

HR Excellence in Research

GAP Analysis (Charter and Code Checklist)

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Name Organisation under review

Lithuanian Energy Institute

Organisation's contact details

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

Date endorsement charter and code

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GAP Analysis overview

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the GAP Analysis principles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

- **Status** : to what extent does this organisation meet the following principles?
- **Implementation (++, +/-, -/+, --)** :
 - ++ fully implemented
 - +/- almost but not fully implemented
 - -/+ partially implemented
 - -- insufficiently implemented
- **GAP** : In case of --, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation.
- **Implementation impediments** : If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.
- **Initiatives undertaken/new proposals** : If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

Status

Ethical and Professional Aspects

Status

1. Research freedom

Implementation	GAP / Implementation impediments	Initiatives undertaken/ new proposals
++ fully implemented	The principle of research freedom is firmly supported and implemented at the Institute. Researchers can define their research questions and methodologies within the institute's ethical and strategic framework. This principle is formally enshrined in the following institutional documents: 1. The Statute of the Institute defines the autonomy and mission of scientific research; 2. The Academic Ethics Code ensures freedom of thought, expression, and academic integrity; 3. The Code of Conduct affirms researchers' rights to independent inquiry in accordance with ethical norms. In practice, researchers at the Institute are encouraged to initiate and develop research directions aligned with their expertise and interests, while respecting contractual obligations and strategic institutional priorities.	1. Include a research freedom indicator in the annual engagement survey of the Institute, enabling early detection of changes in perception among staff.

2. Ethical principles

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The Institute is committed to upholding high ethical standards in all research activities. According to institutional and international ethical norms, researchers must act with integrity and responsibility. This principle is formally embedded in the Code of Academic Ethics of the Institute, which outlines the principles and norms of behavior that comply with and types of behavior that violate these principles of academic ethics. The Code serves as a central reference document for ethical decision-making and behavior. The institute promotes ethical conduct through internal communication. All researchers are informed about the ethical standards applicable to their discipline and institutional context. Cases requiring ethical review or support are referred to the Academic Ethics Commission. This results in ethical principles being consistently observed and respected across the institute, and researchers know the standards and practices that guide their professional behavior.	1. Develop an internal webpage and intranet section for ethics-related resources, including the Academic Ethics Code, FAQs, templates, and guidance documents.

3. Professional responsibility

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The Institute recognizes professional responsibility as a core principle guiding researchers in all aspects of scientific work. Researchers are expected to ensure the relevance of their research to society, avoid duplication of existing work, adhere to high standards of scientific integrity, and respect intellectual property and collaborative contributions. This principle is supported institutionally through the following mechanisms: 1. The Code of Academic Ethics, which explicitly prohibits plagiarism, promotes proper authorship and accountability in collaborative research; 2. The Code of Conduct defines responsibilities related to the research's relevance to society and the integrity of the research process. The laboratory chiefs are encouraged to delegate responsibilities only to competent individuals, ensuring high-quality outcomes across all research activities. The institute is also developing its research data management strategy, which includes recommendations on ensuring reproducibility, proper documentation, and validation of results, further reinforcing the practical aspects of professional responsibility. This demonstrates that researchers at the Institute feel professional accountability is maintained and supported institutionally. Overall, the principle of professional responsibility is institutionally embedded and widely recognized by researchers as a well-implemented standard of research culture at LEI.	1. During annual Institute meetings, the Director should define clear institutional expectations for researchers.

4. Professional attitude

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Researchers demonstrate a strong professional attitude by actively aligning their work with the institution’s strategic goals, research priorities, and operational procedures. The Institute’s strategic objectives and research directions are clearly defined and publicly available on the LEI website, ensuring transparency and accessibility for all employees and external stakeholders. These documents provide a solid framework for researchers to understand the broader institutional mission and how their work contributes to it. Funding principles are also well understood within the organization. LEI operates on a mixed funding model, combining partial core funding from the state with competitive funding acquired through 1. Publishing scientific results in peer-reviewed journals; 2. Initiating and participating in international research projects; 3. Protecting and commercializing technologies through patents. All research activities, funding efforts, and project directions are coordinated with direct supervisors, ensuring alignment with institutional capacity and strategic fit. Procedures for informing employers, funders, or supervisors about delays, changes, or completion of research projects are clearly defined in LEI’s internal Research and Experimental Development (R&D) management documents. Researchers are expected to report relevant updates at key project milestones and whenever significant changes occur. The Internal Work Regulations and Code of Conduct further promote a culture of responsibility and professional awareness. Both encourage employees to act conscientiously, communicate proactively, and uphold the values of the research community. A professional attitude is embedded in institutional procedures and widely practiced among researchers.	1. Organize an annual institutional meeting (or division-level briefings) to update researchers on strategic goals, performance metrics, and funding priorities.

5. Contractual and legal obligations

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Researchers, particularly those with more experience, are well acquainted with the national, sectoral, and institutional legal and regulatory frameworks. This familiarity results from their regular engagement with legal and contractual requirements as part of their day-to-day research activities. The regulation of employment and training conditions at LEI is clearly outlined in the Internal Work Regulations and the Employee Training Plan, which are accessible to all staff. These documents define working hours, responsibilities, learning opportunities, and workplace conduct expectations. The Management of Intellectual Property Rights (IPR) is governed by a dedicated institutional document – the Intellectual Property Management Rules – which specify procedures for patenting, licensing, and the distribution of rights among researchers and the institution. Delivery of research output (e.g. publications, reports, patents) is conducted by established deadlines and funder requirements. This is ensured by the provisions in the R&D Management Procedures and the institutional Code of Conduct, which define researchers' responsibilities for timely and complete reporting of project outcomes.	1. Develop a structured onboarding document that introduces new employees to institutional strategy, research priorities, funding mechanisms, IPR rules, project management, and other procedures. 2. Create a dedicated intranet space where researchers can easily access updated and translated into English versions of all institutional legal documents, templates, and compliance guidelines.

6. Accountability

Implementation	GAP / Implementation impediments	Initiatives undertaken/ new proposals
++ fully implemented	A strong institutional and ethical framework ensures accountability for research activities, their outcomes, and scientific validity. Responsibility for the quality, reliability, and justification of research is clearly established in the Code of Academic Ethics, which outlines researchers' obligations to maintain scientific integrity and transparency throughout the research process. Accountability for the efficient use of public and private funds and institutional resources is governed by two key internal documents: 1. The Procedure for the Use of Work Equipment, Property, and Funds Assigned to Employees, which regulates proper handling of institutional assets; 2. The Internal Financial Activity Regulations define rules for financial responsibility, expenditure tracking, and oversight. To ensure that research data and results are prepared adequately for audit purposes, all researchers are informed about the institutional Audit Procedure Description, which outlines the process and researcher responsibilities during internal or external audits.	1. Promote greater transparency and accountability by encouraging researchers to share non-confidential project outcomes (e.g., reports, key findings) through the Institute's website.

7. Good practice in research

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The institute strongly emphasizes ensuring the safety, security, and integrity of research practices across the institution. The Procedure for Occupational Safety and Working Environment Management regulates safe working conditions. It outlines institutional health and safety standards in compliance with national legislation. Additional rules concerning health-related risks—particularly during the COVID-19 pandemic—are detailed in the Internal Work Regulations for Safe Conduct during COVID-19 Threats. All employees are formally introduced to these rules upon employment as part of the onboarding process. The Rules on Processing Personal Data guarantee personal data protection and confidentiality. They comply with national and EU-level regulations and define procedures for handling sensitive and confidential information. The Rules for the Use of Information and Communication Technologies and Employee Monitoring in the Workplace govern IT systems and data security, including creating backups and recovery plans. This internal regulation ensures that digital infrastructure is protected, and staff follow safe data handling practices. However, the Institute has not yet adopted a formal Data Accumulation and Management Plan, which would provide a more comprehensive framework for data lifecycle management, archiving, and accessibility.	1. Create an institutional policy that defines clear procedures for data collection, storage, version control, metadata standards, archiving, and long-term accessibility, aligned with FAIR principles.

8. Dissemination, exploitation of results

Implementation	GAP / Implementation impediments	Initiatives undertaken/ new proposals
++ fully implemented	The Institute's administration consistently communicates the importance of disseminating and exploiting research results. It emphasizes this during key internal events, including the Director's annual address, where achievements in research visibility, knowledge transfer, and impact are presented, and staff are encouraged to improve further. A communication strategy has recently been developed, which defines the LEI communication model, ensuring the development of external and internal communication to achieve the set goals and objectives. These efforts are supported by the provisions of the Institute's Statutes and the Code of Academic Ethics, which reinforce researchers' responsibility to ensure that scientific outputs contribute to the public good and technological progress. To facilitate structured support in this area, LEI has established the R&D and Innovation Transfer Centre, a dedicated unit responsible for promoting collaboration between science and business, establishing research and innovation partnerships, and supporting the commercialization of R&D results. The Centre operates under the Procedure for Innovation and Technology Transfer, which defines the mechanisms, responsibilities, and processes involved in facilitating the practical application of research.	1. Once per year organize training sessions on intellectual property rights, licensing, spin-off development, and science communication, particularly targeting early-stage and mid-career researchers.

9. Public engagement

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Scientists of the Institute actively disseminate their knowledge and research findings through scientific publications, as required by their academic duties and project obligations. However, public outreach activities, such as participation in events with the broader community or public discussions, are infrequent. While science popularization articles are occasionally published, such efforts are not yet consistent or systematic. On a more positive note, the Institute has recently launched educational outreach initiatives for school students, aiming to engage younger audiences in energy-related science and innovation. In addition, LEI has implemented a project focused on developing a strategy to bring R&D activities closer to citizens, intending to promote civil engagement and initiate citizen science collaborations. This reflects a step toward a more inclusive approach to public engagement. Despite these individual efforts, no internal institutional support mechanism is dedicated to strengthening public trust in science or promoting the societal value and impact of research.	1. 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. 2. Invite motivated researchers to become "science ambassadors" who actively participate in outreach activities and serve as visible representatives of LEI in the public domain.

Status

10. Non discrimination

Implementation	GAP / Implementation impediments	Initiatives undertaken/ new proposals
++ fully implemented	The institute is committed to promoting a fair, inclusive, and respectful working environment, where researchers are not discriminated against on any grounds. Several internal policies and regulatory documents, including the Code of Academic Ethics, the Code of Conduct, and the Procedure for the Implementation of the Policy for the Prevention of Violence and Harassment at Work, support this principle. These documents establish the core values of respect, dignity, and equal treatment across all professional levels and activities. 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. In addition, LEI has adopted a Gender Equality Plan (2023–2027), which outlines strategic goals and actions for promoting gender balance and diversity, and includes measurable equality indicators for ongoing monitoring. LEI strives to uphold non-discrimination across all research-related processes and encourages a culture of openness and fairness in recruitment, evaluation, and everyday collaboration.	1. Once per year summarize internal progress on gender balance, age distribution, international recruitment, and representation in leadership, using data from the Gender Equality Plan and other sources.

11. Evaluation/ appraisal systems

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The evaluation and appraisal of researchers' performance is currently based on several key institutional documents, including The Description of Minimum Qualification Requirements for Research Staff Positions, The Qualification Requirement Descriptions for Research Staff Positions in the Fields of Technology and Social Sciences, and The Regulations for Emeritus Status. These documents provide a formal basis for assessing the qualifications and competencies of researchers at different career stages. In addition, developed a transparent and clearly defined performance appraisal system for researchers at all levels — from junior to senior positions. This system will establish regular, results-based evaluations announced in advance, ensuring fairness and transparency. The new procedure aims to support professional growth while maintaining accountability for scientific quality and institutional goals, since, while foundational evaluation mechanisms exist, the Institute's administration sees the need for a more consistent, structured, and transparent appraisal process.	1. Make the evaluation procedures, forms, timelines, and criteria publicly available to all researchers in both Lithuanian and English.

Recruitment and Selection - please be aware that the items listed here correspond with the Charter and Code. In addition, your organisation also needs to complete the checklist on Open, Transparent and Merit-based Recruitment included in a separate section, which focuses on the operationalization of these principles.

Status

12. Recruitment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Recruitment Institute is governed by several institutional regulations that ensure a transparent, fair, and inclusive selection process. These include the Internal Work Regulations, the Job Descriptions and Qualification Requirements for senior and chief research positions, and the Doctoral Studies Management Guidelines. The Institute conducts open public recruitment competitions following national and institutional procedures. These processes are transparent and non-discriminatory, and there are no barriers for disadvantaged or underrepresented groups, including individuals returning to research after a career break, those transitioning from other sectors (e.g., teaching or industry), or those belonging to socially vulnerable groups.	1. Combine all existing documents related to OTM-R into one policy document.

Status

13. Recruitment (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	At the Institute, the recruitment of researchers is governed by the Internal Work Regulations, which clearly define the procedures and required documentation for applicants seeking employment. These rules specify what must be submitted, to whom, and in what format, ensuring clarity and procedural fairness for all candidates. Job vacancy announcements are published publicly on the Institute’s official website, making employment opportunities accessible and transparent to national and international candidates. Job descriptions provide clear information about the position, required qualifications, and the application process. LEI’s recruitment practices are functioning effectively and are well-regarded by its research staff, particularly in compliance with the European standards outlined in the Charter and Code.	1. Create and make publicly available a formal document outlining LEI’s recruitment principles and procedures, aligned with standards.

Status

14. Selection (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The Regulations of the Recruitment and Attestation Commission at the Institute stipulate that the most suitable candidate for a research position is selected based on compliance with the minimum qualification requirements for the research staff position. Recruitment is carried out in a transparent, fair, and consistent manner. The Scientific Council of the Institute appoints the Commission, and its regulations ensure that most of its members are researchers who meet at least the minimum qualification requirements for Chief Researcher or Senior Researcher positions. In addition, at least one-third of the Commission members must be active employees of other institutions, with experience in evaluating and attesting researchers. However, the Commission's regulations do not require gender balance in the selection process or mandate the inclusion of early-stage researchers. The commission members have not received formal training since the Institute has not yet fully implemented the OTM-R principles.	1. Introduce short, periodic training for all staff participating in Competition and Attestation committees on OTM-R principles, Interview fairness and consistency, etc.

15. Transparency (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	At the Institute, job, internship, and PhD opportunities are publicly available and accessible to all visitors via the Institute’s official website. Recruitment announcements briefly inform candidates in advance about the key stages of the selection process, typical timelines for recruitment steps, and the evaluation criteria are indirectly reflected in the list of required application documents (e.g., CV, cover letter, academic records). However, several important transparency elements are missing, such as consistently specifying the number of available positions or clearly communicating the career development opportunities related to each position. There is also a lack of formal mechanisms to provide feedback to applicants, particularly regarding the strengths and weaknesses of their applications. Unsuccessful candidates do not typically receive personalized responses or evaluation summaries. Therefore, there is a need for more structured and open communication with applicants throughout the recruitment process, the introduction of standardized feedback mechanisms, and more detailed public information in job postings.	1. Clearly indicate how many positions are offered in each job, internship, or PhD announcement. 2. Add a dedicated section to each vacancy notice outlining the career progression opportunities, potential for involvement in international projects or mobility programs, and access to mentoring, training, or tenure-track pathways.

Status

16. Judging merit (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The evaluation of researchers' merit is based on broad and diverse criteria. These are clearly outlined in the annexes to the Procedure for Organizing Competitions, Performance Evaluations, and Certification for Research Positions, which include specific evaluation forms and indicators covering various aspects of professional experience. Currently, the Institute is preparing a more refined framework by developing two strategic documents - The Employee Remuneration System and The Procedure for Establishing and Assessing Qualification Requirements for Research Positions. These upcoming regulations will further specify and formalize the evaluation principles for researchers across all career levels. Particular attention is being given to enhancing the weight of qualitative criteria, including scientific creativity, interdisciplinarity, knowledge transfer, mentorship, and public engagement, in addition to traditional quantitative indicators. However, there is a lack of consistency or clarity in how merit-based evaluation is communicated and applied across recruitment cases. It highlights the need for more transparency and formalization in practice.	1. Supplement the Regulations of the Recruitment and Attestation Commission with OTM-R standards.

17. Variations in the chronological order of CVs (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	No specific regulation or formal guidance is addressing the treatment of variations in the chronological order of CVs during recruitment or evaluation processes. While the Institute aims to create favorable conditions for career breaks related to parental leave, illness, international mobility, or other life circumstances, these interruptions are not sufficiently integrated into the formal career assessment process. As a result, such career gaps may, in practice, negatively influence evaluation outcomes and potentially hinder researchers' career progression. The Institute recognizes the value of broad perspectives, international mobility, and intersectoral experience, and such qualities are generally appreciated during selection and appraisal procedures. However, career interruptions are not always equally acknowledged as a valid component of a diverse career path. Formalizing and better communicating policies that support non-linear career paths and protecting researchers from being disadvantaged due to justified career breaks is necessary.	1. Recommend to provide CV formats (e.g., narrative or skills-based CVs) that allow candidates to briefly explain any career gaps and highlight transferable skills gained during those periods (e.g., project management, intercultural experience, resilience).

18. Recognition of mobility experience (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Institute recognizes the importance of mobility experience—whether international, intersectoral, or interdisciplinary—as a key driver of professional growth and scientific development. Many LEI researchers actively participate in international mobility programs, such as Horizon Europe projects, COST Actions, Erasmus+, and bilateral exchange schemes. The Institute encourages participation in research visits, global collaboration, and project-based exchanges, which contribute to skill development, networking, and cross-cultural competence. However, while mobility is generally viewed positively, no formal institutional regulation explicitly states how mobility experience is evaluated or rewarded in recruitment, performance appraisals, or promotions. Researchers value the recognition of mobility experience quite highly. This demonstrates a generally favorable institutional attitude toward mobility, although a more structured and transparent integration of mobility-related achievements into HR and performance systems would further reinforce this principle.	1. Encourage researchers returning from mobility periods to share insights and apply new skills institutionally. 2. 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.

19. Recognition of qualifications (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	At the Institute, greater emphasis is traditionally placed on formal qualifications while recruiting researchers. Candidates must provide formal documentation (e.g. diplomas, academic degrees, certificates) to demonstrate their eligibility for research positions. Nevertheless, non-formal qualifications—such as project experience, innovation management skills, or technology commercialization competencies—are also valuable and often considered during candidate evaluations. Moreover, experience gained abroad is highly appreciated and viewed positively, especially when linked to international collaboration, mobility, or interdisciplinary expertise. That said, LEI still prioritizes formal proof of qualifications, and candidates who lack such documentation may face limitations, even if they have relevant experience. This indicates a potential need for more straightforward procedural guidelines for assessing informal and foreign-acquired qualifications.	1. Update application and evaluation forms to include dedicated sections for non-formal learning, such as project coordination, technology transfer activities, and industry-academia collaboration. 2. Showcase examples of successful researchers hired at LEI based on a blend of formal and informal qualifications, particularly from international backgrounds.

Status

20. Seniority (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/ new proposals
+/- almost but not fully i...	At the Institute, considerable attention is given to supporting the development of early-career researchers. The Institute actively encourages their integration into scientific activities and offers them opportunities to apply for higher-level research positions even at the initial stages of their careers. This reflects a strong institutional commitment to recognizing potential and achievements relative to career stage, rather than focusing solely on years of experience or time spent in each position. However, despite this practice, the approach is not yet formalized in internal policies or documented procedures. As such, there is a need to establish more straightforward institutional guidelines ensuring that evaluation and recruitment committees consistently assess candidates in proportion to their stage of professional development, which is in line with the European Charter for Researchers.	1. Introduce a clear institutional statement emphasizing the importance of assessing achievements relative to career stage, not career length.

Status

21. Postdoctoral appointments (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/ new proposals
-/+ partially implemented	At LEI, postdoctoral researchers are employed only in the context of national or European funding calls. The Institute itself does not initiate independent postdoctoral appointment programs. As a result, the rules and procedures governing such appointments are primarily determined by the specific requirements of those funding calls (e.g. Horizon Europe, national research programs). Nevertheless, LEI considers the postdoctoral phase a transitional stage, not a permanent or repeatable position. Postdoctoral researchers who perform well and demonstrate strong research potential are encouraged to pursue further career development at the Institute, including long-term research roles. The Institute also supports the advancement of postdoctoral researchers in academia or other sectors. Since there is no demand, there are currently no structured mentoring programs, professional training schemes, or career development tools specifically designed for postdoctoral researchers at LEI.	1. Provide postdocs with access to transferable skills workshops (e.g., research ethics, grant writing, project management), and networking events with academia and industry.

Working Conditions and Social Security

22. Recognition of the profession

Implementation	GAP / Implementation impediments	Initiatives undertaken/ new proposals
+/- almost but not fully i...	All researchers are recognized as professionals, regardless of their career stage, contract type, or experience level. This principle is embedded in the Institute's internal culture and reflected in the respect and equal treatment extended to junior, mid-level, and senior researchers. The Young Scientists Union was an active internal body representing early-stage researchers at LEI for many years. One of its key initiatives was organizing the annual International Conference of Young Scientists on Energy Issues (CYSENI), which attracted broad participation from abroad and significant attention from LEI's research community. While the conference has continued uninterrupted, the wider activities of the Young Scientists Union were temporarily paused. Efforts are being made to revive the Union, which was essential in networking, peer support, and professional development opportunities for early-stage researchers beyond the CYSENI conference. Through its activities, young researchers earned respect from senior colleagues and gained appropriate institutional status, rights, and responsibilities. This has contributed to a professional and inclusive environment across the Institute. There is no observable discrimination or devaluation based on contract type or position level at LEI. Researchers on short-term or project-based contracts are treated as integral members of the research community and participate equally in scientific and institutional activities.	1. Provide institutional support to formally establish the Young Scientists Hub as a representative body for early-stage researchers. 2. Involve early-career researchers in research councils, working groups (e.g., HRS4R implementation), staff surveys, and consultations.

23. Research environment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The LEI continuously seeks opportunities to invest in research infrastructure to acquire new, relevant equipment or upgrade existing tools and facilities. Modern scientific equipment enables researchers to collaborate with national and international partners and networks. Researchers are actively encouraged to initiate and participate in national and international research projects and are supported in making full use of LEI's infrastructure to implement those projects effectively. The administration also dedicates considerable effort and resources to integrating researchers into scientific networks and consistently expanding the number and reach of those partnerships. In cases where external funders do not ensure sufficient financial support to cover agreed work programmes, the Institute is committed to maintaining quality by contributing essential funding from its own resources. This approach helps sustain the formidable reputation LEI and its researchers earned over many years. The Internal Work Regulations and the Occupational Safety and Work Environment Management Procedures safeguard workplace safety and a healthy research environment. These ensure a safe and compliant setting for scientific activities.	1. Update equipment lists annually and prepare a yearly report detailing investments in new equipment or software and upgrades or modernization of facilities.

24. Working conditions

Implementation	GAP / Implementation impediments	Initiatives undertaken/ new proposals
++ fully implemented	The Lithuanian Energy Institute strives to ensure favorable, safe, and respectful working conditions for its researchers. Working conditions are continuously aligned with national legislation, particularly the Lithuanian Labour Code, and are regularly reviewed and updated in line with legal changes and best practices. Researchers are offered flexible work arrangements through additional agreements attached to their main employment contracts. These include options such as part-time employment and remote work, which the institute’s Remote Work Procedure governs. While these flexible conditions are available upon request, they are not yet universally applied. Parental leave (maternity/paternity) is fully available to researchers with small children, and employees returning from such leave are encouraged and supported in continuing their research careers. LEI's infrastructure is adapted to the extent possible for researchers with disabilities, and ongoing improvements are being made to increase accessibility and inclusion.	1. 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.

25. Stability and permanence of employment

Implementation	GAP / Implementation impediments	Initiatives undertaken/ new proposals
+/- almost but not fully i...	At the LEI, efforts are made to ensure employment stability and continuity for researchers. This commitment is reflected in the Regulations on Research Staff Competitions, Performance Evaluation, and Certification, which establish a transparent framework for maintaining long-term positions. Researchers are typically employed under open-ended (permanent) contracts, providing them with job security. However, every five years, all researchers must undergo a mandatory certification procedure to confirm their continued suitability for their roles. In addition, shorter-term responsibilities related to project implementation are formalized through supplementary agreements, attached to the primary employment contract. These project-based tasks do not affect the stability of the researcher's core position within the Institute.	1. During onboarding, provide the newly hired staff with clear information on contract types and duration, the re-certification process, and institutional commitment to stability.

26. Funding and salaries

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The LEI Employee Remuneration System regulates matters related to employee remuneration—including the structure of salaries, procedures for calculating compensation under non-standard working conditions, payment deadlines, and the forms and criteria for assigning base and additional pay. This system also outlines the legal framework for pay determination based on position and responsibilities, criteria for performance-based incentives, conditions for additional remuneration, and internal procedures for salary administration and transparency. The Remuneration System is prepared according to the Labour Code of the Republic of Lithuania, the Law on Science and Studies, Government resolutions, and the Institute's Internal Rules of Procedure. It is also harmonized with other institutional (local) legal acts to ensure consistency and fairness. Although researchers' employment contracts are permanent, part of their salaries must be earned through external project-based funding, particularly from national or international research programs. Salary levels are determined based on the researcher's position and career level, qualification, responsibilities, and performance, using the standardized rates approved by the Research Council of Lithuania. Researchers' scientific achievements can influence their access to incentive-based compensation, which is allocated following the procedures defined in the LEI Remuneration System. In addition, early-stage researchers (doctoral students) can be employed part-time as junior research associates, thus enabling financial support during their studies.	1. 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. 2. Offer individual consultations (upon request) on career trajectories for researchers and related salary expectations.

27. Gender balance

Implementation	GAP / Implementation impediments	Initiatives undertaken/ new proposals
++ fully implemented	Efforts to promote gender balance at the Institute are guided by the Equal Opportunities Policy and its Implementation Procedure, as well as the officially adopted Gender Equality Plan for 2023–2027. These documents set out strategic objectives to ensure fair and inclusive recruitment and career development for all employees, regardless of gender. In addition, the Institute organizes training sessions to raise awareness and reduce unconscious bias, such as the course “Psychological Harassment and Bullying in Organizations”, initiated by the Office of the Ombudsperson for Academic Ethics and Procedures of the Republic of Lithuania. LEI is committed to achieving balanced gender representation across all organizational levels. Recruitment procedures ensure that candidates are not discriminated against based on gender. There are no observed barriers for women to take up leadership positions within the Institute. For example, one of the current Deputy Directors is a woman, and several heads of administrative departments are also women. While women recently headed two scientific divisions, only one is currently led by a female. These efforts demonstrate the Institute’s intention to apply equal opportunity principles during recruitment and career progression. However, this does not compromise the quality or competence of the staff, as equal opportunities are pursued alongside merit-based selection and promotion.	1. Highlight success stories of women researchers and leaders within LEI in internal newsletters, on the website, social media, and at institutional events and conferences. 2. Publish annual progress updates of the Gender Equality Plan on the LEI website and report to management.

28. Career development

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The Lithuanian Energy Institute does not have a formal or comprehensive career development strategy. While researchers are provided with opportunities to advance professionally and to apply for higher-level positions, clear guidelines or pathways for career progression are lacking. Many of the current Heads of Research Divisions began their careers at LEI as doctoral students or while conducting research during their PhD preparation. This demonstrates internal promotion and long-term professional growth. However, there are no written frameworks or structured support mechanisms outlining career trajectories within the Institute. Career development is often supported informally by laboratory heads, administrative leaders, and members of evaluation or certification committees, who may encourage researchers to pursue advancement. Still, there are no institutional mentoring programs, formal career counseling services, or documented guidance on progression. LEI does encourage researchers to participate in professional and personal development training, including in areas such as “Personal Leadership in the Specialist’s Role”, among others. These training courses provide valuable skills but are not embedded in a broader career planning system.	1. Draft an institutional Career Development Policy applicable to all researchers, regardless of contract type or seniority. 2. Launch a formal mentoring initiative for early-stage and mid-career researchers.

29. Value of mobility

Implementation	GAP / Implementation impediments	Initiatives undertaken/ new proposals
+/- almost but not fully i...	At LEI, geographical mobility is the most actively supported form of mobility. From the initial stages of their careers, doctoral students must gain additional academic credits from foreign institutions, typically by participating in international summer schools or similar activities as part of their dissertation preparation. Researchers also frequently travel abroad in the framework of project implementation, partnership development, or service provision. Such trips are evaluated during the attestation of researchers. Likewise, foreign students and researchers are invited to LEI, contributing to international exchange of ideas, competence-building, and mutual learning. Some attention is also given to interdisciplinary mobility, with researchers encouraged to explore research synergies with peers from other Lithuanian or European institutions. Intersectoral mobility is also a common and supported practice. LEI researchers are encouraged to visit and collaborate with industrial and business partners, co-develop joint national or European projects, and provide specialized R&D services. Researchers are offered opportunities to participate in exchange programs, internships, and training visits abroad. Upon return, efforts are made to provide them with financial and administrative support to reintegrate and continue their work at the Institute.	1. Offer small internal grants or co-financing to support short-term visits (e.g., conferences, lab exchanges) where other funds are unavailable. 2. Designate an administrative contact point to help researchers identify international exchange or training opportunities.

Status

30. Access to career advice

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Career advice is currently provided informally, primarily through heads of scientific laboratories, HR personnel, or peer researchers. While this informal support can be helpful, there is no established internal policy, procedure, or structured system guiding how career counseling should be offered to researchers. Moreover, no partnerships or collaborations with external organizations are currently in place to provide professional career counseling for researchers.	1. Develop and approve internal guidelines for providing career advice to researchers. 2. Appoint an HR staff member or advisor as a dedicated contact for career guidance, coordinating career consultations, referring researchers to relevant services or tools, and monitoring feedback and needs.

31. Intellectual Property Rights

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The Institutional Regulations on the Management of Intellectual Property govern intellectual property (IP) rights. These regulations outline the procedures and conditions for managing IP created by employees, doctoral students, interns, and trainees, including provisions on the ownership, development, protection, use, and commercialization of intellectual property, knowledge and technology transfer processes, and revenue-sharing mechanisms. The IP Regulations clearly define the distribution of rights between the researcher, the Institute, and possible third parties such as business partners. The document also includes well-established rules concerning copyrights, patents, and other forms of IP protection. LEI researchers are reminded of the importance of protecting their scientific results, pursuing commercial applications, and generating revenue from research outputs through limited internal training sessions. These awareness-raising activities are intended to enhance researchers' understanding of their legal rights and the value of IP in the innovation ecosystem. However, researchers lack complete clarity or confidence in the effectiveness and accessibility of IP rights procedures and support at the Institute.	1. Offer tailored IP training on protecting scientific results, invention disclosures, licensing, start-up creation, and EU project IP requirements (e.g., Horizon Europe). 2. Create an annual institutional IP activity report, covering the number of disclosures, patent applications and grants, licensing agreements, and revenue generated.

32. Co-authorship

Implementation	GAP / Implementation impediments	Initiatives undertaken/ new proposals
++ fully implemented	The recognition of co-authorship at LEI is strongly encouraged and supported through the Code of Academic Ethics and the Code of Conduct. These documents promote fair co-authorship practices and explicitly discourage unethical forms of honorary or ghost authorship, ensuring that all contributing researchers are appropriately acknowledged in scientific publications, patents, and other research outputs. LEI actively promotes scientific collaboration and co-authorship within the Institute and with external partners, including other Lithuanian and international research institutions. This collaborative culture fosters knowledge exchange and shared academic contribution. The Regulations on Intellectual Property Management further support researchers by outlining their rights to authorship and co-authorship, helping them understand their legal and professional entitlements when contributing to research outputs. As a result, LEI researchers positively evaluate the principle of co-authorship.	1. Ensure that collaborative publications and co-authored outputs are properly recognized in researcher evaluations and valued alongside sole-authored work. 2. Encourage co-authorship, especially when evaluating doctoral students.

33. Teaching

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	At LEI, teaching is not a formal or mandatory responsibility for researchers, as the Institute does not conduct academic courses or lectures on-site. Consequently, there are no internal policies or procedures regulating teaching responsibilities, and teaching is not included as a component in the researcher evaluation system. Nevertheless, many LEI researchers hold part-time academic positions at universities in the city of Kaunas, where they teach university-level courses to students. In parallel, junior researchers or PhD candidates at LEI often must attend lecture series and earn academic credits, which they typically complete at local universities. Interestingly, some of these courses are taught by LEI researchers, establishing an indirect but valuable connection between research and academic teaching. Although teaching workload is managed through contractual arrangements with external universities, it is not formally recognized in the LEI researcher performance assessment system. Only doctoral supervision and research-related consultation are considered equivalent activities within institutional evaluation criteria.	1. Acknowledge lecturing and academic engagement at the partner university in the LEI performance review system.

34. Complains/ appeals

Implementation	GAP / Implementation impediments	Initiatives undertaken/ new proposals
+/- almost but not fully i...	At LEI, there is currently no formally approved procedure for handling complaints or appeals. This is largely because conflicts between supervisors and researchers occur rarely. When such situations arise, the administration seeks to resolve them confidentially, impartially, and fairly, based on mutual dialogue and case-by-case mediation. The Academic Ethics Commission of LEI reviews cases involving academic ethics violations. It operates per the Institute's internal Code of Academic Ethics and relevant national legislation. The Institute's Works Council is an independent collegial body representing the employees of the Institute, protecting their professional, labor, economic, and social rights, and safeguarding their interests. However, greater clarity, transparency, and institutional commitment are needed to ensure that all researchers feel protected and supported in conflicts or grievances.	1. Introduce a standard briefing for researchers covering their rights under the Charter, who to contact in case of conflict, and LEI's commitment to fair treatment.

35. Participation in decision-making bodies

Implementation	GAP / Implementation impediments	Initiatives undertaken/ new proposals
+/- almost but not fully i...	Researchers are consistently included in all institutional decision-making bodies. All three current Deputy Directors are researchers. The Scientific Council of the Institute is primarily composed of researchers, and so is the Academic Ethics Commission. Heads of scientific departments are researchers themselves. Recruitment and assessment committees are also composed of researchers. Moreover, LEI has an active employees' Work council, primarily composed of researchers, representing their collective interests. LEI researchers play a crucial role in preparing public-facing content and scientific communication materials, actively contributing to institutional outreach. These various forms of participation ensure that researchers have real opportunities to represent their individual and collective professional interests. With the recent appointment of a new Institute Director, even more strategic initiatives are being delegated to researchers. They are now invited to join working groups tasked with shaping the Institute's future strategy and to participate in meetings with government, society, industry, and academia representatives. Early-stage and senior researchers are given opportunities to participate in and lead research projects.	1. Regularly publish or announce pen calls for participation in working groups, commissions, or strategy teams. 2. Ensure that decisions made by committees or councils are communicated to the broader research community.
Training and Development		

36. Relation with supervisors

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	No specific, dedicated internal procedure governs the relationship between researchers and their supervisors. However, certain aspects of this relationship are partially addressed in general institutional documents, such as the Code of Conduct, the Code of Academic Ethics, and the Internal Work Regulations, which outline department heads and researchers' general duties and responsibilities. In the case of doctoral candidates, the Doctoral Studies Management Procedure defines the responsibilities of the PhD supervisor and the head of the scientific department overseeing the doctoral researcher. Nonetheless, there is no formal, structured cooperation model between researchers and their supervisors applicable across the Institute. Moreover, LEI lacks a procedure for conducting regular progress and career development discussions, and supervisors are not currently obligated to contribute to creating individual career development plans for their researchers. There is a need for greater clarity, guidance, and institutional commitment to foster more structured and supportive supervisor-researcher relationships at LEI.	1. Introduce an internal guideline - Career Development Guide - that clearly defines the roles and responsibilities of supervisors and researchers, the frequency and structure of progress review meetings, and expectations for communication and mentoring. 2. Allow researchers (mainly PhD candidates and early-stage researchers) to confidentially evaluate their supervisory experience and provide input on areas for improvement.

37. Supervision and managerial duties

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Institutional documents such as the Code of Conduct, the Code of Academic Ethics, and the Internal Work Regulations require researchers to carry out their duties to high professional standards and per ethical principles. Processes related to project management and scientific communication are described in the Institute's R&D Management Procedure. However, internal policies do not formally regulate mentorship and researcher career development. While senior researchers are encouraged to take on project coordination and scientific leadership responsibilities and fulfill these roles with high quality, the quality of supervision and leadership provided by senior researchers is not systematically evaluated. Furthermore, senior researchers are not regularly trained in effective mentorship practices. Although there are elements of supervision and management at LEI, more structured support and evaluation of leadership and mentoring roles are needed to fully meet the expectations outlined in the European Charter for Researchers.	1. Offer recommended training sessions on mentoring early-stage researchers, reflect it on Career Development Guide.

38. Continuing Professional Development

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	At LEI, researchers are continuously encouraged to participate in training activities as opportunities arise. According to the Employee Competence Management Procedure, one goal is to organize theoretical and practical training to meet staff development needs. Participation in scientific conferences is considered one of the indicators used in the evaluation of researchers' performance. Engagement in seminars, e- learning, internships, or exchange programs is typically connected to activities outlined in ongoing research projects. The Institute actively supports these forms of development, which assist researchers in finding relevant opportunities, provide internal support where possible, and enable participation within the limits of available institutional resources. Therefore, a moderate but active approach to fostering lifelong learning and professional growth at the Institute is visible.	1. 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. 2. Dedicate institutional funds to cover training fees, reimburse travel expenses, and support research visits and exchange programs. 3. Include training achievements and lifelong learning efforts as a criterion in researcher evaluation.

39. Access to research training and continuous development

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	At LEI, all researchers—regardless of their level of experience or the type of employment contract—are provided with equal opportunities to participate in available training activities. Information about training sessions, internships, and professional development opportunities is communicated via email announcements, posted on the Institute’s website, and shared through noticeboards in physical premises. However, most of these learning opportunities are offered by external organizations. The Institute itself rarely initiates internal training activities unless the implementation of a specific project or activity explicitly requires them. The Employee Competence Management Procedure defines the planning, execution, monitoring, and continuous improvement of training activities, including data analysis related to training outcomes. Despite this framework, continuous skills and competence development activities occur infrequently, and therefore, access to and participation in such opportunities remain limited. As a result, the availability and use of training in research and development fields are moderate, which indicates that while the foundational mechanisms are in place, more structured and initiative-taking training initiatives are needed to meet the expectations of this HRS4R principle fully.	1. Plan and implement an annual calendar of internal training activities, tailored to different researcher career stages. 2. Conduct a regular survey or consultation with researchers to identify skill gaps, desired training topics, and preferred formats (e.g., online, in-person, hybrid). 3. Create a dedicated intranet page with up-to-date training offerings (internal and external), registration forms, and an archive of past events and materials.

40. Supervision

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The Doctoral Studies Management Procedure at LEI is designed to ensure compliance with the requirements for organizing and conducting doctoral studies. This document outlines the planning, execution, monitoring, data analysis, and improvement of doctoral research activities. Early-stage researchers are formally introduced to their designated scientific supervisor from the beginning of doctoral studies. Before a researcher is assigned as a supervisor, it is verified that the candidate meets the qualifications and competencies required for the role. The designated supervisor must confirm that they have sufficient time, knowledge, and motivation to commit to supervising the doctoral candidate. Their competence is evaluated during the qualification assessment process.	1. In Career Development Guide clearly define supervisor responsibilities and expectations, specify supervisor–student meeting frequency, and outline criteria for adequate supervision. 2. Encourage supervisors to collaborate with doctoral candidates to develop Individual Career Development Plans and hold regular progress review meetings with documented outcomes.