

HR Excellence in Research

Renewal Review



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Internal Review

Case number

2018LT354051

Name Organisation under review

Lithuanian sports university

Organisation's contact details

Sport 6, Kaunas , Lithuania

Submission date to the European Commission

24/07/2025

1. Organisational Information

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	201
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 *	115
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	82
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	23
Of whom are stage R1 = in most organisations corresponding with doctoral level *	96
Total number of students (if relevant) *	1415
Total number of staff (including management, administrative, teaching and research staff) *	301

RESEARCH FUNDING (figures for most recent fiscal year)**€**

Total annual organisational budget	10960757
Annual organisational direct government funding (designated for research)	7510262
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	974198
Annual funding from private, non-government sources, designated for research	2476297

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.

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) *

LSU has 5 strategic research areas and our academic staff has the freedom to do research by belonging to one of these 5 strategic directions or by choosing an individual field of research. However, the research must be related to the topics being taught, to ensure the unity of study and research (<https://www.lsu.lt/en/research/>). LSU researchers are also free to join various research groups and collaborate with researchers from all over the world.

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. LSU has Biomedical and Social Sciences Ethics Committees, which are responsible for authorizing research and disseminating changes in their fields of research to the LSU community.

In 2021, LSU updated the description of the Intellectual Property Management and Knowledge Transfer Procedure in order to implement the C&C principles. Also on 06/2024 approved the Guidelines for the Use of Generative AI Tools at LSU, which are addressed to the entire University community.

LSU supports the European Union's Open Access policy for publicly funded scientific research, enabling free, unrestricted access. LSU's Open Access Guidelines, based on the Research Council of Lithuania, are available here: <https://www.lsu.lt/wp-content/uploads/2020/11/LSU-Atvirosios-prieigos-prie-mokslo-publikacij%C5%B3-ir-duomen%C5%B3-gair%C4%97s.pdf> (for now it is only in Lt). Registered in ROARMAP since November 2020, these guidelines mandate that scientific data generated by publicly funded projects must be openly accessible per the funding body's requirements. More information can be found at: <https://www.lsu.lt/en/research-assistance/>. Project leaders must ensure data is preserved digitally and submitted to an Open Access repository at project completion, where it receives an identifier and opens its metadata for search and retrieval. Data supporting scientific publications should be accessible alongside the publications, linked through repositories or publisher-specified means, and retained for at least five years post-project. Recommended repositories include the Lithuanian Humanities and Social Sciences Data Archive (LiDA), the National Open Access Data Archive for Scientific Information (MIDAS), and internationally recognized repositories like Zenodo or DataCite for biomedical sciences. Project leaders must submit a data management plan (DMP), which can be prepared using the LMT DMP template or free online tools like DMPonline (Europe, English) and DMPTool (USA, English). The DMP must be periodically reviewed, and funding for its implementation should be included in the project cost estimate, potentially covered by the funding bodies or the University.

The research publicity and communication process begins with the researcher providing information to LSU's Communication and Marketing Department, which places the received information in the most appropriate channel: social media, newsletter, press release, etc. LSU continues to implement dissemination activities through public seminars and using social media. In 2022, we launched

podcasts # Sporto kodas (<https://www.youtube.com/@sportouniversitetas/featured>) presenting ongoing research.

The evaluation of the scientific results is reflected in the Shanghai Ranking of the Global Ranking of Sports Science Schools and Departments in 2023, where LSU ranks 101-150. Every year, the evaluation of the university in this ranking rise. During the reporting period, a lot of attention was paid to improve the research evaluation system. To achieve this goal, most of the documents related to the researcher evaluation system have been improved. However, since 2024, after the changes in the requirements of national legislation, these documents are being reviewed again in order to determine the objective criteria for evaluating the mandatory competences set for R1-R4 researchers.

Although research publicity has been quite active in the last few years (participation in international conferences, public lectures), there is still a lack of more active involvement in the practical application of research results and the involvement of the general public in research.

This area is one of the most important at LSU and therefore has the most strengths and is constantly being improved, but the results of the researchers' survey and the changes that are taking place externally have highlighted areas of weakness:

1. raising the awareness of Open Science among researchers
2. ensuring that information is accessible to LSU researchers from other countries
3. Improving the competences of R1-R4 researchers in research communication and partnerships with the private sector

Remarks (max 500 words)

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 current national legislation, researchers are recruited to the LSU through an open recruitment procedure during spring semester and are given five-year contracts. At the end of their contract, their performance is evaluated and, if they meet the approved qualification requirements, their contract becomes open-ended. The minimum qualification requirements (mandatory competences from 2024 onwards) for each group of researchers (R1-R4) are set by national legislation, and LSU can only adapt the quantification of the requirements set for R1-R4 researchers. The University's admission procedures for teachers and researchers are done according national law, so there is little freedom in this area.

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 dissemination, 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) via LSU e-tool.

The University is using an online platform (from 2020) to facilitate participation in open calls 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.

During the selection process, each candidate receives feedback on each step of the selection process and its evaluation by email. If a candidate disagrees with the decision, he/she has the right to appeal to the LSU Senate, which must be heard within 15 days. National legislation stipulates that the assessment period must be within the last five years, but an exception is made for R4 researchers, where the assessment period for certain qualifications is from the date of the PhD. The survey of researchers shows that the chronological order of recruitment is the lowest, but due to the regulation of national threes, LSU has little opportunity to influence this principle. It is important to note that persons who have had a child (up to 3 years of age) (irrespective of gender) are granted an extension of the evaluation period in order to ensure their return to the researcher's role.

The evaluation of the performance of researchers considers the type of researcher (R1-R4), as well as the number of publications, participation in project activities, international mobility/internationality, dissemination of research, as well as professional development, acquisition of new competences, etc.

In summary, the main strengths are a clearly regulated and explicit recruitment process, whereby only competences are assessed and objective and valid feedback is given.

However, despite this, there are certain weaknesses in these processes. In particular, since LSU does not have a large number of students studying EN, there are limited opportunities to attract full-time researchers from abroad. Therefore, there have been no open international calls for the past few years. Also, due to the niche field of science (sports), there are limited opportunities to attract new talents in Lithuania and from abroad.

Considering Recruitment, LSU plans to strengthen the attraction of researchers from abroad as full-time researchers at University.

Remarks (max 500 words)

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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 due to changes in national law. Due to changes in national legislation, LSU currently employs more than 50 percent researchers with an open-ended contract and it is expected that this number will 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 faced 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 dissemination of LSU's activities, so researchers have to periodically carry out activities related to the dissemination 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 sabbatical 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)

In the past year, there have been changes in national legislation that have allowed universities to conclude open-ended employment contracts with researchers, which has increased their job stability. Also, on a national scale, university funding for researchers' wages was increased, which increased to 30% in a few years. It should be noted that the university has an inverse gender balance: women

outnumber men in practically all positions.

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 is decentralized, so each researcher belongs to a group of researchers and is part of some study committee. Therefore, each researcher has at least several supervisors: the head of the research group and the head of the department. Usually, every supervisor conducts a coaching interview with the researcher at least once a year in order to assess his successes and needs, which are summarized and presented to the rectorate. 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.

Every year, in the last weeks of August, before the start of the academic year, a series of trainings and seminars are organized for both beginning researchers and those who have been working for many years. The main topics of the seminars are ethics, intellectual property, research publicity, changes, reminders of existing procedures, etc. Attendance at these seminars is mandatory.

LSU actively provides financial support to researchers wishing to participate in international research conferences, research internships, and seeks active mobility through the Erasmus program. Every year, around 1/3 of all researchers go on international mobility programmes to other partner universities for lectures, research or internships. 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. 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.

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 and in 2023, 14 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 (B2 level).

Although LSU devotes a lot of attention and funds to the training of researchers and raising their qualifications, until now the training is organized according to the need arising "here and now", so there is a lack of planning and periodicity. There is also not much training to train managers or mentors.

Therefore, in the coming period, LSU plans to strengthen the following areas:

1. supervisor and mentor training
2. prepare and annually carry out a training cycle adapted to each group of researchers (R1 - R4)

Remarks (max 500 words)

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

For a long time, LSU was the only one in Lithuania with sports studies, but in the last few years, other Lithuanian universities started offering sports studies, so one of the main priorities of LSU is the retention of academic staff. To that end, most HR activities are focused on creating an attractive work environment. Also due to changes in national legislation, the system of periodical assessment of academic personnel is being reviewed, adapted and changed: moving to competence assessment.

Summarizing LSU's strengths and weaknesses, it can be stated that one of LSU's strengths is the clearly regulated recruitment process and ethical principles. Although researchers have a positive assessment of the working conditions, due to the newly changed national regulation, LSU has opportunities to increase the stability of researchers' work and ensure a more competitive salary. One of the weakest areas is Training and development, which is expected to receive the most attention. Therefore, for the coming period, LSU has selected the following priority areas:

1. Raising awareness of HRS4R and C&C among researchers
2. Raising awareness of Open Science among researchers
3. Creating attractive working conditions and reducing linguistic discrimination for researchers from abroad
4. Ensuring career counseling for researchers, especially R1
5. Supervisor training, providing the necessary competencies and ensuring quality mentoring
6. Implementation of mandatory periodical training cycle for all R1-R4 researchers

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)

One of the most recent changes to the HRS4R strategy is a newly enacted national law that has divided teaching staff into 3 groups. The first group corresponds to the concept of R1 - R4, which is evaluated on the basis of the competences held, the second group of teaching staff are those who do not fall into the group of researchers and are only responsible for teaching activities. The third group of teachers are the practitioners, who come to the University from the private sector and must have certain pedagogical competences and at least 3 years of practical work experience and certain professional achievements. Another change related to the above-mentioned legislation is the duration of the employment contract of academic staff. Whereas previously a 5-year contract was applicable, under the new law, the successful teacher or researcher in an open competition is given a fixed-term contract of 5 years, at the end of which a performance evaluation is carried out. If the performance evaluation is positive, an open-ended contract is concluded, and if negative, the person is dismissed. There is also a requirement that academic staff can work at the university until retirement age, and after retirement age can only work with the permission of the university senate.

All the related changes have substantially adjusted the University's recruitment procedures (reducing the number of publicly announced open competitions), the processes of performance evaluation and certification of staff, as well as the intensive process of adapting the University's internal documents to the new conditions and keeping the academic staff constantly informed about the changes.

More information about how LSU operates you can find here: <https://www.lsu.lt/wp-content/uploads/2023/12/LSU-ENG-2023.pdf>

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

The Lithuanian Sports University's (LSU) strategy for 2023-2027 integrates key human resources (HR) objectives aligned with the HRS4R and the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C). LSU aims to enhance research quality, aspiring to rank among the world's top 100 sports science universities by fostering a supportive research environment and encouraging professional development. The university is committed to delivering high-quality, research-based study programs, modernizing the learning environment, and promoting lifelong learning. Increasing international visibility and collaboration is a strategic priority, with a focus on promoting international mobility and intercultural exchange. LSU emphasizes creating an inclusive and supportive environment through transnationality, openness, and interculturalism, fostering a culture of tolerance and respect. Enhancing infrastructure to support high-quality education and research, LSU ensures favorable working conditions that facilitate researchers' productivity and well-being. Additionally, LSU aims to contribute to societal well-being through sport, physical activity, and health promotion, engaging researchers with the public and promoting societal responsibility. These HR-related objectives ensure a comprehensive approach to supporting researchers' careers, enhancing research quality, and fostering an inclusive, international academic environment.

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 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,	Confirmed and implemented procedure of intellectual
32. Co-authorship		Senior lawyer	property and co- authorship principles
Current Status	Remarks		
COMPLETED	It was confirmed 25/05/2017 by University Senate and updates in 2021. For now, the document is only in LT language and can be found here: https://www.lsu.it/en/about-university/hr-strategy/institutional-documents/ . Every new employee at the University receives a link to the most important LSU internal documents by email, which they are required to familiarize themselves with, and introductory seminars are held before the start of each academic year to remind them of the most important processes and the requirement to follow them. Intellectual property is one of these documents. In 2023, 39 researchers attended a workshop on Intellectual Property.		

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

Every year, LSU organizes a week of training for both newly hired researchers and those already working, a week before the start of the academic year and after all employees return from vacation. During this week, the main procedures and rules are usually reminded, changes that come into effect from the new academic year are introduced, and new researchers are introduced to LSU culture and the most important internal documents. Trainings are also organized, providing or deepening available pedagogical and scientific competences. The whole academic community is usually involved in these seminars. Participation in these seminars is mandatory, that is why it is organized in a hybrid way: F2F and online. For example, in 2023, 39 researchers attended a workshop on Intellectual Property. This action is marked as "COMPLETED" as it has been implemented and has become part of the University's daily operations.

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
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COMPLETED

The University has ethics committees for biomedicine and social sciences that once a year introduce the ethics of research to the academic community. Each year, the Social Science and Biomedical Sciences Ethics Committees organize separate training sessions on research ethics, which are aimed at R1-R2 researchers, but are open to anyone. For R1 researchers, seminars on academic ethics are part of the compulsory curriculum, while R2 - R4 researchers are offered open seminars at least once a year. This action is marked as "COMPLETED" as it has been implemented and has become part of the University's daily operations.

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			

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>As a result of this action, an LSU Project Group has been established within the Knowledge and Innovation Transfer Department. The Project Group is responsible for supporting researchers working on projects at the University. 2 people work in this group: one is in charge of national projects and the other is in charge of transnational projects. If necessary, other researchers with a long experience in similar projects are involved in the consultancy of the researchers. For example, in 2021 there were 81 researchers working on projects, in 2022 there were 59 researchers and in 2023 there were 63 researchers. Thus, at least 1/3 of LSU researchers are involved in project activities.</p> <p>According to the current procedures, each new project starts with the establishment of a project implementation team, which is assigned a manager from the LSU Project Team. This person is responsible for assisting in the implementation of the project and for advising the implementation team. The aim is also to involve new researchers in the project activities in order to give them experience in the implementation and management of the projects. Other relevant persons are involved in decision-making as needed. This action is marked as "COMPLETED" as it has been implemented and has become part of the University's daily operations.</p>

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			

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>The public is introduced to university research through activities such as the Third Age University (over 100 active participants each year); "Saturday School" - more than 50 active participants each Saturday; social media (FB, LinkedIn) accounts of scientists. For example, in 2023, in seminars and lectures organised by LSU, a total of 1898 participants took part. The public is invited to free open lectures every month, seminars. 2023 LSU Third Age University (TAU) participants were invited to take part in a physical activity (general and physiotherapy exercises, Nirvana fitness and art therapy activities, as well as They were also able to listen to theoretical lectures. During the lectures TAU students learn about healthy lifestyles, physical and methods of improving physical and mental health, are introduced to civic security information. Lecturers and LSU students work on a voluntary basis. 2023 LSU TAU students The average age of LSU LSU students was 69,2 years. In one of the most popular TV programmes in the country, "Good morning, Lithuania", the professors of LRT University's Training Systems promoted various sports, invited people to get acquainted with them and try them out. The programme presented table tennis, handball, judo and other sports. LSU had the opportunity to create 10 podcasts reflecting sports and fitness topics in the LRT.lt portal's media library. The series of "Sports code" broadcasts organised by LSU in cooperation with LRT Radio attracted great interest and popularity. The programme featured a series of sports events with the University's lecturers. University professors discussed healthy nutrition, training, physiotherapy and other topics. The radio programme was broadcast on LRT Radio Library, Spotify, Youtube and other platforms. This action is marked as "COMPLETED" as it</p>

Proposed ACTIONS

		Current Status	Remarks
			has been implemented and has become part of the University's daily operations.

Proposed ACTIONS

Action 6				
Plan the positions for which international competitions are announced	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	12. Recruitment	December 2016	Rector, Vice-Rector for Research, Vice-Rector for Studies	Number of internationally open positions each year.
	13. Recruitment (Code)			
	14. Selection (Code)			
	15. Transparency (Code)			

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>Over the last 5 years, LSU's strategy for launching international open calls has changed. Previously, they were launched by the Institute of Sports Science and Innovation and to attract R4 researchers. However, due to the limited availability of full-time positions and the corresponding salary, the decision was taken to discontinue international open calls. In parallel, national legislation has changed to reduce the number of cases where open competitions are required: they are only launched for the creation of new positions. However, the need to attract foreign researchers has not disappeared, and in the last few years there has been a drive to attract visiting R1 - R4 researchers, either on a visiting or part-time basis. From January 2024, the Lithuanian Government has allocated additional funding to attract researchers from abroad, and LSU in spring semester has launched 2 open calls to attract R4 researchers. Currently, LSU employs 9 foreign researchers and it is expected that in the next 3 years this number will increase to 15, with more than 50% of them being full-time. This action is marked as "COMPLETED" as it has been implemented and has become part of the University's daily operations.</p>

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
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COMPLETED

Starting in 2020, LSU will implement a simplified online recruitment procedure, whereby LSU researchers who wish to work at LSU will fill in a form in the LSU e-tool, allowing researchers from any country in the world to submit their documents. Also from 2019, in accordance with national legislation, we are publishing information about the salary. More information (in Lt language) can be found here: <https://www.lsu.lt/bendruomenei/konkursai/> This action is marked as "COMPLETED" as it has been implemented and has become part of the University's daily operations.

Proposed ACTIONS

Action 8		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Improve researchers' motivational system				
GAP Principle(s)				
26. Funding and salaries				
28. Career development				
30. Access to career advice			Vice-Rector for Research,	
38. Continuing Professional Development		December 2016	Vice-Rector for Studies, Office of Personnel and Law	
39. Access to research training and continuous development				
40. Supervision				
Current Status		Remarks		
COMPLETED		Although this action is marked as completed, the motivation system for researchers is periodically updated and modified. LSU has adopted a series of documents reflecting the motivation of researchers, ranging from work-family balance, to free access to LSU sports facilities, to the opportunity to upgrade their qualifications and acquire new competences beyond Europe. More info could be found here: https://www.lsu.lt/en/about-university/hr-strategy/institutional-documents/ This action is marked as "COMPLETED" as it has been implemented and has become part of the University's daily operations.		

Proposed ACTIONS

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 Recruitment Commission	Number of hours of participation in non-formal education per year
	16. Judging merit (Code)			
	19. Recognition of qualifications (Code)			

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>In accordance with LSU's internal procedures, each researcher is obliged to improve his/her pedagogical and scientific competences by devoting at least 20 hours each academic year. Researchers may also acquire new skills and competences and may spend up to 50 hours per academic year. The University organizes various in-house training courses each year and pays for off-campus training for researchers. In-service training is also included in the formal performance evaluation process, where researchers discuss the process of improving competences and new needs with the head of the unit and submit annual reports. 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: https://www.lsu.lt/en/about-university/hr-strategy/institutional-documents/ in the document: "Description of the procedure for organizing lecturer and research fellow attestation and public competition at LSU" . This action is marked as "COMPLETED" as it has been implemented and has become part of the University's daily operations.</p>

Proposed ACTIONS

Action 10

Appoint the persons responsible for the researcher career counseling

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development			
30. Access to career advice	September 2015	rector	Number of appointed persons
40. Supervision			

Current Status	Remarks
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COMPLETED

Currently, non-formal 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: <https://www.lsu.lt/en/about-university/hr-strategy/>. However, there are plans to increase the focus on career guidance for R1 researchers, which is outlined in Action 31. This action is marked as "COMPLETED" because it has been revised and, in the absence of the possibility to modify the description, timing and indicators of the action itself, a new action 31 has been created accordingly.

Proposed ACTIONS

Action 11		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Develop a researcher competency map	GAP Principle(s)			
	22. Recognition of the profession			
	28. Career development			
	30. Access to career advice	January 2016	Competence Development Centre, Office of Personnel and Law	Number of researcher's competency maps
	38. Continuing Professional Development			
	39. Access to research training and continuous development			

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>From 2024, mandatory and desirable competences of R1-R4 have been established in national legislation. Accordingly, LSU reviewed the internal documents and adjusted the competences required for LSU R1-R4 researchers and their assessment system, which is currently only in LT. Researchers at different levels must perform different functions and meet different criteria that are presented https://www.lsu.lt/en/about-university/hr-strategy/ in the document: "DESCRIPTION OF THE PROCEDURE FOR ORGANIZING LECTURER AND RESEARCH FELLOW ATTESTATION AND PUBLIC COMPETITION AT LITHUANIAN SPORTS UNIVERSITY". As of 01/2024, a new law came into force in Lithuania to assess the competences of researchers. In accordance with the new legislation, LSU has prepared a list of mandatory and desirable competences with the criteria for their assessment. The list of competences can be found here: https://www.lsu.lt/en/about-university/hr-strategy/OTM-R</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. This action is marked as "COMPLETED" as it has been implemented and has become part of the University's daily operations.		

Proposed ACTIONS

Action 13

Carry out mentor training

GAP Principle(s)

37. Supervision and managerial duties

40. Supervision

Timing (at least by year's quarter/semester)

At least once during the academic year

Responsible Unit

Career and Competence Development Centre

Indicator(s) / Target(s)

Number of trainings

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>At the end of each academic year, the department head meets with the researcher for a coaching session. The results of coaching are summarized and presented in a report. During the coaching, the following topics are discussed: plans of the past year and their implementation, planned plans for the coming year, existing competences and the need to acquire new skills and deepen existing competences in the coming academic year, as well as the needs of the researcher in the professional field: vertical / horizontal career, etc. Heads of the department must participate annually in training aimed at improving their competences in the field of coaching. If necessary, researchers have the opportunity to apply to the Department of Human Resources and Strategic Management for a career change: within the University or outside the University. However, until now there are no mentor trainings for PhD students, so it is planned to formalize this process by creating a training and monitoring system. During the reporting period, only 1 training session on leadership and coaching for heads of academic staff was delivered. 10 participants attended. This Action evolved into the Action 32, whereas the self-assessment and the assessment of current practices have highlighted key needs and priorities.</p>

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 by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
21. Postdoctoral appointments (Code)	September 2016	Vice-Rector for Research,	number of included students into scientific groups.
22. Recognition of the profession		Vice-Rector for Studies	
Current Status	Remarks		
COMPLETED	Currently, all PhD students are enrolled in research groups in which they participate as full researchers: https://www.lsu.lt/en/research/#Strategic%20Research%20Areas . Master's degree students can participate voluntarily in scientific research conducted by researchers of scientific groups, which are related to their field of study. This action is marked as "COMPLETED" as it has been implemented and has become part of the University's daily operations.		

Proposed ACTIONS

Action 15		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
To create a transparent and clear internal career system for researchers	GAP Principle(s)			
	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
IN PROGRESS	<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. (https://www.lsu.lt/en/about-university/hr-strategy/). Although there are procedures in place for researchers to move up the ranks, the horizontal progression from one position to another (e.g. from lecturer to researcher) is still informal and depends on the motivation of the individual and the University's financial capacity. As there is no technical possibility to update the Indicator/Target (it is locked), the indicator for the implementation of this action is a formally described, open, transparent and merit-based process of horizontally and vertically changing the careers of researchers. It is expected that up to 5% of all researchers per year will benefit from this process. It is planned that the process of formalizing horizontal career progression should be implemented by 2026.</p>

Proposed ACTIONS

Action 16

Information for new researchers to increase awareness of their professional responsibilities

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
3. Professional responsibility	at the begining of each year	Study and science vice-rectors	at least one per year
4. Professional attitude			
6. Accountability			
Current Status	Remarks		
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. In the last 3 years, the number of new researchers joining the University's academic community is up to 10, so in addition to the general training before the academic year, the Head of the Academic Unit assigns a mentor who is responsible for assisting the new researchers to adapt to the University. A "What I need to know" information booklet is currently being prepared, which provides a brief summary and links to the most important rules, documents, etc. This booklet will be electronic and will be emailed to each new researcher. The e-booklet will be available in LT and EN languages till the 09/2024.		

Proposed ACTIONS

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

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	<p>The University follows REFLEX (https://euraxess-reflex.saia.sk/reflexapp/) and implemented the following activities during the reporting period: organising training on academic publishing and writing for R1 - R2; actively involving researchers in Open University activities; organising at least one training course for R1 - R4 and improving their pedagogical competences (a series of training sessions for staff in 2023: "Introducing the MS Booking system"; "Applying high quality audio and videoconferencing technologies to distance learning"; "How to easily learn graphic design with CANVA"; "Lecturer's interpretation and student's understanding - is it really the same?"; "Artificial intelligence in studies: possibilities and limits"; "(Un)Exploited potentials of MOODLE environments"; and "Sharing best practices among higher education teachers"); sending them to international internships and fellowships; organising an English language course every semester (14 qualifications delivered to the University community in 2023 refresher training events for the University community, responding to their need to improve their psychological climate in the community, to improve the scientific and academic skills in professional activities and to improve English language skills (researchers at B2 and C1 level); sponsoring trips to academic and practical conferences and engaging them in networks at university level. From 09/2024, LSU will provide training, during which researchers will be introduced to EURAXES Career Development E-tool (https://euraxess.ec.europa.eu/career-development/researchers/career-handbook-young-researchers/handbook-subpage). It is planned that training will be organized for R1 - R2 researchers in the autumn semester and that no less than 15 researchers will participate in it. All</p>

Proposed ACTIONS

	Current Status	Remarks
		information regarding the career at LSU is available here: https://www.lsu.lt/en/about-university/hr-strategy/career

Proposed ACTIONS

Action 18

To review and update Code of Professional and Academic Ethics

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles			
3. Professional responsibility			
10. Non discrimination			
11. Evaluation/ appraisal systems	2019	Academic and Professional Ethics Committee	number of updated Codes
15. Transparency (Code)			
16. Judging merit (Code)			
31. Intellectual Property Rights			
32. Co-authorship			
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: https://www.lsu.lt/en/about-university/hr-strategy/institutional-documents/		

Proposed ACTIONS

Action 19	Timing (at least by year's quarter/semester)			
	GAP Principle(s)	Responsible Unit	Indicator(s) / Target(s)	
to improve the system of evaluation of researchers by combining the map of competences, qualification requirements and workload accounting	11. Evaluation/ appraisal systems			
	14. Selection (Code)	2020	Vice rector for science	number of improved systems
	16. Judging merit (Code)			
	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. Since 2024, national legislation has changed to legalize the mandatory and desirable competencies of R1-R4 investigators. Accordingly, from 2024, the internal documents of the university, reflecting the requirements of the legislation, are also changing. Although this action is marked "COMPLETED," the competencies and their links to qualifying requirements were approved in February 2024 by the LSU Senate. they can be found here: https://www.lsu.lt/en/about-university/hr-strategy/OTM-R</p>

Proposed ACTIONS

Action 20

To develop a research dissemination plan

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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			

Current Status Remarks

COMPLETED

From 2021 research dissemination activity is one of the mandatory activities for the researcher, but its intensity depends on the category. For example, R1 - R2 have to devote less time to research dissemination than R3 - R4 researchers. Dissemination activities include organizing public seminars for the public, participating in TV and radio shows, publicizing on social networks, expert activities etc. All this is included in the formal evaluation of the researcher's performance and workload planning. <https://www.lsu.lt/en/about-university/hr-strategy/institutional-documents/> This action is marked as "COMPLETED" as it has been implemented and has become part of the University's daily operations.

Proposed ACTIONS

Action 21		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	GAP Principle(s)			
	6. Accountability			
	7. Good practice in research			
	8. Dissemination, exploitation of results			
	9. Public engagement	2021	Career and Competence Development Center	At least 20% participants out researchers (at least one training per year)
	38. Continuing Professional Development			
	39. Access to research training and continuous development			

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>At least once per academic year, LSU organizes a seminar for University R1-R4 researchers who want to improve their communication skills. 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. In 2023, a professional photo session was organized for all LSU researchers who have or want to create a social media profile and identify themselves as an LSU employee. This action is marked as "COMPLETED" as it has been implemented and has become part of the University's daily operations.</p>

Proposed ACTIONS

Action 22

to develop IT tool that facilitates participation in international open competitions

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment			
13. Recruitment (Code)		Admissions Commission for Teachers and Researchers	
14. Selection (Code)	2019		Number of developed IT tools
15. Transparency (Code)			
16. Judging merit (Code)			

Current Status	Remarks
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.lt) This action is marked as "COMPLETED" as it has been implemented and has become part of the University's daily operations.

Proposed ACTIONS

Action 23

To develop an professional and social adaptation program for foreign researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination	2023	Human Resources and Law Department	Number of developed adaptation programs
24. Working conditions			
Current Status	Remarks		
IN PROGRESS	New employees are granted an adaptation period in accordance with the adaptation programme for new employees. According to this programme, the immediate superior or any other person appointed introduces the new staff member to his/ her duties, general activities of the University, functions of the department, and provides all the necessary information during the adaptation period. As the number of researchers from abroad grows, from 09/2024 the policy of adaptation and socialization of foreign researchers (https://www.lsu.lt/en/about-university/hr-strategy/institutional-documents/) will come into force, which is planned to be improved and turned into a detailed procedure, with specific responsible persons and terms till the end of 2024		

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. The admission commission for teachers and researchers has been active for 5 years. After which the LSU Senate approves a new commission. During the first meeting, the newly elected commission members are introduced to the e-tool, work organization rules and the scoring system. The newly elected panel receives an information seminar on the procedures, an introduction to the e-tool and a presentation of the main changes at its first meeting. Any member of the Commission may also seek individual advice from the Secretary of the Commission. This action is marked as "COMPLETED" as it has been implemented and has become part of the University's daily operations.</p>

Proposed ACTIONS

Action 25	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
to develop a systematic training plan, taking into account the map of researchers' competencies	11. Evaluation/ appraisal systems	2019	Human Resources and Law Department	Number of trained researchers
	24. Working conditions			
	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>Qualification improvement of LSU employees and business trips are planned on the “bottom-up” principle, i.e., the University units introduce the need for new employees and include it into the planned estimate. The University aims to ensure every employee’s professional development, career planning and implementation. Therefore, the Human Resources and Strategic Management Division together with the heads of units prepares an annual training plan, ensures the dissemination of information about the planned training and coordinates the process of the training. Particular attention is paid to improving managerial skills. 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. In 2023, for example, 14 refresher qualifications were organised, with more than 40 researchers participating on average. This action during the Internal Review Gap Analysis evolved into the Action 30.</p>

Proposed ACTIONS

Action 26

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

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development			
36. Relation with supervisors			
39. Access to research training and continuous development	2021	Vice rector for science	Number of scientific supervisors - mentors
40. Supervision			
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 understanding is provided in the LSU Quality Manual (https://www.lsu.lt/en/about-university/hr-strategy/). This action evolved into a new Action 32.		

Proposed ACTIONS

Action 27

Increase the number of researchers (R1 - R4) working full-time from other countries. Job announcements will be translated into English, published on EURAXESS and other global academic job portals, and include clear information on relocation support, contract terms, and expectations. LSU will also collaborate with international networks, partner universities, and alumni to promote opportunities abroad. LSU will create a dedicated internal (intranet) webpage where all available academic and research positions will be regularly announced. This page will provide detailed information about each position – the job title, level (R1–R4), areas of responsibility, qualification requirements, workload, salary, and selection criteria. All information will be available in both Lithuanian and English to ensure accessibility for international candidates. The page will be linked to the LSU e-platform for document submission and integrated into the existing workflows of the HR Department and the Office of the Vice-Rector for Research. The HR Department and the Office of the Vice-Rector for Research will be responsible for regularly updating the information. Alongside the launch of the webpage, an internal communication campaign will be

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment	2025 Q4	Vice rectors for research and studies	1. Number of full-time international researchers (R1–R4): From 9 (2024) to ≥ 15 by end of 2027 2. Number of international job applications received per call: Increase by ≥ 30% by 2027
13. Recruitment (Code)			
14. Selection (Code)			
15. Transparency (Code)			
18. Recognition of mobility experience (Code)			
19. Recognition of qualifications (Code)			
21. Postdoctoral appointments (Code)			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 27

organized to inform the entire university community about the new system.

Action 28

Raising the awareness of Open Science and its popularization among researchers by organizing seminars for researchers at LSU. To foster a culture of Open Science (OS), LSU will organize regular seminars tailored to researchers at all career stages (R1–R4). The seminars will address both foundational and practical aspects of Open Science, emphasizing compliance with funder mandates (e.g., Horizon Europe), good scientific practice, and societal impact during the training week.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom	2026 Q4	Department of Science and PhD	1. At least 1 seminar for researchers about Open Science before the start of academic year
8. Dissemination, exploitation of results			2. at least 30 researchers participate in Open Science seminar each year
9. Public engagement			3. Researchers aware of LSU's Open Access policy (survey): ≥ 80% awareness by 2027
23. Research environment			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 29

Creating attractive working conditions and reducing linguistic discrimination for researchers from abroad: 1. translation of all internal procedures into EN language 2. Bilingualism of e-mails addressed to the university community: in Lt and EN languages

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination	2025 Q4	Department of Human Resources and Strategic Management	1. from 09/2025 all emails are in LT/EN 2. from 01/2026 all internal documents are in Lt and EN languages on the intranet
23. Research environment			
24. Working conditions			

Current Status	Remarks
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NEW

Proposed ACTIONS

Action 30		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Develop a list of competency development training courses for R1 - R4 researchers and provide them periodically to University researchers. To implement this action, LSU will begin by identifying the core and advanced competencies required for each researcher stage (R1–R4), drawing from national legislation, the EURAXESS, and institutional needs. A competency map will be aligned with existing job descriptions, evaluation criteria, and researcher feedback. Based on this map, LSU will compile a catalog of relevant training courses that cover essential skills such as research ethics, academic writing, grant application, data management, project coordination, communication, leadership, supervision, and Open Science. Each course will be tagged by researcher level and periodically offered according to an annual calendar published on LSU's intranet. The training program will include both in-house and external trainers, with a mix of formats to maximize accessibility. Researchers will be invited to choose courses aligned with their personal development plans, and participation will be tracked as part of their performance evaluation process. Feedback collected after each training will inform improvements and identify emerging needs. Over time, LSU aims to formalize the	GAP Principle(s)			
	2. Ethical principles	2026 Q1	Knowledge and Innovation Transfer Department	1. Competency map for R1–R4 finalized and published by Q2 2026
	3. Professional responsibility			2. Number of distinct training topics offered annually: ≥ 10
	4. Professional attitude			3. % of researchers participating in at least one training annually: ≥ 60%
	6. Accountability			across all stages
	7. Good practice in research			
	8. Dissemination, exploitation of results			
	9. Public engagement			
	10. Non discrimination			
	11. Evaluation/ appraisal systems			
	23. Research environment			
	24. Working conditions			
	31. Intellectual Property Rights			
	32. Co-authorship			

Proposed ACTIONS

Action 30

cycle as a core part of researcher onboarding, development, and promotion processes.

GAP Principle(s)

33. Teaching

38. Continuing Professional Development

39. Access to research training and continuous development

Timing (at least
by year's
quarter/semester)

Responsible
Unit

Indicator(s) /
Target(s)

Current Status

Remarks

NEW

Proposed ACTIONS

Action 31

Assign a person responsible for career counselling for R1 researchers and ensure periodic communication about the career counselling service provided

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination	2026 Q3	Department of Science and PhD	1. By 2025 Q4, a person responsible for career counselling of R1 researchers / one career counsellor appointed and trained 2. Internal website on career opportunities developed / one internal website in LT and EN 3. Periodic communication on career opportunities / at least 10 R1 researchers benefiting from career counselling opportunities each year
28. Career development			
38. Continuing Professional Development			
39. Access to research training and continuous development			

Current Status **Remarks**

NEW

Proposed ACTIONS

Action 32

Supervisor training, providing the necessary competencies and ensuring quality mentoring: developing and delivering training for: 1. for new supervisors 2. to improve the competences of existing supervisors (leadership, mentoring, etc.) To implement this action, LSU will begin by defining the core competencies required for effective supervision based on national research policies, internal guidelines, and international best practices. Two tailored training tracks will be developed: one mandatory for new supervisors before they begin supervising students or junior researchers, and another optional but recommended track for experienced supervisors aiming to enhance their leadership and mentoring skills. Upon completion, participants will receive certificates of attendance, and participation will be tracked as part of internal performance evaluation or promotion. Feedback will be collected after each session to continuously improve the training content. LSU will also consider introducing a community of practice (peer group) where supervisors can share experiences and mentor each other. The training initiative will directly support the quality of doctoral supervision and early-stage researcher development at LSU.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
20. Seniority (Code)	2026 Q4	Department of Science and PhD	1. Number of training sessions held per year: ≥ 2 (1 for new, 1 for experienced) 2. % of new supervisors trained before supervising: 100% 3. % of experienced supervisors participating voluntarily: $\geq 50\%$ by 2027
23. Research environment			
24. Working conditions			
33. Teaching			
36. Relation with supervisors			
37. Supervision and managerial duties			
38. Continuing Professional Development			
39. Access to research training and continuous development			
40. Supervision			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 33

Raising awareness of HRS4R and C&C among researchers: Include training on HRS4R and C&C for researchers in the list of trainings carried out before the start of each academic year. To effectively raise awareness of HRS4R and the C&) principles among researchers, LSU will first develop tailored training content addressing the rights and responsibilities of researchers, key institutional commitments, and links to Open Science and ethical research practices. This training module will be integrated into the compulsory annual training week held before the start of each academic year, with separate sessions adapted to different researcher stages (R1–R4). To ensure visibility, the training will be actively promoted through LSU’s internal communication channels, including intranet, email, and newsletters. The session will be delivered in a hybrid format (on-site and online), and attendance will be tracked to monitor engagement across researcher groups. Finally, LSU will evaluate participation and learning outcomes through surveys and feedback forms, using the results to inform future improvements and report progress to institutional leadership.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	2025 Q3	Department of Human Resources and Strategic Management	1. Number of researchers participating in the training: at least 30 per year
8. Dissemination, exploitation of results			2. Number of researchers familiar with C&C and HRS4R: 75% of all LSU researchers till the end of 2025
10. Non discrimination			
27. Gender balance			
34. Complains/ appeals			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 34

Development and Implementation of Gender Equality Plan (GEP): To establish a structured, inclusive, and data-driven Gender Equality Plan that ensures equal opportunities, inclusive recruitment, career development, and work-life balance for all genders at LSU.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination	2026 Q1	HR Department Ethics Committee Psychological Well-being Committee	1. GEP document approved and published (EN & LT) by 2026 Q1
24. Working conditions			2. Gender-disaggregated data collected and published annually from 2026
27. Gender balance			3. % of decision-making bodies with balanced gender representation: ≥ 40% of underrepresented gender
28. Career development			4. Number of gender-related incidents resolved: 100% addressed and reported

Current Status **Remarks**

NEW

Proposed ACTIONS

Unselected principles:

17. Variations in the chronological order of CVs (Code) 29. Value of mobility 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, multiple links must be comma separated *:

URL *:

<https://www.lsu.it/en/about-university/hr-strategy/> (<https://www.lsu.it/en/about-university/hr-strategy/>)

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.

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/about-university/hr-strategy/>.

The admissions committee of at least 11 members - lecturers and researchers - determines, certifies and competes for the positions. The composition of the Commission shall be approved by the University Senate. The Commission shall elect its chairperson.

The Commission shall be constituted in accordance with the following requirements:

1. at least two thirds of the members of the Commission shall be scientists of international standing, holding the position of professor or associate professor;
2. at least one-third of the members of the Commission shall be international scholars invited by the Rector who are not employed by the University;
3. at least one member of the Commission must be a foreign expert, a scholar of international standing;
4. at least one member of the Commission must be a student representative delegated by the student body.

The members of the Commission shall sign a confidentiality pledge and a declaration of impartiality before they start their work in the Commission meetings. The Chairperson of the Commission shall ensure that these documents are signed and kept. Meetings of the Commission shall be chaired by the Chairperson or, in his/her absence, by common agreement of the members of the Commission, or by a person designated by the Chairperson. The Chairperson of the Commission shall be responsible for planning the agenda of the meetings of the Commission, ensuring that they are conducted in an orderly manner, and for the publication of the resolutions and, where appropriate, other documents.

The main purpose of the Commission is to assess the eligibility of a lecturer or researcher to meet the qualification requirements established by the University Senate. The main tasks of the Commission are:

1. to assess the suitability of a person holding or applying for a position as a lecturer, researcher or affiliate lecturer to meet the qualification requirements approved by the Senate;
2. to make proposals to the Rector on the application of the coefficients for the posts of lecturers, research fellows or partnership lecturers;
3. to recommend to the Senate of the University the granting of the titles of professor or associate professor.

In the case of an open call for a vacancy, the selection of applicants is carried out in 2 stages. In the first stage, the Lecturers and Researchers Admissions Committee assesses whether the applicant meets the qualification requirements set by the LSU Senate. If the applicant does not meet the qualification requirements, he/she is dropped from the process. If the applicant meets the eligibility requirements, he/she is admitted to the competition. During the competition, the applicant is interviewed by the Admissions Committee for Lecturers and Researchers and by the

head of the academic unit to which he/she applies. During the interview, his/her professional activities, research interests, planned research, etc. are discussed. After the interview, a secret voting procedure takes place. Thus, in the recruitment of academic staff, the University takes into account existing competences and experience. If a person has been on parental leave, this time is not counted.

Applicants receive feedback at each stage of the selection process and have the opportunity to appeal the decisions of the Lecturers and Researchers Admission Committee to the LSU Senate.

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 process

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

The implementation of HRS4R at LSU has had a transformative effect on the university. By aligning with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C), LSU has significantly enhanced its research environment, resulting in higher job satisfaction and productivity among researchers (This is reflected in the low turnover of researchers, rising research productivity, the increasing number of research projects and the gradual increase in the number of researchers from other countries: currently, LSU has 9 researchers from abroad). The adoption of the Open, Transparent, and Merit-Based Recruitment (OTM-R) policy has attracted top-tier researchers globally, improving recruitment and retention rates (Researchers are recruited on the basis of their existing competences and all have equal access to an open call. However, principles such as Variations in the chronological order of CVs, and Recognition of qualifications are still partially limited by national legislative restrictions, although Lithuania has already introduced a competency rather than qualification matching for researchers). Continuous professional development initiatives have cultivated a more skilled and capable research workforce, leading to an increase in high-quality research output and elevating LSU's research profile and societal impact (HRS4R focuses on publicising research results, communicating with stakeholders and the public, and encouraging researchers to make greater use of Open Science). Efforts to advance equality, diversity, and inclusion have created a more inclusive and innovative research environment (in terms of gender balance, the situation is reversed: there are more women researchers than men, so LSU aims to attract more men into academia). The integration of HRS4R with LSU's strategic plan has strengthened governance and strategic alignment, fostering a positive institutional culture through regular communication and feedback.

HRS4R is strongly integrated into the day-to-day activities and strategic plan of the university, which has made it so widely understood that it has reduced the visibility of HR excellence in research itself. Therefore, after taking stock of the current situation, the decision was taken to renew the focus on raising the visibility of HRS4R and C&C principles among researchers.

The self-assessment has involved consultations with the University's research staff, administration and the HRS4R Working group and Steering committee. This consultation involved survey of researchers', which could be found here: <https://www.lsu.it/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.

Following the site visit, the HRS4R implementation process was overhauled with the help of a cross-experience team. A clear delineation of roles between the Steering Committee and the Working Group, identification of key tasks and the monitoring process was made. As HRS4R is linked to the overall LSU strategy, a quality and strategy monitoring officer (one of the members of the Working Group) has been assigned to monitor the progress of the implementation of the actions foreseen in HRS4R. The formation of the Steering Committee and the Working Group was formalised by a Rector's decree, stipulating that the Steering Committee should meet at least once every three months and the Working Group at least once a month.

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)

To ensure a comprehensive and effective internal review as part of the HRS4R at LSU, the following steps and best practices were undertaken:

Quantitative Survey of Academics: In 2022, a detailed quantitative survey (<https://www.lsu.lt/wp-content/uploads/2023/05/Survey-results-2022.pdf>) was conducted among the academic staff (91 researcher participated in it) to evaluate the adherence to and progress on the 40 Charter and Code (C&C) principles since 2018. This survey provided critical insights into the current state and evolution of the university's practices concerning these principles. A total of 97 researchers took part in the survey.

Establishment of Working Groups: To align the internal review with LSU's overarching strategic goals, four dedicated working groups were formed, each focusing on key areas:

- Studies: Addressing academic programs, student experience, teaching practice and mobility of R1-R4.
- Research: Concentrating on research activities, output, and support.
- University Community: Focusing on the well-being and development of university members.
- Societal Impact: Evaluating the university's influence on and engagement with the wider society, including dissemination of research.

Stakeholder Engagement through Focus Groups: Each working group organized focus groups with representatives of R1-R4 (in each group was 10 - 12 researchers) to identify and prioritize issues and objectives. These sessions included not only researchers but also various university stakeholders, ensuring a broad and inclusive approach to capturing diverse perspectives and needs.

Review and Proposal by HRS4R Working Group: The HRS4R Working Group undertook a meticulous review of internal documents and previously implemented actions. They assessed actions that had been extended and made proposals for their renewal or deletion. This evaluation ensured that the action plan remained relevant and effective.

Collaboration with the Steering Committee: The proposals formulated by the HRS4R Working Group were then presented to the Steering Committee. Decisions were made collaboratively on inclusion of new actions in the Action Plan; extension or adjustment of existing actions to better align with current needs and strategic objectives.

Implementation and Evaluation Oversight: The Steering Committee was tasked with overseeing the implementation and ongoing evaluation of the Action Plan. Regular meetings are held to monitor the progress of each action; assess the effectiveness of implemented measures and understand and address any delays or necessary alterations to the initial schedule.

By following these structured and inclusive steps, LSU ensured that the internal review process for HRS4R was thorough, data-driven, and aligned with the institution's broader strategic goals. This approach not only facilitated continuous improvement in line with the C&C principles but also fostered a collaborative environment involving both researchers and stakeholders, reinforcing LSU's commitment to excellence in research and community impact.

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



Detailed description and duly justification (max. 500 words)

In 2022, LSU conducted a detailed quantitative survey involving 97 academic staff members to evaluate adherence to and progress on the 40 Charter and Code (C&C) principles since 2018. This survey offered critical insights into the current state and evolution of the university's practices concerning these principles. To align the internal review with LSU's overarching strategic goals, four dedicated working groups were formed, each focusing on such key areas as Studies (addressing academic programs, student experience, teaching practice, and the mobility of R1-R4); Research (concentrating on research activities, output, and support); University Community (focusing on the well-being and development of university members); Societal Impact (evaluating the university's influence on and engagement with the wider society, including the dissemination of research). Each working group organized focus groups with representatives of R1-R4 (10-12 researchers per group) to identify and prioritize issues and objectives. These sessions included not only researchers but also various university stakeholders, ensuring a broad and inclusive approach to capturing diverse perspectives and needs.

Gap evaluations according to C&C principles take place every two years, with the next evaluation planned for the fourth quarter of 2024. This involves organizing a quantitative survey of R1-R4 researchers and comparing it with previous study results. Alongside this formal process, LSU maintains constant communication with researchers about their working conditions, training, etc., through monthly unit meetings, the coaching process, emails, and other channels.

To effectively involve the research community and main stakeholders in the implementation of the HRS4R, LSU established clear governance structures, including a Steering Committee and Working Groups that feature representatives from different levels of the research community (R1 to R4). Given the university's small and specialized nature, part of the administration also works as academic staff. Thus, members of both the Steering Committee and the Working Groups are actively engaged as teachers or researchers or are pursuing doctoral degrees.

LSU maintains open and clear communication with researchers about the HRS4R process, its goals, and expected outcomes through regular monthly updates via newsletters and department meetings. Surveys are also conducted to gather researchers' opinions and feedback on various aspects of HRS4R implementation, which helps identify areas for improvement and ensures the action plan aligns with researchers' needs and expectations.

The university's decentralized management system allows both teachers and researchers to work in groups. Heads of scientific groups and directors of study program committees hold group meetings at least once a month to discuss challenges, needs, and present the latest solutions, with all discussions being recorded. Additionally, a formalized coaching process is conducted at the beginning and end of the academic year, where heads of scientific groups meet individually with group members to discuss needs and competence

development. Department heads conduct similar coaching with their teachers. These coaching processes are formalized in annual reports, which are then summarized and presented to the rectorate, facilitating the assessment of researchers' feedback regarding LSU's HRS4R activities.

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



Detailed description and duly justification (max. 500 words)

A Working Group and an Steering Committee were established to ensure the implementation of HRS4R. The Steering Committee is responsible for monitoring the implementation of HRS4R. The HRS4R Steering Committee at LSU guides, implements, and monitors the HRS4R. It develops and updates the Action Plan, oversees its implementation, and ensures alignment with LSU's strategic goals. The committee regularly reviews progress, engages stakeholders, allocates resources, and ensures compliance with relevant policies. It fosters continuous improvement, maintains comprehensive documentation, and prepares for external reviews. By coordinating communication, providing regular updates, and promoting best practices, the committee enhances researchers' working conditions and career development, contributing to the university's overall excellence and reputation. This committee consists of the vice-rector of studies, the vice-rector of science, LSU Labor Council representative, Head of HR Department and representatives of R1-R4 (in total 4 persons, who are delegated). This Committee meets at least once per quarter. The internal quality manual stipulates that LSU's long-term strategy is reviewed at least once a year, after the approval of LSU's annual activity report by the University Council. Therefore, in order to ensure the integration of HRS4R with the general strategy of LSU, it is planned that a workshop will be held together with the Working Group and the Steering Committee in order to ensure the timely compatibility of HRS4R and the general strategy of LSU.

The HRS4R Working Group at LSU implements and monitors the HRS4R. It executes and coordinates actions from the HRS4R Action Plan, regularly monitors progress, and reports to the Steering Committee. Engaging with stakeholders at all levels (R1 to R4), it gathers feedback through focus groups and surveys. The group facilitates communication, provides support and training, and addresses implementation issues. It maintains comprehensive documentation and fosters continuous improvement through capacity-building activities. The group also prepares for external reviews by compiling documentation and coordinating with stakeholders, ensuring effective implementation and a productive research environment at LSU. The Working group is composed of persons who are directly responsible for the implementation of HRS4R: representative of the HR Department, representative of the Knowledge and Innovation Transfer Department, representative of the Science and Doctoral Department, representative of the International Relations Department, representative of the Communication and Marketing Department, specialist of quality and strategy monitoring. This Group meets at least once every month to discuss the implementation of HRS4R, the achieved results and to plan additional activities. The group meets with the Steering Committee at least once a year to ensure the compatibility of HRS4R and LSU's general strategy. The Group also organizes a survey of academic staff in order to assess changes and areas to be corrected.

Since the University is small and specialized, part of the administration also works as academic staff in parallel. Therefore, representatives of both the Steering Committee and the Working Group are also part of the academic staff, actively performing the functions of teachers or researchers or studying for a doctoral degree.

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)

LSU strategy for 2023-2027 effectively embeds the HRS4R and its Action Plan by aligning its strategic goals with the principles of the C&C for Researchers. LSU's commitment to international recognition, enhanced study quality management, and increased internationalization of doctoral studies reflects the C&C principles of recognition of the profession, non-discrimination, and promotion of mobility. The university's horizontal strategic directions, including transnationality, openness, interculturalism, and service to society, mirror the C&C's emphasis on research freedom, ethical principles, and professional responsibility. Additionally, LSU's focus on improving infrastructure to support high-quality studies and research aligns with the C&C principle of ensuring favorable working conditions. By fostering collaboration and social impact, LSU adheres to the C&C's guidance on public engagement and societal responsibility. This integration ensures that LSU not only enhances research quality and supports researchers' careers but also fosters an inclusive, international academic environment, thereby fulfilling both its strategic objectives and the broader goals of HRS4R.

At LSU, there is a strong alignment between organisational policies and the Human Resources Strategy for Researchers (HRS4R). Many of the principles of the HRS4R are already embedded within key LSU internal documents, including the OTM-R Policy (Open, Transparent, and Merit-Based Recruitment), the Description of the Procedure for Organizing Lecturer and Research Fellow Attestation and Public Competition at LSU, and the LSU Promotion Procedure for High-Level Scientific Achievements. These documents reflect a commitment to the principles outlined in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C).

Having held the HR Excellence in Research Award for six years, LSU has integrated the internal evaluation of actions into core practices and review processes across the HRS4R Steering Committee and Working group. Over the past six years, we have continuously developed our activities, and this review provides an opportunity to evaluate their impact and consider our strategy for the next three years. Future actions have been identified through a consultative process involving a broad range of LSU stakeholders, ensuring that the HRS4R remains responsive to the needs of our research community.

The HRS4R is explicitly included in LSU's 2023-2027 strategy as an integral component. The revised Action Plan is based on an internal assessment conducted after the first Action Plan's conclusion, incorporating insights from the resulting Gap Analysis and feedback gathered from researchers. The HRS4R and the principles described in the European Charter & Code are considered key elements of LSU's overall strategic plan, with active participation from relevant stakeholders. In this regard, the principles addressed by the Charter & Code significantly align with LSU's overall strategy, reinforcing our commitment to excellence in research and human resource development.

This alignment ensures that the HRS4R is not a standalone initiative but is fully integrated into LSU's strategic and operational framework, enhancing our ability to support researchers effectively and foster a vibrant research environment.

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



Detailed description and duly justification (max. 500 words)

To ensure the effective implementation of the proposed actions under the Human Resources Strategy for Researchers (HRS4R) at LSU, we have established a comprehensive and multi-faceted approach. Clear governance structures are in place, including the HRS4R Steering Committee, which oversees the implementation and monitoring of the Action Plan. This committee comprises representatives from all levels of the research community (R1 to R4), ensuring diverse input and ownership. Additionally, the Steering Committee and Working Group, which include academic staff who also serve as administrators, facilitate a deep understanding of both strategic and operational aspects.

Each proposed action is clearly defined with specific objectives, timelines, and responsible parties, ensuring accountability and clarity in execution. Actions are prioritized based on their impact and feasibility, aligning with LSU's overall strategic goals. The Steering Committee conducts regular reviews of the progress made on each action during its meetings, helping to measure progress, identify bottlenecks, and make necessary adjustments. The outcomes of the coaching process and departmental feedback are formalized in annual reports, which are then summarized and presented to the rectorate for further action.

LSU's decentralized management structure supports continuous communication, with heads of scientific groups and study program committees holding monthly meetings to discuss challenges and solutions related to the HRS4R actions. This ensures that any issues are promptly addressed and staff remain engaged and informed. Regular surveys gather feedback from researchers on the HRS4R implementation, ensuring the actions remain relevant and effective. Monthly updates via newsletters and departmental meetings keep the research community informed about progress and upcoming actions.

The implementation of HRS4R actions is integrated with LSU's existing strategic planning and operational processes, ensuring alignment and coherence. This integration, along with the alignment with ongoing initiatives and LSU's overall five-year strategy, ensures that the HRS4R actions are not standalone efforts but part of a broader institutional commitment. Adequate resources, both financial and human, are allocated to support the implementation of the proposed actions. Training and development programs equip staff with the necessary skills and knowledge to execute the actions effectively.

At the beginning of each year, responsible persons are informed via email about the necessary actions to be implemented or supported and the planned implementation deadlines. By the end of the year, all received information and details about implemented actions are summarized and presented to the Steering Committee. Throughout the year, the Working Group meets to discuss the progress of the implementation of actions, any changes that have occurred, and to plan necessary adjustments.

Planned enhancements for 2024 include integrating the annual HRS4R report into the general annual report of the university's activities, which is approved by the University Council. Additionally, a quality and strategy monitoring specialist will be included in the HRS4R monitoring process to oversee the implementation of actions planned during the year and collect and summarize quantitative indicators, which will be submitted to the Working Group for review at least once per semester.

By combining a clear governance framework, detailed planning, regular monitoring, continuous communication, and stakeholder engagement, LSU ensures that the proposed actions under the HRS4R are effectively implemented and contribute to the university's commitment to excellence in research and human resource development.

How are you monitoring progress (timeline)?*



Detailed description and duly justification (max. 500 words)

At LSU, we employ a robust system to monitor the progress of the HRS4R implementation to ensure timely and effective execution of all proposed actions. Our approach includes multiple layers of oversight, regular reviews, and continuous feedback mechanisms, all under the leadership of the Director of the Human Resources and Strategic Management Department.

1. Governance and Oversight: The HRS4R Steering Committee, composed of representatives from all levels of the research community (R1 to R4), is primarily responsible for overseeing the implementation process. This committee meets regularly to review the status of each action item, ensuring adherence to the established timeline and addressing any emerging challenges promptly.
2. Detailed Action Plans: Each proposed action within the HRS4R framework is accompanied by a detailed action plan that specifies clear objectives, timelines, and responsible parties. These plans are designed to provide a roadmap for implementation and include milestone dates for tracking progress.
3. Regular Reviews and Reports: At the beginning of each year, the responsible persons are informed via email about the necessary actions to be implemented or supported, along with planned implementation deadlines. By the end of the year, the received information and details about implemented actions are summarized and presented to the Steering Committee. The Steering Committee conducts periodic evaluations during its meetings, assessing the progress of each action item against the set timelines. These reviews include analyzing completed milestones, identifying any delays, and understanding the reasons behind them. Annual reports summarize the progress and are presented to the rectorate, offering a comprehensive overview of the implementation status.
4. Decentralized Communication and Monthly Meetings: LSU's decentralized management structure supports continuous monitoring through monthly unit meetings. Heads of scientific groups and directors of study program committees hold these meetings to discuss ongoing progress, challenges, and solutions. This frequent communication allows for real-time tracking and immediate corrective actions if necessary.
5. Coaching and Annual Feedback: The coaching process involves individual meetings between heads of scientific groups and their members at the beginning and end of each academic year. These sessions provide opportunities to discuss individual progress, competencies, and any issues related to the HRS4R actions. The feedback collected during these sessions is formalized in annual reports and contributes to the overall monitoring process.
6. Surveys and Stakeholder Feedback: Surveys are conducted regularly to gather feedback from researchers about the implementation of HRS4R actions. This feedback helps to identify areas needing improvement and ensures that the actions remain aligned with researchers' needs and expectations.

7. Continuous Updates and Communication: Regular updates on the progress of the HRS4R implementation are provided through monthly newsletters and departmental meetings. These updates keep the entire research community informed about the status of various actions and any adjustments to the timeline.

8. Planned Enhancements for 2024: From 2024, LSU plans to integrate the annual HRS4R report into the general annual report of the university's activities, which is approved by the University Council. Additionally, a quality and strategy monitoring specialist will be included in the HRS4R monitoring process. This specialist will be responsible for overseeing the implementation of actions planned during the year, collecting and summarizing quantitative indicators, and submitting these for review to the Working Group at least once per semester.

By integrating these structured monitoring mechanisms, LSU ensures that the progress of the HRS4R implementation is meticulously tracked, allowing for timely interventions and adjustments to keep the project on course. This comprehensive monitoring framework guarantees that the proposed actions are effectively carried out within the specified timelines, contributing to the university's commitment to excellence in research and human resource development.

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



Detailed description and duly justification (max. 500 words)

To measure progress effectively for the next HRS4R assessment, LSU employs a set of robust and clear indicators, ensuring that each action is tracked and evaluated systematically. The primary approach involves both quantitative and qualitative measures, with an emphasis on achieving concrete outcomes that align with the overall objectives of the HRS4R.

Quantitative Indicators: Most actions under the HRS4R have quantitative indicators, meaning that the completion of the final result is necessary to mark an action as completed. This ensures that progress is objectively measured and actions remain goal-oriented. For instance, numerical targets such as the number of training sessions conducted, the percentage increase in researcher participation in decision-making bodies, or the improvement in diversity metrics are used as benchmarks.

Checkpoints and Monitoring: Each responsible unit for the implementation of actions has planned several checkpoints throughout the process. These checkpoints serve as intermediate milestones to monitor progress and ensure that actions are on track. Before each Steering Committee meeting, the HRS4R Coordinator contacts the responsible parties for impending actions to gather status updates, which are then reported to the committee. This regular check-in process helps in identifying any potential delays or issues early on, allowing for timely interventions.

Goodwill and Flexibility: While the deadlines set in the updated action plan are strong and achievable, LSU maintains a flexible approach to accommodate any unforeseen circumstances. This flexibility ensures that the implementation process does not overly interfere with the everyday tasks of the researchers. The overall objective is to complete the actions before the next assessment, but adjustments can be made as needed to ensure realistic and effective implementation.

Awareness and Participation: Progress will also be measured by evaluating the increased awareness of HRS4R commitments and achievements across LSU. Strengthening researchers' participation in policy-making, strategic, and decision-making bodies is a key indicator. Enhancing researcher equality, diversity, and inclusion, as well as providing greater support for researcher well-being and wellness, are critical qualitative measures of success.

Comprehensive Evaluation: At the end of each year, all the information and details about the implemented actions are summarized and presented to the Steering Committee. This comprehensive evaluation includes both quantitative data and qualitative insights gathered from feedback surveys and regular interactions with the research community.

Future Planning: Progress is also assessed in terms of future planning and continuous improvement. The feedback and results from the ongoing actions inform the planning of new initiatives and the refinement of existing strategies, ensuring that LSU remains adaptive and forward-thinking.

By combining these quantitative indicators, regular checkpoints, flexible yet firm deadlines, and a commitment to increasing awareness and participation, LSU ensures a thorough and dynamic process for measuring progress. This multi-faceted approach guarantees that the proposed actions under the HRS4R are effectively implemented and contribute meaningfully to the university's strategic goals and the well-being of its research community.

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



Detailed description and duly justification (max. 500 words)

To prepare for the external review of our Human Resources Strategy for Researchers (HRS4R), LSU will undertake a comprehensive and organized approach. We will begin by collecting the relevant results and indicators for each action to ensure that we have robust evidence of progress and impact. The HRS4R Steering Committee will compile these results, incorporating input from the research community, and use this information to prepare the next action plan. To facilitate the review process, we will establish a clear schedule for meetings, ensuring that assessors have ample time and opportunity to engage with all stakeholders during their visit. Participation and willingness to assist the assessors will be actively encouraged throughout the university, fostering an environment of cooperation and readiness. This collective effort will ensure that LSU is well-prepared to welcome the assessors and demonstrate our commitment to the HRS4R principles and continuous improvement.

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