

HR Excellence in Research

OTM-R 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

05/07/2024

Open, Transparent, and Merit-based Recruitment Check-list: OTM-R

A specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment (OTM-R). Please report on the status of achievement, also detail on the indicators and the form of measurement used.

- The "Open", "Transparent" and "Merit-based" checkboxes are indicative of the type of policies and practices the questions refer to, as detailed in the C&C. They are pre-set in the HR Excellence in Research E-tool and cannot be changed. No action is needed from institutions in their respect.
- The difference between "+/- Yes substantially" and "-/+ Yes partially" ratings is that in the first case the volume of the remaining work to be done until completion is little as compared to the effort that has been put so far in that direction, whereas for "-/+ Yes partially", the remaining work is either the same in volume or more than what has been achieved.
- For the "Suggested indicators" column, whenever the user hovers the mouse in the row dedicated to each question, a small text box will pop up, indicating options of potential indicators to use. However, each institution should identify own measurements of the effectiveness of its OTM-R policy which should be further reviewed and adapted.

Open Transparent Meritbased Answer:				Suggested indicators (or form of measurement)
OTM-R system				

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	-- No	Currently not in place. Recruitment in the 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. Outcome: In accordance with Action Plan the OTM-R policy will be published in English and Lithuanian on website.
Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	-- No	Upon completion of the OTM-R policy and the internal guidelines, these will be made available through a database or intranet platform accessible to all employees, including researchers. Outcome: created selection procedures of OTM-R for all researcher's groups in line with the Charter and the Code.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	-- No	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. According to the Employee Competence Management Procedure, one of the stated goals is to organize theoretical and practical training to meet staff development needs. Procedure defines the planning, execution, monitoring, and continuous improvement of training activities, including data analysis related to training outcomes. 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 in accordance with ethical principles. In developing the OTM-R policy, training for participants in the process is planned. Outcome: created Training Plan for members of Competition and Attestation Commission. The Training Plan will be in line with the Charter and the Code.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we make (sufficient) use of e-recruitment tools?	x	x		++ Yes completely	The Institute follows the Description of the Procedure for Organising Competitions, Performance Evaluation and Certification for Research Staff Positions at the LEI, approved by Resolution No. V5-3.6 of 30 November 2023. Applications for employment can be signed using an electronic signature. Competitions for research staff positions are announced on the Institute's website and on the website of the Research Council of Lithuania (LMT). Information about job vacancies at the Institute is published on the Institute's official website, on the website of the Research Council of Lithuania (as specified in Section III, point 11 of the Lithuanian Energy Institute's Equal Opportunities Policy and its Implementation Procedure, No. 23-6), as well as on employment portals such as "CV bankas", "CV Market", and similar platforms. When needed, individual consultations for candidates are provided remotely via "Teams", "MS Teams", or other communication platforms.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we have a quality control system for OTM-R in place?	x	x	x	-- No	There is currently no OTM-R quality control system. 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. Outcome: Control of created OTM-R quality system at LEI will be ensured and coordinated by the Personnel and Legal Department with enlist of Internal Audit Office and Quality Assurance Manager.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Does our current OTM-R policy encourage external candidates to apply?	x	x	x	-/+ Yes partially	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 both national and international candidates. Job descriptions provide clear information about the position, required qualifications, and the application process. Points 6 and 7 of the Description of the Procedure for Organising Competitions, Performance Evaluation and Certification for Research Staff Positions at the LEI, approved by Resolution No. V5-3.6 of 30 November 2023, set out provisions regarding visiting researchers. Outcome: Developed the OTM-R policy, which will have aspects that encourage external candidates to apply.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	-/+ Yes partially	The recruitment of researchers is governed by the Internal Work Regulations, which clearly define the procedures and required documentation for applicants seeking employment. Job vacancy announcements are published publicly on the Institute's official website, making employment opportunities accessible and transparent to both national and international candidates. Foreign students and researchers are invited to LEI, contributing to international exchange of ideas, competence-building, and mutual learning. Point 7 of the Description of the Procedure for Organising Competitions, Performance Evaluation and Certification for Research Staff Positions at the LEI, approved by Resolution No. V5-3.6 of 30 November 2023, sets out provisions regarding visiting researchers. Outcome: Developed the OTM-R policy that will create conditions to attract researchers from abroad.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	-/+ Yes partially	The institute is committed to promoting a fair, inclusive, and respectful working environment, where researchers are not discriminated against on any grounds. This principle is supported by 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. 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 ensures 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. In the

Open Transparent Meritbased Answer:

Suggested indicators (or form of measurement)

development of the OTP-R policy and during its evaluation, consideration is given to ensuring equal opportunities for women and men, as well as to maintaining a balance between early-career and experienced researchers Outcome: Developed the OTM-R policy that will create conditions to attract underrepresented groups.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	+/- Yes substantially	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. 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, the latter of which is governed by the institute's Remote Work Procedure. The Description of the Procedure for Organising Competitions, Performance Evaluation and Certification for Research Staff Positions at the LEI, approved by Resolution No. V5-3.6 of 30 November 2023, specifies in point 27 the procedure for competitions for research positions. The announcements provide detailed information about the position (job title, laboratory, research topic, and employment fraction). The job announcement provides essential information about the position, including the job title, employment fraction, and a competitive salary with bonuses that reflect work results and

Open Transparent Meritbased Answer:

Suggested indicators (or form of measurement)

competence. The announcements are published widely and made accessible to all, including international candidates. The requirements, recruitment procedure, timelines, and designated responsible persons are clearly defined. Candidates are evaluated on the basis of their qualifications, professional experience, publications, project activities, and other scientific and professional achievements. The recruitment process is carried out without discrimination on the grounds of gender, age, nationality, disability, or any other factors. The LEI continuously seeks opportunities to invest in research infrastructure, aiming to acquire new, relevant equipment or upgrade existing tools and facilities. Employees are offered attractive working conditions: - Easy and open access to state-of-the-art equipment. - Work-life balance opportunities (remote work options, annual leave, gym, free car parking facilities). - Stable and reliable employment conditions (clear contracts, defined salary, social security guarantees). - Career development support (opportunities for professional growth, training, and mentorship). - Additional comfort and leisure facilities (table football, table tennis, bicycle storage, and showers). Outcome: Developed the OTM-R policy will be fully in line with policies to provide attractive working conditions for researchers.

Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we have means to monitor whether the most suitable researchers apply?			++ Yes completely	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. The Competitions and Certification Commission reviews the documents submitted by the applicants and determines whether they meet the established criteria. In accordance with the established procedure, an eligibility check, CV screening, and interview evaluation are carried out.

Advertising and application phase

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		+/- Yes substantially	The guidelines for job advertisements ensuring equal opportunities and non-discrimination are set out in points 12–14 of Section III of the Lithuanian Energy Institute's Equal Opportunities Policy and its Implementation Procedure No. 23-6. The recruitment of non-research staff is carried out in accordance with the Description of the Procedure for Organising and Conducting Public Competitions for the Recruitment of Non-Research Staff at the Lithuanian Energy Institute, which was prepared in line with Government Resolution of the Republic of Lithuania No. 496 of 21 June 2017 “On the Implementation of the Labour Code of the Republic of Lithuania”, approving the Description of the Procedure for Organising and Conducting Competitions in State and Municipal Enterprises, in State and Municipal Institutions and Public Institutions financed from the State, Municipal and State Social Insurance Fund budgets as well as other state-established funds, where the State or Municipality is the owner. This description is available to employees via the Institute's intranet. Vacant positions for research staff are announced in accordance with the Law on Science and Studies of the Republic of Lithuania (No. XI-242) and the Description of the Mandatory Competences for the Career Stages of Researchers in Science and

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					Studies Institutions, approved by Order No. V-352 of the Chair of the Research Council of Lithuania on 29 June 2023. The Procedure for the Appointment and Performance Evaluation of the Heads of Research Divisions of the Lithuanian Energy Institute, clause 20, is approved, reviewed, and amended by the Institute's Research Council. Outcome: Developed a guideline in accordance with EURAXESS requirements.
Do we include in the job advertisement references/ links to all the elements foreseen in the relevant section of the toolkit?	x	x		-/+ Yes partially	Job offers are published in the websites of LEI and Research Council of Lithuania. In case of PhD students Google ads and social networks are used also. As usual the advertisement contains the name of the position, the basic content of the vacancy and qualification requirements, Outcome: The OTM-R policy will require you to add other elements foreseen in OTM-R toolkit to job advertisements.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		-/+ Yes partially	Now LEI is not using EURAXESS Europe website for job advertisements. However, an online meeting was held with the representative of EURAXESS Japan to discuss potential forms of cooperation. It was agreed that, in the event of an open research position or specific cooperation opportunities, the information would be shared and published on the EURAXESS Japan platform to increase the visibility of Lithuanian research institutions within the Japanese research community. Outcome: A guideline in accordance with EURAXESS requirements will be developed, which will be used for recruitment in EURAXESS Europe platform.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we make use of other job advertising tools?	x	x		++ Yes completely	Information about vacancies at the Institute is publicly announced on the Institute's website, on the website of the Research Council of Lithuania (as specified in paragraph 11 of Section III of the Lithuanian Energy Institute's Equal Opportunities Policy and its Implementation Procedure, No. 23-6), as well as on job portals such as "CV bankas", "CV Market", and similar platforms. Competitions are registered in the State Civil Service Management Information System by submitting a request to publish the competition together with all mandatory information. Employment opportunities are accessible and transparent to both national and international candidates.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we keep the administrative burden to a minimum for the candidate?		x		++ Yes completely	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). The candidate is provided with information regarding the procedure for their submission. All documents are prepared, received, and verified. If necessary, individual consultations are offered remotely via "MS Teams" or other communication platforms.

Selection and evaluation phase

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we have clear rules governing the appointment of selection committees?		x	x	++ Yes completely	The Personnel and Legal Department is responsible for staff recruitment, candidate assessment, and the overall employment process at the Institute (as specified in paragraph 10 of Section III of the Lithuanian Energy Institute's Equal Opportunities Policy and its Implementation Procedure, No. 23-6). For the recruitment of non-research staff, ad hoc commissions of at least three impartial members are established, considering the required competences (as provided in Section IV of the Description of the Procedure for Organising and Conducting Public Competitions for the Recruitment of Non-Research Staff at the Lithuanian Energy Institute). For the recruitment of research staff, commissions are formed and approved by the Institute's Research Council (as specified in paragraph 13 of the Description of the Procedure for Organising Competitions, Performance Evaluation and Certification for Research Staff Positions at the Lithuanian Energy Institute).

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Do we have clear rules concerning the composition of selection committees?		x	x	++ Yes completely	For the organisation of a competition, a commission is established by order of the Director. The commission must consist of no fewer than three members (as specified in paragraph 12 of the Description of the Procedure for Organising and Conducting Public Competitions for the Recruitment of Non-Research Staff at the Lithuanian Energy Institute). The commission is composed of persons from the Personnel and Legal Department together with the heads or specialists of the unit to which the candidate is applying. The recruitment of research staff is carried out by the Competitions and Certification Commission. The Commission consists of nine members, at least two-thirds of whom must be researchers holding the position of Chief Researcher or Senior Researcher at the Institute. At least one-third of the Commission members must be active representatives of other institutions with experience in certifying research staff and assessing the significance of scientific work. They must meet at least the minimum qualification requirements for the position of Senior Researcher or higher. A meeting of the Commission is valid if at least two-thirds of its members are present (as provided in the Description of the Procedure for Organising Competitions, Performance Evaluation and Certification for Research

Open Transparent Meritbased Answer:

Suggested indicators (or form of measurement)

Staff Positions at the Lithuanian Energy Institute). At the meeting for the election of the head of a research division, the participants include the employees of the division, the Chairpersons or their designated representatives of the Research Council, the Competitions and Certification Commission, and the Finance and Strategy Commission, as well as other persons with a legitimate interest in the activities of the division. The meeting is chaired by the Chair of the Research Council or another Council member appointed by the Chair.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Are the committees sufficiently gender-balanced?		x	x	++ Yes completely	The Institute follows the Lithuanian Energy Institute Gender Equality Plan for 2023–2027. In the recruitment commissions for research staff, it is often possible to ensure gender balance, as there are broader opportunities to select a gender-balanced composition from the proposed members. In contrast, in the recruitment commissions for non-research staff, this may be more challenging due to the limited number of qualified experts in a specific scientific field. 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.

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Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?			x	++ Yes completely	The Institute follows the Lithuanian Energy Institute Gender Equality Plan for 2023–2027. In the recruitment commissions for research staff, it is often possible to ensure gender balance, as there are broader opportunities to select a gender-balanced composition from the proposed members. In contrast, in the recruitment commissions for non-research staff, this may be more challenging due to the limited number of qualified experts in a specific scientific field. 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. In the recruitment of research staff, the commission evaluates candidates' performance results and selects the appropriate candidate for the position of research staff member by a simple

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Suggested indicators (or form of measurement)

majority through open voting. At the end of the meeting of a research division, a secret consultative vote is held with the purpose of providing an advisory opinion to the Institute's Research Council and the Director on the suitability of candidates for heading the research division. The candidate for the position of head of the research division is nominated to the Director of the Institute at the next meeting of the Research Council. At this meeting, candidates for the position of division head give a brief presentation, the results of the staff vote are presented, and the opinions of the Director of the Institute, members of the Research Council who attended the division meeting, and representatives of the commissions are heard. The Director of the Institute appoints the candidate for head of the research division as proposed by the Research Council. The Employee Remuneration System, and The Procedure for Establishing and Assessing Qualification Requirements for Research Positions. These regulations 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.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Appointment phase					
Do we inform all applicants at the end of the selection process?		x		-/+ Yes partially	Candidates are contacted in the initial form of communication; however, they are not informed in detail about the outcome of the recruitment process. Outcome: The created OTM-R policy will oblige to inform all applicants at the end of the selection process.
Do we provide adequate feedback to interviewees?		x		+/- Yes substantially	Candidates are contacted through their initial communication channel and provided with feedback but not in detail. Written responses are given where necessary. All applicants who participated in the recruitment process have the right to access the minutes of the commission, their completed test, and the digital audio recording of their oral test component (as specified in paragraph 27 of the Description of the Procedure for Organising and Conducting Public Competitions for the Recruitment of Non-Research Staff at the Lithuanian Energy Institute). Outcome: The created OTM-R policy will oblige to provide adequate feedback to interviewees.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we have an appropriate complaints mechanism in place?		x		++ Yes completely	Upon receiving a complaint from an employee or a candidate for a vacant position regarding a violation of equal opportunities or discrimination, the Institute immediately forwards the complaint to the Office of the Equal Opportunities Ombudsperson or another competent authority (as specified in paragraph 27 of Section V of the Equal Opportunities Policy and its Implementation Procedure of the Lithuanian Energy Institute, No. 23-6). Applicants who disagree with the decision of the commission submit an appeal of the competition results in writing to the LEI within three working days. The Director examines the appeal within three working days. If a violation of the applicant's rights is established, the Director annuls the decision of the commission, announces a new competition, and replaces at least two members of the commission (as specified in paragraph 28 of the Description of the Procedure for Organising and Conducting Public Competitions for the Recruitment of Non-Research Staff at the Lithuanian Energy Institute). Applicants for research staff positions who disagree with the decision of the Commission submit an appeal to the Director within three working days after the meeting of the Commission. The Director, no later than ten working days from the date of receipt of the appeal, adopts one of the

Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
				following decisions: to uphold or to reject the appeal (as specified in the Description of the Procedure for Organising Competitions, Performance Evaluation and Certification for Research Staff Positions at the Lithuanian Energy Institute). The Academic Ethics Commission of LEI reviews cases involving academic ethics violations. It operates in accordance with the Institute's internal Code of Academic Ethics and relevant national legislation. An anonymous physical feedback box is also installed on the premises of the LEI, where comments or complaints can be submitted.
Overall assessment				
Do we have a system in place to assess whether OTM-R delivers on its objectives?				There is currently no formal system in place. Outcome: The system to monitor the OTM-R impact according to selected indicators will be developed.