, professional responsibility, ethics. The weakest evaluation of the principles: public involvement, evaluation systems, dissemination and exploitation of results.

Emerging external and internal changes encourage review of priorities and focus on such things as:

1. to improve the system of evaluation of researchers by combining the map of competences, qualification requirements and workload accounting;
2. to develop a research dissemination plan
3. to organize periodic training on research dissemination and exploitation of results for researchers.

**Strengths and Weaknesses (Award Renewal, max 500 words) \***

One of the strengths of the LSU is the leadership in its research. The evaluation of the scientific results is reflected in the Shanghai Ranking of the Global Ranking of Sports Science Schools and Departments in 2021, where LSU ranks 101-150. Every year, the evaluation of the university in this ranking rises.

LSU has 5 strategic research areas: Modern technology in Basketball training; Muscles, Motor Control and Health Promotion; Management and Economics of Sport and Leisure; Methodology of Sports and Exercise Training; Physical Education and Well-Being. LSU academic staff has the freedom to research by belonging to one of these 5 strategic directions or by choosing an individual field of research.

During the reporting period, a lot of attention was paid to improve the system of evaluation of research by combining the map of competence, qualification requirements and workload accounting. To achieve this goal, the following documents have been revised:

- 15 April 2021 LSU Senate, approved the update of the "PROCEDURE FOR THE PLANNING AND ACCOUNTING THE WORKLOAD OF THE TEACHER OF THE LITHUANIAN SPORTS UNIVERSITY". The Regulations regulate the principles of workload accounting for lecturers, workload norms, and accounting procedures at the University. The workload of a teacher (working one full-time job, 1440 hours per school year) consists of 1. Teaching workload - not less than 30 % of the total workload of a lecturer; 2. Scientific work - not more than 60 % but not less than 100 hours; 3. Other activities and the realization of the University's third mission - up to 10 %.
- The Senate on 7 February 2019 approved the "PROCEDURE FOR PLANNING AND ACCOUNTING THE WORKLOAD OF THE RESEARCHER OF THE LITHUANIAN SPORTS UNIVERSITY". The Regulations regulate the principles of workload planning and accounting, workload norms, and accounting procedures for researchers at the University. The workload of a researcher (working one full-time job with a workload of 1600 hours per school year) consists of the following activities: 1. scientific activities; 2. organization of experimental and project activities; 3. teaching; 3. other activities.
- 15 April 2021 LSU Senate approved the "PROCEDURE OF THE LITHUANIAN SPORTS UNIVERSITY RECOGNITION FOR HIGHER LEVEL EDUCATION PERFORMANCE". The Regulations regulate the promotion of academic staff for scientific publications. The best 9 performing LSU researchers receive prizes. In 2021, the size of the incentive fund was 8,000 €. From 2022 onwards, 20,000 € will be allocated each year.

In 2021, LSU updated the Code of Academic Ethics in accordance with the recommendations set out in national legislation. LSU has an Academic Ethics Commission, which not only discusses issues related to academic ethics, but also actively participates in the education of the LSU community on issues of academic ethics. Also in 2021, LSU updated the description of the Intellectual Property Management and Knowledge Transfer Procedure in order to implement the C&C principles.

LSU continues to implement dissemination activities through public seminars using social media. In 2022, he launched podcasts presenting ongoing research.

Emerging external and internal changes encourage review of priorities and focus on such things as:

1. Reconsider strategic research areas of university;
2. Strengthening R&D cooperation with social partners exploiting the available innovative mobile laboratory;
3. Creating attractive working conditions for new talent.

**Remarks (max 500 words)**

## Recruitment and selection\*

**Strengths and Weaknesses (Initial Phase)****Strengths and Weaknesses (Interim Assessment)**

According to national law, teachers and researchers shall be appointed to their positions through an open competition. They enter into fixed-term employment contracts for the term of five years. Persons who win the open competition for the second time in a row for the same teacher or researcher position shall enter into an open-ended employment contract and shall be accredited every five years following the procedures laid down by the University. A person who failed to receive attestation shall be dismissed. Recruitment to higher positions of a teacher or a researcher shall be organised through an open competition.

Respectively, the researchers assessed these principles on average. As the best implemented principle was mentioned recognition of qualifications. Indeed, the University seeks to assess, as far as possible, all the formal and informal qualifications that the individual has, which add value. Principles such as non-compliance with chronological order or length of service have been assessed as one of the least implemented, but this is due to legal constraints.

At present, a researcher workload project has been developed to encourage researchers to focus on activities that are essential for the implementation of a university strategy. There is also a review of the recruitment procedure, the development of an IT tool to facilitate participation in open competitions and reduce bureaucracy.

We organize an international open competition already for 3 years, and we see growing numbers of external candidates applying. We use different templates for teaching and researching positions, which include these components of job posting: required position, workload to be moored, basic responsibilities covering 4 areas (scientific work, experimental and project activities, pedagogical activities, publicity of the University), detailed qualification requirements for a particular position, wages and other working conditions. The applicant has just to send us the minimum of documents, which are necessary for their evaluation (application, CV, publications and copies of diplomas).

In order to implement C&C, it is planned to support already established and implemented procedures, focusing on the following activities:

1. IT tool for development that facilitates participation in international open competitions
2. As the number of researchers from abroad increases, their social adaptation problem has been encountered, therefore, it is planned to develop a comprehensive adaptation program covering not only the professional but also the social adaptation and the creation of counseling opportunities.

3. Until now, the recruitment procedure for the selection committee was introduced only informally, but the Action Plan, which is currently being updated, provides for a detailed introductory material for the members of the committee, ensuring transparency in the recruitment procedure.

### **Strengths and Weaknesses (Award Renewal, max 500 words) \***

Under national law, teaching and research staff are appointed by public competition. They have five-year (fixed-term) contracts. Persons who are successful in a second consecutive public competition for the same teaching or research position shall have a contract of indefinite duration, but shall be subject to certification every five years in accordance with the procedures established by the University. A person who has not been certified shall be dismissed. Admission to a higher teaching or research post shall be organized by public competition. The Rector may also invite lecturers and researchers to work on fixed-term contracts for a maximum period of two years or to work in partnership (trainee lecturers only) in accordance with the procedures laid down by the University.

The salary coefficient may be reviewed once during a term of office, but not earlier than 24 months after the conclusion of the contract of employment, for which a period of 5 years shall be considered. A lecturer who holds the post of lecturer and who has defended his/her doctoral thesis during his/her term of office may apply for a lecturer's salary with a doctorate (assessed over a 5-year period).

When recruiting a lecturer, researcher or partnership lecturer, the University shall endeavor to assess, as far as possible, all the formal and informal qualifications held by the individual which add value. In the certification of teachers or research staff in competition for a post, for a second term of office, for a higher post or for promotion, the scientific output relevant to the field for which the person is applying or working shall be assessed. Lecturers may be released from their teaching duties for a maximum of one year every five years for the purpose of research and the development of their scientific and/or pedagogical qualifications. During this period, the lecturer shall be paid his/her average salary.

The University is using an online platform (from 2020) to facilitate participation in public competitions by applicants seeking to take up posts by competition, attestation, or application for admission as guest lecturers and researchers, and to reduce bureaucracy and facilitate the process for evaluators. The Evaluation Committee is composed of 11 members, who are international scholars holding the position of professor or associate professor, international scholars but not working at the University are invited by the Rector, and a student representative delegated by the student body.

For teaching and research positions, different application templates are used, which include the following components of the job advertisement: the required duties, the workload, the main duties covering 5 areas (research, experimental and project activities, teaching activities, university publicity, internationalization), the detailed qualification requirements for the specific post, the salary and other conditions of employment. Applicants only need to submit the documents necessary for their evaluation (application, curriculum vitae, copies of publications and diplomas, additional documents supporting their studies and research activities and their competences).



The University's admission procedures for teachers and researchers are reviewed in the light of national decisions, but a transitional period is allowed for the changes to take effect.

Strengths: As a relatively small University, all processes are sufficiently quick, and the use of an online platform for document submission saves time, reduces bureaucratic processes and contributes to sustainability.

Weaknesses: Due to the current low number of students in certain study programmes, the University cannot guarantee a full-time position, so the working load is reviewed every academic year, or there is an option to invite teachers for a 2-year period. The low salaries also make it difficult to attract teachers and researchers from outside, especially from abroad.

**Remarks (max 500 words)**

## Working conditions\*

**Strengths and Weaknesses (Initial Phase)****Strengths and Weaknesses (Interim Assessment)**

During the reporting period, an Intellectual Property Management and Knowledge Transfer Procedure was developed, which regulates the procedures and conditions for the management of intellectual property rights and knowledge transfer generated by university staff and students. However, this procedure is currently in Lithuanian language only. Once a year, a seminar on intellectual property is held before the school year and the whole academic community is usually involved in this seminar. Also there is a system created and implemented for students, then they together with researchers participate in research groups as team members and carry out research.

The results showed that the working conditions and social security are rated as the worst. As the best implemented principle, the researchers evaluated profession enlightenment, teaching, mobility value, complaints and appeals. As the worst-performing principle, researchers assessed the possibility of access to career counseling, funding and pay, job stability. Part of this assessment was influenced by national legislation on fixed-term employment contracts. Although the salary of researchers in LT is below the EU average, in Lithuania our university is one of the TOP 5 with the highest salaries. But so far, little attention has been paid to career counseling. Until now, an individual career scheme was in force at the University, where a researcher who qualified for a higher position was eligible to apply for it.

Until now, the University has not been given much attention to the systematic researching of researchers' career issues. Therefore, one of the priorities of the renewed Action Plan is the creation of a career guidance system for researchers. Another planned action is to support flexible working conditions for researchers, further promote mobility and develop the research environment.

**Strengths and Weaknesses (Award Renewal, max 500 words) \***

The main change during this period is related to the number of fixed-term and open-ended employment contracts: more than 45% of all academic staff already have open-ended employment contracts. This is due to changes in national law. It is expected that over the next 3 years, the majority of LSU researchers will have open-ended employment contracts. Due to changes in national legislation, LSU

currently employs more than 50 percent researchers with an open-ended contract. This number is expected to rise to 75 percent or more in the next 3 years. The results of the survey showed that there have been no significant changes in the assessment of working conditions, but this is partly due to external pressures on university mergers over the past few years, which have reduced researchers' sense of stability.

The pandemic period also affected working conditions, with researchers working remotely, which provided more opportunities for training but drastically reduced international mobility. At the end of the quarantine period, LSU faces a new challenge: the return of researchers to work, as most currently want to maintain the working conditions created during the pandemic and work remotely. Thus, in order to ensure the internal motivation of researchers, LSU allows department heads to make decisions about telework on their own, but does not reduce the need to achieve the intended results.

Because LSU is a small university, researchers perform many and varied functions, from direct work to mentoring, project coordinators, managers, and so on. This helps to maintain close links with undergraduate and graduate students, but it becomes a significant challenge for involved researchers to combine all of these activities with their main job: study and research. In the last few years, more and more attention has been paid to the publicity of LSU's activities, so researchers have to periodically carry out activities related to the presentation of research results and the creation of added value to the public.

The University has an approved Equal Opportunities Policy, which includes non-discrimination, but it is important to mention that at present, the majority of LSU researchers are women, including in management positions. The DESCRIPTION OF PREVENTION AND EXAMINATION OF CASES OF HARASSMENT, SEXUAL HARASSMENT OR PERSECUTION was approved in 2021 by the LSU Senate.

LSU has the opportunity to take up to 1 year of creative leave, but so far no researchers have applied for it. This situation is due to the fact that LSU applies flexible conditions for researchers to combine family and work, there is a possibility to work remotely. Every researcher working at LSU has the opportunity to choose which field they would like to focus more on: study or research, as well as the opportunity to change their decision and move on to another field at any time: they have horizontal career freedom. PhD students have the opportunity to try out both the research and teaching professions during their studies and, at the end of their studies, to decide on their future careers in academia.

In 2021, LSU established a Psychological Well-being Committee, which is responsible for creating and sustaining community mental well-being. There are free psychological services, public and free seminars, counselling for heads of departments, and periodic surveys on the mental well-being of staff.

**Remarks (max 500 words)**



## Training and development\*

**Strengths and Weaknesses (Initial Phase)**

**Strengths and Weaknesses (Interim Assessment)**

The University Career and Competence Development Center is responsible for providing information on opportunities for professional development in Lithuania and abroad within the internal network. Likewise, the University itself organizes periodic reviews of pedagogical and scientific competencies every semester and organizes English language courses.

The results of the survey show that researchers value the opportunity to use research training and continuous improvement as the best implemented principle. At the University, there is an "unwritten rule" that there is a time for open scientific workshops on various topics every Wednesday from 16:00, so no lectures or other sessions take place to allow researchers to take part in them. Researchers evaluate scientific leadership as the worst implemented principle.

**Strengths and Weaknesses (Award Renewal, max 500 words) \***

LSU pays great attention to raising the competencies of its employees. During the annual interviews with the employees, the heads of the departments discuss the demand of competencies of the employees and the training required for their improvement. Following this analysis, funding is provided for staff competences development and training.

LSU periodically organizes trainings for researchers and PhD students on various topics. In 2020, 9 seminars were organized with an average number of participants of 45-50, in 2021 a total of 12 trainings were organized with an average number of participants of 60-65. Training topics included studies (e.g., "Organizing Distance Payments to Minimize Copywriting Opportunities: Scenarios, Recommendations"; "Working in a Virtual Learning Environment," "Distance (Contact) Learning: Problem Recognition and Solution Modeling"), research (e.g., Systematic analysis: purpose and performance "; Scientific style: theoretical insights and peculiarities of language "; Academic ethics, research ethics "; Guidelines for the recognition of fake scientific events "), publicity (eg" LinkedIn: benefits for the university and you ", Persuasive Public Speaking and Audience Management "). Each year it is organized free English language courses for academic and administrative staff, so at least 70 percent all academic staff are already prepared to teach in English.

LSU actively provides financial support to researchers wishing to participate in international research conferences, research internships, and seeks active mobility through the Erasmus program. Training related to study or research activities is paid for by the university, but researchers can also improve general competencies, which are also often funded by the university. For example, more than EUR 3,000 was allocated for training outside LSU in 2021. The training planning process is as follows: during the annual interviews, the researcher discusses with the head of the unit what competencies need to be strengthened and how this could be implemented. The head of unit then submits a summary plan to the vice-rectors and provides funding for training.

At least 30 percent of LSU researchers go to Erasmus mobility programs at universities in other countries each year to give lectures and participate in research, and there are also visiting researchers from other universities coming to LSU.

**Remarks (max 500 words)****Have any of the priorities for the short- and medium term changed? (max 500 words)**

Priorities for the short- and medium-term term have not changed significantly, but more emphasis is planned on creating favorable working conditions for researchers from other countries (especially teaching staff) as the number of students from abroad increases. It is also planned to pay more attention to the training, taking into account the needs of the researchers, which they provide during the annual interviews with the head of the unit.

During the preparation of the LSU strategy for 2022-2027, it was decided that HRS4R should focus more on ensuring the quality of existing and implemented or ongoing actions, in other words to ensure that existing activities are implemented to the highest quality and that the documents become part of LSU's daily life.

**Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)**

n/a

**Are any strategic decisions under way that may influence the action plan? (max 500 words)**

n/a

**3. Actions**

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

**Note:** Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

**Proposed ACTIONS****Action 1**

Develop the procedures for the implementation of intellectual property and co-authorship principles

| GAP Principle(s)                 | Timing (at least by year's quarter/semester)   | Responsible Unit                        | Indicator(s) / Target(s)  |
|----------------------------------|--|---|---|
| 31. Intellectual Property Rights | January, 2016  | Vice-Rector for Research, Senior lawyer | Confirmed and implemented procedure of intellectual property and co-authorship principles |
| 32. Co-authorship                |  |   |   |
| Current Status                   | Remarks  |   |   |
| COMPLETED                        | It was confirmed 25/05/2017 by University Senate and update in 2021. For now, the document is only in LT language. |   |   |



## Proposed ACTIONS

### Action 2

Periodically conduct public seminars related to intellectual property and data protection

| GAP Principle(s)                 | Timing (at least by year's quarter/semester)   | Responsible Unit         | Indicator(s) / Target(s)                                       |
|----------------------------------|--|--------------------------|--|
| 31. Intellectual Property Rights | At least once during the academic year   | Vice-Rector for Research | At least 50 % of total research staff participated in seminars |
| 32. Co-authorship                |  |                          |  |
| Current Status                   | Remarks  |                          |  |
| COMPLETED                        | Once a year, a seminar on intellectual property is held before the school year. The whole academic community is usually involved in this seminar. In 28th of January, 2021, 74 LSU researchers participated in such a seminar. |                          |  |

Proposed ACTIONS

| Action 3   |                                |   |                          |  |  |  |
|--|--------------------------------|---|--------------------------|--|--|--|
| Periodically conduct seminars related to research ethics | GAP Principle(s)               | Timing (at least by year's quarter/semester)  | Responsible Unit         | Indicator(s) / Target(s)                                       |  |  |
|  | 2. Ethical principles          |   |                          |  |  |  |
|  | 3. Professional responsibility | At least once during the academic year  | Vice-Rector for Research | At least 50 % of total research staff participated in seminars |  |  |
|  | 7. Good practice in research   |   |                          |  |  |  |
|  | 10. Non discrimination         |   |                          |  |  |  |
| Current Status   |                                | Remarks   |                          |  |  |  |
|  | COMPLETED                      | The University has ethics committees for biomedicine and social sciences that once a year introduce the ethics of research to the academic community. |                          |  |  |  |

Proposed ACTIONS

| Action 4   |                                      |   |                              |  |
|--|--------------------------------------|---|------------------------------|--|
| Periodic meetings with implementing scientists to assess the progress of the project | GAP Principle(s)                     | Timing (at least by year's quarter/semester)  | Responsible Unit             | Indicator(s) / Target(s)                                 |
|  | 5. Contractual and legal obligations | Once a semester   | Office of Project Management | At least 50 % of research staff participated in seminars |
|  | 6. Accountability                    |   |                              |  |
|  | Current Status                       | Remarks   |                              |  |
|  | COMPLETED                            | The Project Management Unit is responsible for assisting investigators in project implementation, so meetings are held on demand, and advice is provided. In order to ensure the most effective project management, each project has a dedicated administrator. |                              |  |

## Proposed ACTIONS

### Action 5

Various activities involving the public and introducing the research carried out (Third Age University, researchers night, open days, etc.)

| GAP Principle(s)                          | Timing (at least by year's quarter/semester)   | Responsible Unit   | Indicator(s) / Target(s)  |
|---|--|--|---|
| 8. Dissemination, exploitation of results | At least once a semester   | Career and Competence Development Centre, Vice-Rector for Research | At least one activity per Quarter The minimum number of participants – 20 |
| 9. Public engagement                      |  |  |   |
| Current Status                            | Remarks  |  |   |
| COMPLETED                                 | The public is introduced to univeristet research through activities such as the Third Age University (over 100 active participants each year); "Saturday School" - more than 50 active participants each Saturday; FB accounts of scientists (for example, A. Skurvydas has more than 15 000 followers <a href="https://en.html.facebook.com/albertas.skurvydas.7">https://en.html.facebook.com/albertas.skurvydas.7</a> ) |  |   |

**Proposed ACTIONS****Action 6**

Plan the positions for which international competitions are announced

| <b>GAP Principle(s)</b> | <b>Timing (at least by year's quarter/semester)</b>  | <b>Responsible Unit</b>                                   | <b>Indicator(s) / Target(s)</b>                     |
|-------------------------|--|---|---|
| 12. Recruitment         |  |   |   |
| 13. Recruitment (Code)  |  |   |   |
| 14. Selection (Code)    | December 2016  | Rector, Vice-Rector for Research, Vice-Rector for Studies | Number of internationally open positions each year. |
| 15. Transparency (Code) |  |   |   |
| <b>Current Status</b>   | <b>Remarks</b>   |   |   |
| COMPLETED               | From the May of 2017 for all academic positions are announced international competitions in <a href="http://www.euraxes.com">www.euraxes.com</a> |   |   |

**Proposed ACTIONS****Action 7**

Review the announcement for the academic staff about open positions

| GAP Principle(s)        | Timing (at least by year's quarter/semester) | Responsible Unit            | Indicator(s) / Target(s)   |
|-------------------------|--|-----------------------------|--|
| 13. Recruitment (Code)  | December 2016                                | Office of Personnel and Law | To upgrade announcement template by including responsibilities, requirements and work conditions |
| 14. Selection (Code)    |  |                             |  |
| 15. Transparency (Code) |  |                             |  |
| 24. Working conditions  |  |                             |  |
| Current Status          | Remarks                                      |                             |  |
| COMPLETED               | The job ad has been adjusted to EURAXES Jobs |                             |  |

**Proposed ACTIONS**

| Action 8                                 | GAP Principle(s)  | Timing (at least<br>by year's<br>quarter/semester) | Responsible<br>Unit   | Indicator(s)<br>/ Target(s) |
|--|---|--|---|-----------------------------|
| Improve researchers' motivational system | 26. Funding and<br>salaries   | December 2016                                      | Vice-Rector<br>for<br>Research,<br>Vice-Rector<br>for Studies,<br>Office of<br>Personnel<br>and Law |                             |
|  | 28. Career<br>development   |  |   |                             |
|  | 30. Access to<br>career advice                                      |  |   |                             |
|  | 38. Continuing<br>Professional<br>Development                       |  |   |                             |
|  | 39. Access to<br>research training<br>and continuous<br>development |  |   |                             |
|  | 40. Supervision   |  |   |                             |

**Proposed ACTIONS**

| Current Status | Remarks   |
|----------------|---|
| COMPLETED      | The Senate on 7th of February, 2019 approved the "PROCEDURE FOR PLANNING AND ACCOUNTING THE WORKLOAD OF THE RESEARCHER OF THE LITHUANIAN SPORTS UNIVERSITY". More info could be found here: <a href="https://www.lsu.lt/en/lsu-has-been-given-a-significant-international-award-hr-excellence-in-research/">https://www.lsu.lt/en/lsu-has-been-given-a-significant-international-award-hr-excellence-in-research/</a> |



**Proposed ACTIONS****Action 9**

Develop the procedures for the recognition of non-formal qualifications

| GAP Principle(s)                         | Timing (at least by year's quarter/semester)   | Responsible Unit                  | Indicator(s) / Target(s)  |
|--|--|-----------------------------------|---|
| 14. Selection (Code)                     | March 2016   | Teaching Staff and Research Staff | Number of hours of participation in non-formal education per year |
| 16. Judging merit (Code)                 |  | Recruitment Commission            |   |
| 19. Recognition of qualifications (Code) |  |                                   |   |
| Current Status                           | Remarks  |                                   |   |
| COMPLETED                                | One of the evaluation criteria for an open competition for open positions is participation in non-formal education - the acquisition of additional competences and qualifications. More info could be found here: <a href="https://www.lsu.lt/en/lsu-has-been-given-a-significant-international-award-hr-excellence-in-research/">https://www.lsu.lt/en/lsu-has-been-given-a-significant-international-award-hr-excellence-in-research/</a> in the document: "DESCRIPTION OF THE PROCEDURE FOR ORGANIZING LECTURER AND RESEARCH FELLOW ATTESTATION AND PUBLIC COMPETITION AT LITHUANIAN SPORTS UNIVERSITY" |                                   |   |

**Proposed ACTIONS****Action 10**

Appoint the persons responsible for the researcher career counseling

| <b>GAP Principle(s)</b>     | <b>Timing (at least by year's quarter/semester)</b>  | <b>Responsible Unit</b> | <b>Indicator(s) / Target(s)</b> |
|-----------------------------|--|-------------------------|---------------------------------|
| 28. Career development      |  |                         |                                 |
| 30. Access to career advice | September 2015   | rector                  | Number of appointed persons     |
| 40. Supervision             |  |                         |                                 |
| <b>Current Status</b>       | <b>Remarks</b>   |                         |                                 |
| COMPLETED                   | Currently, informal career counseling is provided by the head of the department or the supervisor of the research work. The initial Action Plan called for a formal career counseling program, but as LSU is a small university with a small research community, it was decided to leave the informal career counseling system in place, which has so far provided access to senior positions or transfer from researchers to faculty. More information could be found on QUALITY MANAGEMENT SYSTEM MANUAL". The link: <a href="https://www.lsu.lt/en/lsu-has-been-given-a-significant-international-award-hr-excellence-in-research/">https://www.lsu.lt/en/lsu-has-been-given-a-significant-international-award-hr-excellence-in-research/</a> |                         |                                 |

**Proposed ACTIONS****Action 11**

Develop a researcher competency map

| <b>GAP Principle(s)</b>                                    | <b>Timing (at least by year's quarter/semester)</b> | <b>Responsible Unit</b>                                    | <b>Indicator(s) / Target(s)</b>        |
|--|---|--|--|
| 22. Recognition of the profession                          | January 2016  | Competence Development Centre, Office of Personnel and Law | Number of researcher's competency maps |
| 28. Career development                                     |   |  |  |
| 30. Access to career advice                                |   |  |  |
| 38. Continuing Professional Development                    |   |  |  |
| 39. Access to research training and continuous development |   |  |  |

**Proposed ACTIONS**

| Current Status | Remarks  |
|----------------|--|
| COMPLETED      | <p>These activities have not been implemented as the main competencies and functions of researchers are enshrined in national law. Researchers at different levels must perform different functions and meet different criteria that are presented</p> <p><a href="https://www.lsu.lt/en/lsu-has-been-given-a-significant-international-award-hr-excellence-in-research/">https://www.lsu.lt/en/lsu-has-been-given-a-significant-international-award-hr-excellence-in-research/</a> in the document: "DESCRIPTION OF THE PROCEDURE FOR ORGANIZING LECTURER AND RESEARCH FELLOW ATTESTATION AND PUBLIC COMPETITION AT LITHUANIAN SPORTS UNIVERSITY"</p> |

## Proposed ACTIONS

### Action 12

Regularly inform researchers about professional development opportunities in Lithuania and abroad

| GAP Principle(s)   | Timing (at least by year's quarter/semester)  | Responsible Unit                         | Indicator(s) / Target(s)                              |
|--|---|--|---|
| 38. Continuing Professional Development                    | At least once a semester  | Career and Competence Development Centre | number of information about development opportunities |
| 39. Access to research training and continuous development |   |  |   |
| Current Status   | Remarks   |  |   |
| COMPLETED  | The University Career and Competence Development Center is responsible for providing information on opportunities for professional development in Lithuania and abroad within the internal network. Likewise, the University itself organizes periodic reviews of pedagogical and scientific competencies every semester and organizes English language courses. Also, the unit responsible for training researchers periodically announces to researchers the opportunities to participate in various types of training, either by e-mail or on the LSU news portal. |  |   |

**Proposed ACTIONS****Action 13**

Carry out mentor training

| <b>GAP Principle(s)</b>               | <b>Timing (at least by year's quarter/semester)</b>   | <b>Responsible Unit</b>                  | <b>Indicator(s) / Target(s)</b> |
|---------------------------------------|---|--|---------------------------------|
| 37. Supervision and managerial duties | At least once during the academic year  | Career and Competence Development Centre | Number of trainings             |
| 40. Supervision                       |   |  |                                 |
| <b>Current Status</b>                 | <b>Remarks</b>  |  |                                 |
| EXTENDED                              | At the beginning of each academic year, student mentors are appointed who are responsible for the students 'academic achievement and informal activities. Currently, mentors are assigned only to undergraduate students, and mentor training is conducted a week before the start of the new school year. The mentors of the 2nd and 3rd grade students are the supervisors of their research papers, who are introduced to the order of scientific leadership at the beginning of the academic year through the LSU information system. |  |                                 |

**Proposed ACTIONS****Action 14**

Create a system recognizing students of the second and third cycle of studies as early-stage researchers

| GAP Principle(s)                           | Timing (at least<br>by year's<br>quarter/semester)   | Responsible<br>Unit   | Indicator(s)<br>/ Target(s)  |
|--|--|---|--|
| 21. Postdoctoral<br>appointments<br>(Code) | September 2016   | Vice-Rector<br>for<br>Research,<br>Vice-Rector<br>for Studies | number of<br>included<br>students<br>into<br>scientific<br>groups. |
| 22. Recognition of<br>the profession       |  |   |  |
| Current Status                             | Remarks  |   |  |
| COMPLETED                                  | There is a system created and implemented for students, then they together with researchers participate in research groups as a team members and carry out research. |   |  |

**Proposed ACTIONS****Action 15**

To create a transparent and clear internal career system for researchers

| <b>GAP Principle(s)</b>                    | <b>Timing (at least by year's quarter/semester)</b> | <b>Responsible Unit</b> | <b>Indicator(s) / Target(s)</b> |
|--|---|-------------------------|---------------------------------|
| 11. Evaluation/ appraisal systems          |   |                         |                                 |
| 12. Recruitment                            |   |                         |                                 |
| 25. Stability and permanence of employment | 2020  | HR Department           | Number of developed systems     |
| 28. Career development                     |   |                         |                                 |
| 30. Access to career advice                |   |                         |                                 |



**Proposed ACTIONS**

| Current Status | Remarks   |
|----------------|---|
| EXTENDED       | <p>The ability of researchers to advance to a higher position depends on their research experience: after fulfilling certain qualification requirements set out in the LSU internal documents, each researcher has the opportunity to participate in an open competition to fill a higher position. Also, every lecturer or researcher has the opportunity to pursue a dual career in parallel by working as both a researcher and a lecturer. All of this is described in the DESCRIPTION OF THE PROCEDURE FOR ORGANIZING LECTURER AND RESEARCH FELLOW ATTESTATION AND PUBLIC COMPETITION AT LITHUANIAN SPORTS UNIVERSITY. (<a href="https://www.lsu.lt/en/lsu-has-been-given-a-significant-international-award-hr-excellence-in-research/">https://www.lsu.lt/en/lsu-has-been-given-a-significant-international-award-hr-excellence-in-research/</a>)</p> |

**Proposed ACTIONS****Action 16**

Information for new researchers to increase awareness of their professional responsibilities

| <b>GAP Principle(s)</b>        | <b>Timing (at least by year's quarter/semester)</b>   | <b>Responsible Unit</b>        | <b>Indicator(s) / Target(s)</b> |
|--------------------------------|---|--------------------------------|---------------------------------|
| 3. Professional responsibility |   |                                |                                 |
| 4. Professional attitude       | at the beginning of each year   | Study and science vice-rectors | at least one per year           |
| 6. Accountability              |   |                                |                                 |
| <b>Current Status</b>          | <b>Remarks</b>  |                                |                                 |
| IN PROGRESS                    | Every year, one week before the start of the academic year, trainings are organized for researchers, introducing changes and presenting internal rules related to research and studies. The average number of participants in such training is 60, as not only new but also existing researchers participate. The information is also posted on the LSU intranet. |                                |                                 |

**Proposed ACTIONS**

| <b>Action 17</b>                                     | <b>GAP Principle(s)</b>   | <b>Timing (at least<br/>by year's<br/>quarter/semester)</b> | <b>Responsible<br/>Unit</b>                            | <b>Indicator(s)<br/>/ Target(s)</b>        |
|--|---|---|--|--|
| Enhance career support services for all researchers. | 28. Career<br>development   | 2021  | HR<br>department<br>and vice-<br>rector for<br>science | number of<br>career<br>support<br>services |
|  | 30. Access to<br>career advice                                      |   |  |  |
|  | 36. Relation with<br>supervisors                                    |   |  |  |
|  | 38. Continuing<br>Professional<br>Development                       |   |  |  |
|  | 39. Access to<br>research training<br>and continuous<br>development |   |  |  |

**Proposed ACTIONS**

| Current Status | Remarks  |
|----------------|--|
| EXTENDED       | LSU is a small university, so the formal career support service for researchers is not economically justified, so the decision was made to activate informal career services, such as opportunities to move to a higher position, choose another field of activity (studies / research) or go on internships to other study and research institutions. At least 5 people a year move to higher positions or choose another field of activity: transfer from studies to research or vice versa. |

## Proposed ACTIONS

| Action 18   | GAP Principle(s)                     | Timing (at least<br>by year's<br>quarter/semester) | Responsible<br>Unit                                    | Indicator(s)<br>/ Target(s)   |
|---|--------------------------------------|--|--|-------------------------------|
| To review and update Code of Professional and Academic Ethics | 2. Ethical principles                | 2019   | Academic<br>and<br>Professional<br>Ethics<br>Committee | number of<br>updated<br>Codes |
|   | 3. Professional<br>responsibility    |  |  |                               |
|   | 10. Non<br>discrimination            |  |  |                               |
|   | 11. Evaluation/<br>appraisal systems |  |  |                               |
|   | 15. Transparency<br>(Code)           |  |  |                               |
|   | 16. Judging merit<br>(Code)          |  |  |                               |
|   | 31. Intellectual<br>Property Rights  |  |  |                               |
|   | 32. Co-authorship                    |  |  |                               |

**Proposed ACTIONS**

| Current Status | Remarks   |
|----------------|---|
| COMPLETED      | 17/0/2021 The updated LSU Code of Academic Ethics was approved, incorporating C&C principles. It can be found here: <a href="https://www.lsu.lt/en/lsu-has-been-given-a-significant-international-award-hr-excellence-in-research/">https://www.lsu.lt/en/lsu-has-been-given-a-significant-international-award-hr-excellence-in-research/</a> |

**Proposed ACTIONS****Action 19**

to improve the system of evaluation of researchers by combining the map of competences, qualification requirements and workload accounting

| <b>GAP Principle(s)</b>                  | <b>Timing (at least by year's quarter/semester)</b> | <b>Responsible Unit</b> | <b>Indicator(s) / Target(s)</b> |
|--|---|-------------------------|---------------------------------|
| 11. Evaluation/ appraisal systems        |   |                         |                                 |
| 14. Selection (Code)                     |   |                         |                                 |
| 16. Judging merit (Code)                 | 2020  | Vice rector for science | number of improved systems      |
| 19. Recognition of qualifications (Code) |   |                         |                                 |

**Proposed ACTIONS**

| Current Status | Remarks  |
|----------------|--|
| COMPLETED      | <p>The LSU Senate on 7th of February 2019 approved the "PROCEDURE FOR PLANNING AND ACCOUNTING THE WORKLOAD OF THE RESEARCHER OF THE LITHUANIAN SPORTS UNIVERSITY". The Regulations regulate the principles of workload planning and accounting, workload norms, and accounting procedures for researchers at the University. The workload of a researcher (working one full-time job with a workload of 1600 hours per school year) consists of the following activities: 1. scientific activities (depending on the position, 1250 - 1150 hours); 2. organization of experimental and project activities (depending on the position, 100-250 hours); 3. educational work (150 hours); 3. other activities (100 hours). 15 April 2021 the LSU Senate approved the "PROCEDURE OF THE LITHUANIAN SPORTS UNIVERSITY RECOGNITION FOR HIGHER LEVEL EDUCATION PERFORMANCE". The Regulations regulate the promotion of academic staff for scientific publications. The best performing 9 researchers receive prizes. In 2021, the size of the incentive fund was 8,000 €, from 2022 onwards, 20,000 € will be allocated each year</p> |



**Proposed ACTIONS****Action 20**

To develop a research dissemination plan

| <b>GAP Principle(s)</b>                   | <b>Timing (at least by year's quarter/semester)</b>  | <b>Responsible Unit</b> | <b>Indicator(s) / Target(s)</b> |
|---|--|-------------------------|---------------------------------|
| 3. Professional responsibility            |  |                         |                                 |
| 6. Accountability                         |  |                         |                                 |
| 7. Good practice in research              | 2019   | Public Relations Unit   | number of dissemination plans   |
| 8. Dissemination, exploitation of results |  |                         |                                 |
| 9. Public engagement                      |  |                         |                                 |
| <b>Current Status</b>                     | <b>Remarks</b>   |                         |                                 |
| COMPLETED                                 | 02/02/2021 a valorisation plan was approved, setting out measures to publicize the studies and the main target groups for which this information is intended. This plan is only in LT, as it is intended for the departments responsible for communication, which inform the researchers about the need to provide an information invitation or participation in events. |                         |                                 |

## Proposed ACTIONS

| Action 21   | GAP Principle(s)   | Timing (at least by year's quarter/semester) | Responsible Unit                         | Indicator(s) / Target(s)   |
|---|--|--|--|--|
| To organize periodic training on research dissemination and exploitation of results for researchers | 6. Accountability  | 2021   | Career and Competence Development Center | At least 20% participants out researchers (at least one training per year) |
|   | 7. Good practice in research                               |  |  |  |
|   | 8. Dissemination, exploitation of results                  |  |  |  |
|   | 9. Public engagement                                       |  |  |  |
|   | 38. Continuing Professional Development                    |  |  |  |
|   | 39. Access to research training and continuous development |  |  |  |

Proposed ACTIONS

| Current Status | Remarks   |
|----------------|---|
| COMPLETED      | Bnet once a year, a senator is organized to provide skills and competencies to publicize research. For example, in 2021, LSU organized trainings such as “Multiculturalism - Prejudices and Stereotypes” and “Scientific Style: Theoretical Insights and Peculiarities of Language” with the participation of 56 researchers and PhD students. In 2020, LSU organized the following trainings: “LinkedIn: Benefits for the University and for You,” “Persuasive Public Speaking and Audience Management,” which was attended by 118 researchers and PhD students. |

**Proposed ACTIONS****Action 22**

to develop IT tool that facilitates participation in international open competitions

| <b>GAP Principle(s)</b>  | <b>Timing (at least by year's quarter/semester)</b>  | <b>Responsible Unit</b>                            | <b>Indicator(s) / Target(s)</b> |
|--------------------------|--|--|---------------------------------|
| 12. Recruitment          |  |  |                                 |
| 13. Recruitment (Code)   |  |  |                                 |
| 14. Selection (Code)     | 2019   | Admissions Commission for Teachers and Researchers | Number of developed IT tools    |
| 15. Transparency (Code)  |  |  |                                 |
| 16. Judging merit (Code) |  |  |                                 |
| <b>Current Status</b>    | <b>Remarks</b>   |  |                                 |
| COMPLETED                | For 3 years in a row, LSU has been organizing open competitions for positions, during which applications are submitted through an IT tool developed by LSU. This simplifies the submission of documents for candidates living in other cities or countries, as there is no need to come to the university to apply, and the submission of documents online guarantees effective feedback as they are informed e-mail about each subsequent step of the competition (www.is.lsu.it) |  |                                 |

**Proposed ACTIONS****Action 23**

To develop an professional and social adaptation program for foreign researchers

| GAP Principle(s)          | Timing (at least<br>by year's<br>quarter/semester)   | Responsible<br>Unit                         | Indicator(s)<br>/ Target(s)                      |
|---------------------------|--|---|--|
| 10. Non<br>discrimination | 2023   | Human<br>Resources<br>and Law<br>Department | Number of<br>developed<br>adaptation<br>programs |
| 24. Working<br>conditions |  |   |  |
| Current Status            | Remarks  |   |  |
| IN PROGRESS               | The pandemic period adjusted this activity, as all<br>researchers from other countries worked remotely,<br>so the social adaptation program was suspended,<br>but with the resumption of mobility, a social<br>adaptation program is planned for 2023. |   |  |

## Proposed ACTIONS

| Action 24   | GAP Principle(s)                              | Timing (at least by year's quarter/semester) | Responsible Unit                                   | Indicator(s) / Target(s)   |
|---|---|--|--|--|
| To develop a detailed introductory material for the members of the Admissions Commission for Teachers and Researchers, ensuring transparency in the recruitment procedure | 10. Non discrimination                        | 2020   | Admissions Commission for Teachers and Researchers | Number of trained Admissions Commission for Teachers and Researchers members |
|   | 13. Recruitment (Code)                        |  |  |  |
|   | 14. Selection (Code)                          |  |  |  |
|   | 15. Transparency (Code)                       |  |  |  |
|   | 16. Judging merit (Code)                      |  |  |  |
|   | 18. Recognition of mobility experience (Code) |  |  |  |
|   | 19. Recognition of qualifications (Code)      |  |  |  |

**Proposed ACTIONS**

| Current Status | Remarks   |
|----------------|---|
| COMPLETED      | <p>With the introduction of the online IT tool for admitting researchers, the admissions system itself has changed: it has also become online, where each member of the commission has the opportunity to log in to the system, view the submitted documents, evaluate them and vote anonymously. To ensure the effectiveness of such a system, each new member of the Teaching and Research Admissions Committee is trained to work individually with the online IT tool, signs a confidentiality pledge, and is introduced to the admissions process and qualification requirements for lecturer and researchers.</p> |

## Proposed ACTIONS

| Action 25   | GAP Principle(s)  | Timing (at least<br>by year's<br>quarter/semester) | Responsible<br>Unit                         | Indicator(s)<br>/ Target(s)         |
|---|---|--|---|-------------------------------------|
| to develop a systematic training plan, taking into account the map of researchers' competencies | 11. Evaluation/<br>appraisal systems                                | 2019   | Human<br>Resources<br>and Law<br>Department | Number of<br>trained<br>researchers |
|   | 24. Working<br>conditions   |  |   |                                     |
|   | 28. Career<br>development   |  |   |                                     |
|   | 30. Access to<br>career advice                                      |  |   |                                     |
|   | 38. Continuing<br>Professional<br>Development                       |  |   |                                     |
|   | 39. Access to<br>research training<br>and continuous<br>development |  |   |                                     |



Proposed ACTIONS

| Current Status | Remarks  |
|----------------|--|
| EXTENDED       | Currently, the annual training plan for researchers includes only English language training, research methods training, and training in new teaching methods. However, each researcher has the opportunity to choose and participate independently in training outside the LSU, which is paid for by the university. |

**Proposed ACTIONS****Action 26**

to develop an informal procedure for scientific supervisors - to distribute the leading researchers as mentors

| <b>GAP Principle(s)</b>                                    | <b>Timing (at least by year's quarter/semester)</b> | <b>Responsible Unit</b> | <b>Indicator(s) / Target(s)</b>            |
|--|---|-------------------------|--|
| 28. Career development                                     | 2021  | Vice rector for science | Number of scientific supervisors - mentors |
| 36. Relation with supervisors                              |   |                         |  |
| 39. Access to research training and continuous development |   |                         |  |
| 40. Supervision  |   |                         |  |

**Proposed ACTIONS**

| Current Status | Remarks  |
|----------------|--|
| COMPLETED      | LSU has 5 strategic research areas: Modern technology in Basketball training; Muscles, Motor Control and Health Promotion; Management and Economics of Sport and Leisure; Methodology of Sports and Exercise Training; Physical Education and Well-Being. Each strategic research team has at least 2 smaller research teams led by a research team leader responsible for mentoring the researchers in the team. A broader structure is provided in the LSU Quality Manual ( <a href="https://www.lsu.lt/en/lsu-has-been-given-a-significant-international-award-hr-excellence-in-research/">https://www.lsu.lt/en/lsu-has-been-given-a-significant-international-award-hr-excellence-in-research/</a> ). |

Proposed ACTIONS

| Action 27  |   | Timing (at least<br>by year's<br>quarter/semester) | Responsible<br>Unit                         | Indicator(s)<br>/ Target(s)                                   |
|--|---|--|---|---|
| Develop a plan to attract researchers from other countries | <b>GAP Principle(s)</b>                             |  |   |   |
|  | 12. Recruitment                                     |  |   |   |
|  | 13. Recruitment<br>(Code)                           |  |   |   |
|  | 14. Selection<br>(Code)                             |  |   |   |
|  | 15. Transparency<br>(Code)                          |  |   | Number of<br>researchers                                      |
|  | 18. Recognition of<br>mobility experience<br>(Code) | 2025   | Vice rectors<br>for research<br>and studies | from other<br>countries<br>working full<br>time/<br>minimum 5 |
|  | 19. Recognition of<br>qualifications<br>(Code)      |  |   |   |
|  | 21. Postdoctoral<br>appointments<br>(Code)          |  |   |   |
|  | <b>Current Status</b>                               | <b>Remarks</b>                                     |   |   |
|  | NEW   |  |   |   |

## Proposed ACTIONS

### Action 28

Expand researcher's well-being and wellness programs in the workplace

| GAP Principle(s)         | Timing (at least by year's quarter/semester) | Responsible Unit                          | Indicator(s) / Target(s)   |
|--------------------------|--|---|----------------------------|
| 23. Research environment | 2024   | Department of HR and Strategic Management | No of programs / minimum 3 |
| 24. Working conditions   |  |   |                            |
| Current Status           | Remarks                                      |   |                            |
| NEW                      |  |   |                            |

### Unselected principles:

1. Research freedom    17. Variations in the chronological order of CVs (Code)    20. Seniority (Code)    27. Gender balance    29. Value of mobility
33. Teaching    34. Complains/ appeals    35. Participation in decision-making bodies

**The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.**

Please provide the link to the dedicated webpage(s) on your organisation's web site \*:

### URL \*:

<https://www.lsu.lt/en/lsu-has-been-given-a-significant-international-award-hr-excellence-in-research/> (<https://www.lsu.lt/en/lsu-has-been-given-a-significant-international-award-hr-excellence-in-research/>)

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

**Comments on the implementation of the OTM-R principles (Initial Phase)****Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)**

This policy sets out steps of LSU teachers and researchers recruitment process. In line with HR Excellence in Research award, this policy aims to maintain and strengthen the principles of the C&C, providing more detailed information on the recruitment process.

**Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)**

The OTM-R policy has been in operation for at least 5 years. LSU announces a public competition for the position of researcher in April each year. Documents are accepted through the online IT tool. The competition announcement is posted on the LSU website, the website of the Lithuanian Science Council and, if an international competition is announced, on the Euraxes website. Anyone who meets the qualification requirements can apply. 1 month is allowed for the submission of documents. The documents of the candidates and the decision on the results of the competition are made by the Admission Commission for Teachers and Researchers, which consists of representatives from LSU and representatives of other universities. The final decision is taken by secret voting. More information about the procedure could be found here: <https://www.lsu.lt/en/lsu-has-been-given-a-significant-international-award-hr-excellence-in-research/>.

**Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HR strategy including the OTM-R policy and actions should be published on your organisation's website.**

**4. Implementation****General overview of the implementation process: (max. 1000 words)**

The overall responsibility for the monitoring and the implementation of the Action Plan lies with the HR Department. The self-assessment has involved consultations with the University's research staff, administration and the HR Excellence committee. This consultation involved survey of researchers', which could be found here: <https://www.lsu.lt/en/lsu-has-been-given-a-significant-international-award-hr-excellence-in-research/>. This assessment has helped assess the implementation of the HR4R Action Plan, measuring the status and progress of these actions, as well as preparing a new plan for the next period. During the first part of the implementation phase of the HRS4R programme, the LSU experienced some difficulties setting in the execution and monitoring of the actions planned. The HRS4R Steering Committee has evaluated the relevant actions that needed to be extended from the original schedule, which now are in the process of implementation, as they are now considered as strategic. But most of the proposed actions for the period have been completed, though some actions have been extended for the next period. The feedback gathered from the research community and the staff has helped to adjust the Action plan with the purpose of meeting their needs.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

**Note:** Click on each question of the checklist to open the editor.

How have you prepared the internal review?\*



**Detailed description and duly justification (max. 500 words)**

The task of overseeing the implementation and evaluation of the Action plan is assigned to the HRS4R Steering Committee. A periodical examination of each action has been carried out during the meetings of the Steering Committee, in order to measure and evaluate the progress made on their implementation, also assessing the reasoning behind any possible delays or alterations on the intended schedule.

During the implementation phase, the feedback from the researchers has been gathered, mostly, through informal meetings and survey. The assessment, in itself, has been carried out with an consultation with the research and administration staffs. The internal analysis was also based on the answers provided by representatives of each group of researchers and staff to a number of questions, using indicators and evaluating the level of success. Internal review was organized by HR excellence committee consisting of: Vice-Rector for Science, Head of Doctoral and Scientific Department, Head of HR, representatives of biomedical and social sciences, PhD student.

How have you involved the research community, your main stakeholders, in the implementation process?\*



**Detailed description and duly justification (max. 500 words)**

The main tool used to involve research community has been informal meetings, with the aim of keeping them informed of any new implemented actions and encouraging them to send back their suggestions directly to the HRS4R Coordinator. As previously stated, meetings carried out among the research staff have served as a platform for the HRS4R Coordinator to report to them.

Bearing in mind the results of this Assessment, the Action plan has been updated with the actions that are still pending completion and the new ones that have sprung both from this evaluation and from the HRS4R Steering Committee meetings. The revised Action Plan has been reviewed and approved by the LSU administration.

The Rector has been engaged in all the aspects involved with the HRS4R. The ultimate intend is to put into practice the HRS4R framework to help the University in achieving its goals that aims for excellence, making it more attractive for local and international researchers.

The research community needs to be widely involved as well. This has been done by means of periodical meetings, taking advantage of the fact that the LSU is a small Univeristy and face to face communication is feasible. It is important to keep working on the awareness of the cultural transformation that this process implies, without losing sight from the need of consensus and agreement by the research community at the LSU when implementing the action described in this plan.



Do you have an implementation committee and/or steering group regularly overseeing progress?\*



**Detailed description and duly justification (max. 500 words)**

The HR excellence committee consisting of: Vice-Rector for Science (Edmundas Jasinskas), Head of Doctoral and Scientific Department (Jurate Stanislovaitiene), Head of Human resources and strategic management Department (Inga Staskeviciute Butiene), representatives of biomedical (Marius Brazaitis) and social sciences (Saulius Šukys), PhD student.

Direct monitoring is assigned to Inga Staskeviciute-Butiene, but once a year or with significant deviation from implementation, the committee meets to discuss HR Strategy. Going forward, the steering committee will carry on with the continuous monitoring of the implementation of the actions, with the aim of strengthening the LSU strategy with the HRS4R principles, ensuring that the implementation of the action plan produces measures embedded with the LSU policies, and also being prepared to integrate the remarks and suggestions provided by assessors.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's \* research strategy, overarching HR policy



**Detailed description and duly justification (max. 500 words)**

Many of the principles of the HRS4R are already reflected in the following LSU internal documents: LSU Strategic plan 2018-2022; OTM-R Policy; Description of the procedure for organizing lecturer and research fellow attestation and public competition at LSU; LSU Promotion Procedure for high-level scientific Achievements; etc.

Having held the HR Excellence in Research Award for six years, internal evaluation of actions is now embedded within core practices and review processes across the HRS4R Operational and Monitoring Committees. Activities have been continuously developed over the past six years with this review providing us the opportunity to evaluate their impact and consider our strategy for the next three years. Future actions have been identified through a consultative process with a broad range of LSU.

HRS4R is included in LSU's 2019-2022 strategy as an integral part of it. The actions described on the revised version of the Action Plan have been based on the Internal Assessment conducted after the first Action Plan ran its course, and sprung from the resulting Gap Analysis. This plan has also been created on the basis of the feedback gathered from the researchers. The *HRS4R* and the principles described on the *European C&C* are considered key elements of the LSU overall strategic plan, with the participation of the relevant stakeholders. In that regard, the principles addressed by the Charter & Code align significantly with the overall strategy of the LSU.

How has your organisation ensured that the proposed actions would be also implemented?\*



**Detailed description and duly justification (max. 500 words)**

Each action has been entrusted to the responsible unit. Progress is constantly evaluated by the Steering Committee, and any delay identified is rectified and rescheduled within the timeframe of the revised Action Plan, in agreement with the relevant responsible unit. The implementation of the actions is seen primarily as a collaborative effort, which means that some alternatives have to be offered to facilitate the work of the unit responsible and make sure that the HRS4R strategy does not interfere with the everyday tasks.

How are you monitoring progress (timeline)?\*



**Detailed description and duly justification (max. 500 words)**

There is a person who is directly responsible for the timely implementation of Action Plan - Inga Staškevičiūtė Butienė, Head of Human Resources and Strategic Management Department. She updates the members of the Steering Committee on a regular basis about the progress (or lack of), so any support measure is carried out with the endorsement of the committee. The progress of our actions is also monitored as part of the continuous development cycle and achievement of the LSU strategic goals.

How will you measure progress (indicators) in view of the next assessment?\*



**Detailed description and duly justification (max. 500 words)**

Most actions have a quantitative indicators, meaning that the only way to cross the action off the 'pending' list is if the final result is completed. The responsible unit for the implementation of each action has planned several checkpoints that must be completed during the process. Before each Steering Committee meeting, the HRS4R Coordinator touches base with the responsables for the impending actions to report their status to the committee. Also a goodwill exists to ease the implementation process as much as possible, so as to interfere as little as possible with the everyday tasks. The deadlines expressed on the updated action plan are strong and achievable, but always open to reconsideration depending on the circumstances. The overall objective is to have these actions completed before the next assessment.

Progress measures will be evaluated according greater awareness of our HRS4R commitments and achievements across the LSU, making sure to strengthen researchers' participation in LSU policy making, strategy and decision making bodies; advancing in researcher equality, diversity, and inclusion, including greater support for researcher well-being and wellness; expanding of new ways of working, responding creatively to the contexts of COVID-19.

How do you expect to prepare for the external review?\*



**Detailed description and duly justification (max. 500 words)**

We will prepare for the external review by collecting the relevant results and indicators for each action. The related interim assessment will be reported by the HRS4R Steering Committee after collecting the input from the research community and preparation of the next action plan. A clear schedule for the meetings will be arranged so the assessors have the time and opportunity to talk with all the stakeholders during their visit. Participation and willingness to assist the assessors is and will be encouraged so the University, as a whole, is ready to welcome them.

**Additional remarks/comments about the proposed implementation process: (max. 1000 words)**