

HR Excellence in Research

Action Plan

Action Plan

Name Organisation under review

Lithuanian Energy Institute

Organisation's contact details

Breslaujos g. 3, Kaunas, LT-44403, Lithuania

1. Organisational Information

Please provide a limited number of 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 *	176
Of whom are international (i.e. foreign nationality) *	14
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	1
Of whom are women *	57
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	94
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 *	22
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching and research staff) *	261
 RESEARCH FUNDING (figures for most recent fiscal year)	 €
Total annual organisational budget	12287000
Annual organisational direct government funding (designated for research)	7869000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2440000
Annual funding from private, non-government sources, designated for research	1978000

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

Lithuanian Energy Institute (LEI) is internationally recognized Centre of excellence for science, innovation and technology in energy and related fields. LEI is a public institution.

The LEI distinguishes two main strategic R&D directions: climate change mitigation and energy transformation, supported by eight additional directions that encompass the key research areas in energy science: Research on economic development in the transition to climate-neutral society; Impact of climate change and human activities on water and energy resources; Smart energy systems and Climate-neutral cities; Advanced materials; Hydrogen technologies; Bioenergy, waste to energy; Nuclear fission and fusion energy; Thermal physics, fluid dynamics and metrology.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Ethical and professional aspects*



Strengths and Weaknesses (max. 800 words)

Strengths:

1. The Institute has an Academic Ethics Commission, which discusses proposals to improve the Institute's Code of Academic Ethics or initiates its own additions and amendments and submits them to the Institute's Scientific Council for consideration and approval. The Code of Academic Ethics fully complies with all general principles of the Charter and Code (C&C).
2. The Institute's Internal Work Regulations and Code of Conduct promote a culture of responsibility and professional awareness, encouraging employees to act conscientiously, communicate proactively, and uphold the values of the research community.
3. The Institute also has an approved Equal Opportunities Policy and a corresponding Implementation Procedure, which ensure that equal access to employment, career development, and participation in institutional life is safeguarded for all employees, regardless of gender, age, ethnicity, social status, or other personal attributes.
4. Procedures for financial management, audit, intellectual property rights, and use of institutional resources ensure transparency and responsibility.
5. The establishment of the R&D and Innovation Transfer Centre (R&D&I TC) demonstrates a strong institutional commitment to technology transfer, collaboration with industry, and commercialization of research.

Weaknesses:

1. Practices related to professional responsibility (e.g., data management, results preservation) are not fully consistent across departments, so the Institute must develop a uniform Data Collection and Management Strategy.
2. Dissemination to the scientific community is strong, but broader societal engagement and systematic science communication activities remain weak and inconsistent.
3. Some pilot projects to engage the public have started, but institutional support mechanisms for fostering citizen science and strengthening public trust are still lacking.
4. Familiarity with national and sectoral regulations is stronger among senior staff, suggesting that early-career researchers may need more structured support and training.
5. Some internal documents are still only available in Lithuanian, so they may not be sufficiently understandable to foreigners.

Strengths and Weaknesses (max. 800 words)

Strengths:

1. Researcher recruitment procedures comply with Lithuanian Labour Code and EU regulations.
2. Recruitment competitions are open, public, and compliant with European Charter and Code standards, with opportunities accessible to national and international candidates.
3. Internal Work Regulations, Job Descriptions, and Doctoral Studies Guidelines ensure clarity and fairness in application and selection processes.
4. Young researchers are encouraged to apply for higher-level positions, recognizing achievements relative to career stage.
5. International, intersectoral, and interdisciplinary mobility is valued and widely encouraged, with researchers actively participating in Horizon Europe, COST, and Erasmus+ programs.

Weaknesses:

1. There is a lack in the OTM-R Implementation since Recruitment Commission members are not receiving formal training, and OTM-R principles are not yet fully applied.
2. Job postings often lack details on available positions and career development opportunities and are usually published only in Lithuanian, limiting international outreach.
3. Unsuccessful candidates do not typically receive personalized responses or evaluation summaries.
4. Postdoctoral positions are only available through international and national programs, so no structured mentoring, professional training, or career development schemes exist.
5. Information about career development opportunities for recruits is not always sufficiently communicated.

Strengths and Weaknesses (max. 800 words)

Strengths:

1. All researchers, regardless of career stage or contract type, are treated equally and integrated into the research community. Employment contracts are formalized and generally provide social guarantees. Working conditions are regulated by the Labour Code and collective agreements.
2. LEI ensures safe, healthy, and flexible work arrangements (remote work, part-time options, parental leave), with infrastructure adapted for researchers with disabilities.
3. The Equal Opportunities Policy, Gender Equality Plan (2023–2027), and training initiatives foster inclusivity, as equality principles are incorporated into institutional policies.
4. Regulations on Intellectual Property Management establish rules on intellectual property and co-authorship.

Weaknesses:

1. Career progression pathways are not clearly defined; mentoring and career counseling are provided informally rather than through structured institutional programs.
2. Conflict resolution relies on informal mediation, as there is no official mechanism for handling complaints apart from ethics-related cases.
3. Although many researchers lecture at universities, teaching is not formally recognized or valued within LEI's internal performance assessment system.
4. Although most researchers are employed under permanent contracts, a significant part of their salaries depends on temporary, project-based external funding, which reduces long-term financial security.

Strengths and Weaknesses (max. 800 words)

Strengths:

1. Codes of Conduct and Academic Ethics, together with Internal Work Regulations, set professional expectations for both supervisors and researchers.
2. All PhD students and early-stage researchers have formally assigned supervisors, whose responsibilities are clearly defined by the Doctoral Studies Management Procedure.
3. Many chief and senior researchers have supervision and project management experience.
4. Young researchers are actively involved in national and international projects, gaining practical training.
5. All researchers, regardless of career stage or contract type, have equal opportunities to participate in training and development activities and can attend conferences, workshops, and specialized training events.

Weaknesses:

1. No formal institutional procedure governs the relationship between supervisors and young researchers.
2. Young researchers have limited access to formal mentoring beyond their direct supervisors. Supervisors are not required to hold regular career development talks or help create individual career development plans.
3. Although mechanisms exist, training and competence development activities are infrequent, leaving opportunities for researchers underutilized
4. The performance of senior researchers as mentors or leaders is not formally assessed, nor are they trained in mentorship practices — no systematic evaluation of supervision quality or feedback mechanisms for PhD students.

3. Actions

The Action Plan and HR Excellence in Research strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s). Multiple links must be comma separated.

<https://www.lei.lt/en/career/hr-excellence-in-research/> (<https://www.lei.lt/en/career/hr-excellence-in-research/>)

Please fill in the list of all individual actions to be undertaken in your organisation's HR Excellence in Research to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

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

Proposed ACTIONS		
Action 1		Timing (at least by year's quarter/ semester)
Include a 'research freedom' indicator in annual staff survey	GAP Principle(s)	
	(++) 1. Research freedom	2026 Q1
	Responsible Unit	Indicator(s) / Target(s)
	Personnel and Legal Department	Include a research freedom indicator in the annual engagement survey of the Institute, enabling early detection of changes in perception among staff. Indicator: annual survey updated and results documented.

Proposed ACTIONS

Action 2

Extend an intranet section for ethics-related resources

GAP Principle(s)

(++) 2. Ethical principles

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

2026 Q4

Responsible Unit

Indicator(s) / Target(s)

Ethics Committee, Communication Office

Extend an intranet section for ethics-related resources, including the Academic Ethics Code, FAQs, templates, and new guidance documents. Outcome: annually extended internal webpage.

Proposed ACTIONS

Action 3		Timing (at least by year's quarter/ semester)
Define clear institutional expectations for researchers		
GAP Principle(s)		
(++) 3. Professional responsibility		2026 Q1 and 2027Q1
Responsible Unit	Indicator(s) / Target(s)	
Administration Department	Annually define clear institutional expectations for researchers regarding delegation, responsibility sharing, and collaborative ethics. Outcome: Action implemented and documented.	

Proposed ACTIONS

Action 4

Administration meetings with researchers

GAP Principle(s)

(++) 4. Professional attitude

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

2026 Q1 and 2027 Q1

Responsible Unit

Administration Department

Indicator(s) / Target(s)

Organize an annual institutional meeting (or division-level briefings) to update researchers on strategic goals, performance metrics, and funding priorities. Impact monitored each quarter. Outcome: Action implemented and documented.

Proposed ACTIONS

Action 5		Timing (at least by year's quarter/ semester)
Onboarding document development		
GAP Principle(s)		
(+/-) 5. Contractual and legal obligations		
(++) 11. Evaluation/ appraisal systems		
(+/-) 25. Stability and permanence of employment		2026 Q4
(+/-) 26. Funding and salaries		
Responsible Unit		Indicator(s) / Target(s)

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
Personnel and Legal Department	Develop a structured onboarding document that introduces new employees to institutional strategy, research priorities, funding mechanisms, IPR rules, project management, and other procedures. Create a dedicated intranet space where researchers can easily access updated and translated into English versions of all institutional legal documents, templates, compliance guidelines, evaluation procedures, forms, timelines, and criteria. During onboarding, provide the newly hired staff with clear information on contract types and duration, the re-certification process, and institutional commitment to stability. Develop and publish an easily understandable summary of the LEI Remuneration System for researchers, including how salaries are calculated, criteria for additional pay, and how performance and responsibilities influence income. Include this summary in researcher employment packages and internal communication platforms. Indicator: Onboarding document created.

Proposed ACTIONS

Action 6		Timing (at least by year's quarter/ semester)
Transparent sharing of scientific results		
GAP Principle(s)		
(++) 6. Accountability		Continuous
Responsible Unit	Indicator(s) / Target(s)	
Communication Office	Promote greater transparency and accountability by encouraging researchers to share non-confidential project outcomes (e.g., reports, key findings) through the Institute's website. Outcome: Up-to-date scientific results dissemination.	

Proposed ACTIONS

Action 7		Timing (at least by year's quarter/ semester)
Data management plan development		
GAP Principle(s)		
(+/-) 7. Good practice in research		2027 Q3
Responsible Unit	Indicator(s) / Target(s)	
Document management department	Create an institutional policy document that defines clear procedures for data collection, storage, version control, metadata standards, archiving, and long-term accessibility, aligned with FAIR principles. Outcome: Policy document approved and published; staff informed.	

Proposed ACTIONS

Action 8		Timing (at least by year's quarter/ semester)
Training on IP rights		
GAP Principle(s)		
(++) 8. Dissemination, exploitation of results		2026 Q3 and
(+/-) 31. Intellectual Property Rights		2027 Q3
Responsible Unit		Indicator(s) / Target(s)
R&D&I Transfer Center		Organize annual training sessions on intellectual property rights, licensing, spin-off development, invention disclosures, science communication and EU project IP requirements (e.g., Horizon Europe), particularly targeting early-stage and mid-career researchers. Outcome: Action implemented and documented.

Proposed ACTIONS

Action 9

Boost public engagement

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

GAP Principle(s)

(+/-) 9. Public engagement

Continuous

Responsible Unit

Indicator(s) / Target(s)

Communication Office

Add a public-friendly section to the Institute's website featuring simplified explanations of ongoing research, videos, success stories, and impact summaries tailored for a non-expert audience. Invite motivated researchers to become "science ambassadors" who actively participate in outreach activities and serve as visible representatives of LEI in the public domain. Outcome: Action implemented and documented; progress reviewed annually

Proposed ACTIONS

Action 10

Gender Equality Plan implementation

GAP Principle(s)

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

(++) 10. Non discrimination

2026 Q2 and

(++) 27. Gender balance

2027 Q2

Responsible

Unit

Indicator(s) / Target(s)

Personnel and Legal Department

Annually summarize internal progress on gender balance, age distribution, international recruitment, and representation in leadership, using data from the Gender Equality Plan and other sources. Highlight success stories of women researchers and leaders within LEI in internal newsletters, on the website, social media, and at institutional events and conferences. Publish annual progress updates of the Gender Equality Plan on the LEI website and report to management. Outcome: Action implemented and documented.

Proposed ACTIONS

Action 11

Preparation and introduction of an internal recruitment policy according to OTM-R principles

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

GAP Principle(s)

- (++) 12. Recruitment
- (++) 13. Recruitment (Code)
- (+/-) 14. Selection (Code)
- (-/+) 15. Transparency (Code)
- (-/+) 16. Judging merit (Code)
- (+/-) 17. Variations in the chronological order of CVs (Code)
- (+/-) 19. Recognition of qualifications (Code)
- (+/-) 20. Seniority (Code)

2027 Q1

Responsible
Unit Indicator(s) / Target(s)

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
Personnel and Legal Department	To ensure transparent, fair, and merit-based recruitment aligned with OTM-R standards, Institute will implement a comprehensive internal manual for department heads and HR personnel, covering all stages from job description preparation to final selection. A publicly accessible document will outline Institute's recruitment principles, while periodic training will be introduced for committee members on OTM-R practices and interview consistency. Vacancy notices will clearly state the number of positions and include information on career development, international opportunities, and mentoring. Applicants will receive constructive feedback, and CV formats will be updated to highlight transferable skills and explain career gaps. Application forms will also capture non-formal learning experiences, and LEI will showcase successful hires with diverse qualifications. Finally, the institution will emphasize evaluating achievements relative to career stage rather than career length. Target: OTM-R principles included in Institute's recruitment policy.

Proposed ACTIONS

Action 12		Timing (at least by year's quarter/ semester)
Encourage researchers' mobility		
GAP Principle(s)		
(+/-) 18. Recognition of mobility experience (Code)		Continuous
(+/-) 29. Value of mobility		
Responsible Unit	Indicator(s) / Target(s)	
Administration Department, Communication Office	Offer small internal grants or co-financing to support short-term visits (e.g., conferences, lab exchanges) where other funds are unavailable. Designate an administrative contact point to help researchers identify international exchange or training opportunities. Encourage researchers returning from mobility periods to share insights and apply new skills institutionally. Regularly highlight mobility-related accomplishments in annual reports, on the Institute's website and social media, through internal newsletters or "mobility stories" highlighting researcher journeys. Outcome: Active dedicated webpage.	

Proposed ACTIONS

Action 13		Timing (at least by year's quarter/ semester)
Help for Postdocs		
GAP Principle(s)		
(-/+) 21. Postdoctoral appointments (Code)		As needed
Responsible Unit	Indicator(s) / Target(s)	
Personnel and Legal Department	Provide postdocs with access to transferable skills workshops (e.g., research ethics, grant writing, project management), and networking events with academia and industry. Outcome: Postdocs with expanded skills.	

Proposed ACTIONS

Action 14

Involvement of young scientists

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

GAP Principle(s)

(+/-) 22. Recognition of the profession

2026 Q4

(+/-) 35. Participation in decision-making bodies

Responsible Unit

Indicator(s) / Target(s)

Administration Department

Provide institutional support to formally establish the Young Scientists Hub as a representative body for early-stage researchers. Involve early-career researchers in research councils, working groups (e.g., HRS4R implementation), staff surveys, and consultations. Regularly publish or announce open calls for participation in working groups, commissions, or strategy teams. Ensure that decisions made by committees or councils are communicated to the broader research community. Indicator: Action implemented and documented; progress reviewed annually.

Proposed ACTIONS

Action 15

Maintaining good working environment

GAP Principle(s)

(++) 23. Research environment

(++) 24. Working conditions

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

2026 Q1 and 2027 Q1

Responsible

Unit

Indicator(s) / Target(s)

R&D&I
Transfer
Center

Update equipment lists annually and prepare a yearly report detailing investments in new equipment or software, as well as upgrades or modernizations of facilities. Annually, conduct a survey of researchers to determine their opinions about research premises, identify opportunities to upgrade entrances, elevators, restrooms, or labs for people with disabilities, and add adaptive equipment where needed. Indicator: Annual reports published and accessible to researchers.

Proposed ACTIONS

Action 16		Timing (at least by year's quarter/ semester)
Career Development Consultancy and Mentorship		
GAP Principle(s)		
(-/+) 28. Career development		
(-/+) 30. Access to career advice		
(+/-) 36. Relation with supervisors		2027 Q3
(+/-) 37. Supervision and managerial duties		
(-/+) 40. Supervision		
Responsible Unit	Indicator(s) / Target(s)	

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
Personnel and Legal Department	To strengthen researchers' career development a Career Development Guide will be developet covering mentoring program and establishing clear internal guidelines. A dedicated HR contact will coordinate career consultations and monitor researcher needs. The Career Development Guide will define supervisor and researcher roles, meeting structures, and mentoring expectations. Supervisors will be encouraged to co-create Individual Career Development Plans with doctoral candidates and hold regular progress reviews. Training on mentoring will be provided to ensure quality support. Confidential feedback mechanisms will allow early-stage researchers to evaluate supervision. Indicator: Policy/guide approved and published; staff informed.

Proposed ACTIONS

Action 17

Co-authorship encouragement

GAP Principle(s)

(++) 32. Co-authorship

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

2026 Q3 and 2027 Q3

Responsible Unit

Indicator(s) / Target(s)

Administration Department

Ensure that collaborative publications and co- authored outputs are properly recognized in researcher evaluations and valued alongside sole- authored work. Encourage co-authorship, especially when evaluating doctoral students. Indicator: Actions implemented and documented; progress reviewed annually.

Proposed ACTIONS

Action 18		Timing (at least by year's quarter/ semester)
Teaching evaluation		
GAP Principle(s)		
(-/+) 33. Teaching		Continuous
Responsible Unit	Indicator(s) / Target(s)	
Administration Department	Acknowledge lecturing and academic engagement at the partner university of the LEI performance review system. Indicator: Action implemented and documented.	

Proposed ACTIONS

Action 19

Conflict resolution initiatives

GAP Principle(s)

(+/-) 34. Complains/ appeals

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

2026 Q2 and 2027 Q2

Responsible Unit

Indicator(s) / Target(s)

Ethics Committee

Introduce an annual standard briefing for researchers covering their rights under the Charter, who to contact in case of conflict, and LEI's commitment to fair treatment. Outcome: Annual events.

Proposed ACTIONS

Action 20

Ensuring the professional development of researchers

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

GAP Principle(s)

(+/-) 38. Continuing Professional Development

(-/+) 39. Access to research training and continuous development

Continuous

Responsible Unit

Indicator(s) / Target(s)

Administration Department

Conduct a regular survey or consultation with researchers to identify skill gaps, desired training topics, and preferred formats (e.g., online, in-person, hybrid). Maintain a regularly updated internal calendar of internal and external training events, available e-learning platforms, recommended courses, and national and international conferences relevant to LEI's disciplines. Dedicate institutional funds to cover training fees, reimburse travel expenses, and support research visits and exchange programs. Include training achievements and lifelong learning efforts as a criterion in researcher evaluation. Outcome: Action implemented and documented; progress reviewed annually.

Unselected principles:

The establishment of an Open Recruitment Policy is a key element in the HR Excellence in Research strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

At present, the Institute does not have a fully consolidated OTM-R system in place. However, several institutional documents (Internal Work Regulations, Job Descriptions and Qualification Requirements, Recruitment and Attestation Commission Regulations, Doctoral Studies Management Procedure) already implement elements of OTM-R principles, such as transparency, fairness, and equal access. The Institute conducts public competitions, which are announced on the Institute's website. They consist of qualification requirements and job descriptions. Clear procedures have been established for submitting documents and the selection stages. The evaluation committee comprises external members from other research institutions and industrial or business enterprises.

The main gaps identified are the absence of a single OTM-R policy, the lack of systematic training for selection committee members, the limited feedback mechanisms for applicants, and insufficiently detailed information in job advertisements. To develop and fully implement a comprehensive OTM-R system in line with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, the Institute commits to:

1. Adopt a unified OTM-R Policy consolidating all recruitment and selection rules into one institutional document.
2. Introduce regular training sessions for recruitment and selection committee members on OTM-R principles (transparency, non-discrimination, gender equality, fair evaluation).
3. Develop a standardized feedback mechanism to provide applicants with structured information on the strengths and weaknesses of their applications.
4. Revise job advertisement templates to ensure full transparency, including the number of available positions, clear evaluation criteria, and information on career development opportunities.
5. Establish monitoring procedures for periodic review of recruitment practices to ensure compliance with OTM-R and continuous improvement.

These actions, also partly outlined in the Action Plan, will ensure full compliance with the OTM-R principles within the HRS4R framework.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website. Multiple links must be comma separated:

URL:

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

The implementation of the HRS4R Action Plan will start in Q1/2026. It will be carried out as a continuous and structured process, aligned with the strategic priorities of the Institute and the requirements of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. By the order of the Director of the Lithuanian Energy Institute, a Steering Committee and a Working Group have already been established to ensure the effective implementation of the Action Plan within two years. This will be a systematic effort involving the Institute's management and administration and researchers at all career stages, from R1 to R4.

The Steering Committee, composed of the Director, Deputy Directors, and other members of the Administration, will be responsible for the overall coordination and implementation of the process. The Working Group consists of representatives of researchers from all four stages of the research career (R1–R4). It was formed in such a way as to ensure a broad representation of the Institute's laboratories and stakeholders, including local and international researchers and students, as well as representatives from human resources, studies administration, quality assurance, R&D&I transfer management. The Working Group members will be responsible for preparing and suggesting the implementation of specific Action Plan measures.

The Action Plan was designed based on the results of the Gap Analysis, to close the gap between the current state ("where are we?") and the desired future state ("where do we want to be?"). Its implementation will be supported not only by the internal work of the Working Group but also through ongoing discussions with other Institute researchers. To monitor stakeholder perceptions and engagement during the implementation process, online questionnaires, face-to-face discussions, and regular meetings will be used.

Potential challenges, such as limited resources or changing circumstances, will be managed at the highest institutional level by the Director and Deputy Directors. Throughout the implementation, efforts will be made to align all initiatives with the Institute's long-term strategy to ensure that the improvements achieved remain sustainable. The changes will be integrated into the Institute's policies, procedures, and internal documents, thereby securing their long-term impact.

The progress and outcomes of the Action Plan will be communicated transparently to all stakeholders through internal communication channels such as email updates, the Institute's website, and publicly available reports.

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

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

How will the implementation committee and/or steering group regularly oversee progress?*



Detailed description and duly justification (max. 500 words)

When the HR Award is granted, the Steering Committee, supported by the Working Group, will oversee the implementation of the Action Plan through regular monitoring and evaluation activities. The Steering Committee will meet every quarter to review the progress of the Action Plan, assess whether the indicators or targets are being achieved, and address any challenges that arise. The Working Group will prepare progress updates, initiate communication with stakeholders, and ensure that feedback from researchers is taken into account.

Monitoring tools will include internal progress evaluations, performance indicators, and consultation mechanisms such as surveys and discussions with researchers at all career stages (R1–R4). Annual summary reports will be prepared and shared with the Institute's management and the research community, ensuring transparency and accountability.

If difficulties or unforeseen circumstances occur, the Steering Committee will evaluate the situation and, if necessary, revise the implementation schedule or reallocate resources. In this way, oversight will be both systematic and flexible, ensuring that the objectives of the Action Plan remain achievable and aligned with the Institute's strategic priorities.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*



Detailed description and duly justification (max. 500 words)

The research community will play an active and central role in implementing the Action Plan. Researchers at all career stages (R1–R4) are already directly represented in the Working Group, which was designed to include members from all laboratories and diverse stakeholder groups, such as local and international researchers, students, human resources, quality management, and innovation transfer representatives.

In addition, the wider research community will be continuously consulted through online surveys, face-to-face discussions, and regular meetings to gather feedback on the actions' progress and identify potential challenges. Open communication channels will ensure that researchers' perspectives are considered in decision-making and their needs are reflected in the implemented measures.

Progress and outcomes will be communicated transparently through email updates, institutional websites, and reports, ensuring all stakeholders remain informed and engaged throughout the implementation process.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the * organisation's research strategy, as the overarching HR policy.



Detailed description and duly justification (max. 500 words)

The Institute aims to integrate the principles of the HRS4R into its strategic documents as far as possible, taking into account the existing internal procedures and overall institutional strategy. The Working Group will strive to ensure that the HRS4R principles become the foundation of the Institute's human resources policy. These changes will be implemented by creating new or revising existing internal procedures, regulations, and working practices. The Steering Committee is committed to embedding the HRS4R as a long-term and sustainable framework rather than treating it as a temporary initiative.

How will you ensure that the proposed actions are implemented?*



Detailed description and duly justification (max. 500 words)

Even during the preparation of the HR Excellence application, several steps towards implementing the Action Plan were already initiated. The Equal Opportunities Policy and its implementation procedures were reviewed and updated to reflect inclusiveness and diversity principles better. Practical documents and guidelines were prepared to support incoming international students and researchers, helping them adapt more easily to the Institute and become familiar with its internal rules and procedures. Consultations with external experts were also conducted to identify ways to improve the Institute's doctoral studies process and to strengthen career development opportunities for early-stage researchers.

A clear governance structure, defined responsibilities, and regular monitoring will ensure the further implementation of the proposed actions. The Steering Committee, composed of the Director, Deputy Directors, and Administration representatives, will oversee the overall implementation process. At the same time, the Working Group, representing researchers from all career stages (R1–R4), will be responsible for preparing and carrying out specific actions.

Each action in the plan is linked to a timeline and designated responsible parties, facilitating systematic progress tracking. The Steering Committee and the Working Group will hold regular meetings to review progress, assess potential obstacles, and propose corrective measures if needed.

Indicators will measure progress, and annual internal reports will be prepared to ensure accountability and transparency. The active involvement of researchers and stakeholders through surveys, consultations, and discussions will further contribute to the successful implementation of the actions. This way, the Institute will ensure that all actions are completed on time and effectively.

How will you monitor progress (timeline)?*



Detailed description and duly justification (max. 500 words)

Progress will be monitored according to the timeline defined in the Action Plan. The Steering Committee will meet quarterly to review the implementation of actions, assess whether milestones have been reached, and identify any potential delays. The Working Group will prepare progress updates, collect feedback from researchers and stakeholders, and present recommendations for adjustments where necessary.

Annual progress reports will be prepared to review achievements, challenges, and corrective measures. Monitoring tools will include measurable indicators, documentation of completed activities, and stakeholder feedback collected through surveys and discussions. If deviations from the timeline occur, the Steering Committee will take corrective actions, such as reallocating resources or adjusting deadlines, to ensure that the objectives remain achievable within the planned period.

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



Detailed description and duly justification (max. 500 words)

Progress will be measured using both quantitative and qualitative indicators linked to the objectives of the Action Plan. Quantitative indicators will include the number of revised or newly adopted institutional policies and procedures, the number of training sessions, workshops, or information events organized, the level of researcher participation in consultations, and the percentage of completed actions within the planned timeline.

Qualitative indicators will focus on feedback collected from researchers and stakeholders through surveys, interviews, and discussions, particularly regarding improvements in recruitment, working conditions, equal opportunities, and career development.

Annual internal reports will compare achieved results with the initial Gap Analysis and the defined targets of the Action Plan. This combination of evidence-based data and stakeholder feedback will clearly measure progress and form the basis for the next assessment.

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