

## HR Excellence in Research

# | Process Description

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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

## Process

The HR Excellence in Research process must engage all management departments directly or indirectly responsible for researchers' HR-issues. These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HR Excellence in Research strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4 , as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HR Excellence in Research process in your organisation:

| Name                   | Position                                                           | Steering Committee                  | Working Group                       | Management line/ Department                                 |
|------------------------|--------------------------------------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------------------------------|
| Saulius Gudžius        | Director                                                           | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Directorate                                                 |
| Raminta Skvorčinskienė | Deputy director / Senior research associate                        | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Directorate / Laboratory of Combustion Processes            |
| Andrius Tamošiūnas     | Deputy director                                                    | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Directorate                                                 |
| Robertas Poškas        | Deputy director                                                    | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Directorate                                                 |
| Vidas Lekavičius       | Chairman of the Scientific Council / Chief Research Associate      | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Scientific Council / Laboratory of Energy Systems Research  |
| Vaida Bansevičienė     | Head of Personnel and Legal Department                             | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Personnel and Legal Department                              |
| Asta Narkūnienė        | Chairman of Academic Ethics Commission / Senior research associate | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Academic Ethics Commission / Nuclear Engineering Laboratory |
| Jolanta Kazakevičienė  | Studies administrator                                              | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Personnel and Legal Department                              |
| Daiva Šiaučiūnienė     | Quality Assurance manager                                          | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Directorate                                                 |

| Name                  | Position                                                            | Steering Committee       | Working Group                       | Management line/ Department                                       |
|-----------------------|---------------------------------------------------------------------|--------------------------|-------------------------------------|-------------------------------------------------------------------|
| Rimantas Levinskas    | Project Manager                                                     | <input type="checkbox"/> | <input checked="" type="checkbox"/> | R&D and Innovation Transfer Centre                                |
| Mindaugas Milieška    | Technology and service transfer manager / Senior research associate | <input type="checkbox"/> | <input checked="" type="checkbox"/> | R&D and Innovation Transfer Centre / Plasma Processing Laboratory |
| Egidijus Urbonavičius | Chief research associate                                            | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Doctoral Committee / Laboratory of Nuclear Installation Safety    |
| Marius Praspaliauskas | Head of Laboratory / Senior Research Associate                      | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Laboratory of Heat-Equipment Research and Testing                 |
| Darius Naujokaitis    | Head of Laboratory / Senior Research Associate                      | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Smart Grids and Renewable Energy Laboratory                       |
| Raminta Rodaitė       | Senior Research Associate                                           | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Center for Hydrogen Energy Technologies                           |
| Serhii Nazarenko      | Senior Research Associate                                           | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Laboratory of Hydrology                                           |
| Ernest Bykov          | PhD Student                                                         | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Laboratory of Combustion Processes / Foreign Researchers          |
| Dilmurod Tuymurodov   | PhD student + Junior Research Associate                             | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Laboratory of Nuclear Installation Safety / Foreign PhD Students  |
| Rimantė Balsiūnaitė   | PhD student + Junior Research Associate                             | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Laboratory of Energy Systems Research / Junior Researchers        |
| Lina Vorotinskienė    | Research Associate                                                  | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Laboratory of Combustion Processes / Research Associates          |
| Brigita Bagužytė      | Specialist                                                          | <input type="checkbox"/> | <input checked="" type="checkbox"/> | R&D and Innovation Transfer Centre                                |

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4 (<https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>), as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HR Excellence in Research process.

Provide information on how the researchers groups were involved in the GAP-analysis:

| Stakeholder group              | Consultation format                                       | Contributions                                                                                                 |
|--------------------------------|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| Researchers of R1 - R4 level   | Anonymous completion of HRS4R questionnaires, discussions | To measure the impact of the ongoing Gap analysis and Action Plan on researchers including all OTM-R aspects. |
| Personnel and Legal Department | Quarterly meetings                                        | To provide the lists of existing and initiate new documents relevant to each principle of HRS4R.              |

Please describe how the Committee overseeing the process was appointed and how it worked (meetings, decisions, etc.):

Guided by the aim of ensuring the systematic and sustainable implementation of the provisions of the European Human Resources Strategy for Researchers at the Lithuanian Energy Institute on the 5th of June 2025, the Director, by Order No.VI-35, established a Steering Committee and initiated the process to achieve the HR Excellence in Research Award. The Director declared that all management units directly or indirectly responsible for human resources for researchers must actively participate in the process. The Steering Committee included the Director and his deputies, the personnel manager(s), other administrative employees, and the chairmen of the Scientific Council, Academic Ethics, and Doctoral Studies Commissions of the Institute, interested in the implementation of the provisions of the human resources strategy, as well as researchers and heads of scientific units.

In the Directors' order, it is foreseen that the Steering Committee will approve the most essential documentation: the Gap Analysis, the Action Plan, and the Open, Transparent and Merit-Based Recruitment (OTM-R) checklist. The Steering Committee will decide on priorities, resource allocation, and deadlines. It will also review progress reports, provide comments, approve reports to the European Commission, and monitor LEI's compliance with the deadlines and obligations for implementing the HRS4R Provisions. The Steering Committee considered the summer holiday period during which a significant number of key members of both the Steering Committee and the Working Group will be on scheduled leave. This situation made it challenging to ensure appropriate collaboration, internal validation, and approval of needful documents. Due to this, on June 6, 2025, the Steering Committee allowed the Working Group to send the Extension Justification to the EURAXESS HRS4R Team and request an extension of time for presenting the required documents. The deadline for delivering the documents has been extended until October 5, 2025.

The draft of the Gap analysis in the Lithuanian language has been received from the Working group for review on June 20, 2025. Significant

suggestions have been made for the Working Group for improvements on June 27, 2025. The final draft of the above-mentioned documents in the English language has been discussed with the Working Group and approved on September 27, 2025.

Please describe how the Working Group doing the Gap Analysis was appointed:

The beginning of preparation of the Gap analysis document based on the survey of LEI researchers on implementation of 40 principles of the European Charter of Researchers and the Code of Conduct for the recruitment of Researchers started on February 2024. This process was appointed for the R&D and Innovation Transfer Center (R&D&I TC) personnel by the then Director. The draft of the Gap Analysis document was discussed with the Institute Administration in June 2024, and the Commitment to endorse the principles of the European Charter was sent to the European Commission on June 20, 2024.

Due to the new Director's activities related to staff position changes in the Administration and Scientific laboratories, the Director appointed the R&D and Innovation Transfer Center (R&D&I TC) personnel to prepare the drafts of the documents necessary to implement the Human Resources Strategy for Researchers on November 5, 2024. Based on the Guidelines and an Action plan developed by the R&D&I TC for enhancing the attractiveness of research careers at the Lithuanian Energy Institute, the staff of the R&D and Innovation Transfer Center constantly discussed with representatives from Administration and Scientific laboratories about the situation with Gap analysis results, and this process required a lot of time. Also, restructuring the entire top-level management, including appointing new Deputy Directors, Head of Personnel, and Legal Department, required the reorganization of responsibilities. Consequently, on June 5, 2025, the Working Group of the R&D and Innovation Transfer Center was extended, according to the Director's order No. VI-35. Additionally, the representatives of Scientific laboratories have been appointed, covering researchers of R1-R4 levels, to the Working Group. It is foreseen that the Working Group, whose functions are to carry out the entire process of implementing the Strategy Provisions, prepare the documents necessary for implementing the Strategy, such as the Gap Analysis, the Action Plan, and the OTM-R policy.