

**European Charter and Code for Researchers:** <https://euraxess.ec.europa.eu/jobs/charter>

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KAUNAS UNIVERSITY OF TECHNOLOGY GAP ANALYSIS		
Ethical and Professional Aspects		
<b>1. Research freedom</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	<p>Institutional regulations: Statute of Kaunas University of Technology approved by the decision No. XI-1194 of 30 November 2010 (new edition of the decision No. XI-2149 of 28 June 2012 of the Parliament of the Republic of Lithuania); Provisional Academic Regulations Kaunas University of Technology approved by the decision of Senate of Kaunas University of Technology as of June 20 2012, No. V3-S-48; The Code of Academic Ethics approved by KTU Senate Resolution No. V3-S-1 of 25 January 2012; Strategy of Research and Experimental (Socio-Cultural) Development, and Innovations 2015–2020.</p>	<p>University guarantees research freedom for academic employees in terms of freedom of thought, word, world-view, and freedom of choice of methods of and approaches to, which corresponds with acknowledged ethical principles. Researchers are able to use their research freedom in accordance with ethical principles that are stated in the Code of Academic Ethics of Kaunas University of Technology. In order to avoid the constrains of research freedom for researchers University has developed Strategy of Research and Experimental (Socio-Cultural) Development, and Innovations 2015–2020 where strategic objectives, vision, principles, priorities and strategy implementation plan for the period 2015-2020 are formulated. Another initiative to ground the principles of research freedom were established in order to conduct the international level scientific research on certain topics that contribute to the sustainable regional development and ensure that studies are research-based.</p>
<b>2. Ethical principles</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
+/- almost but not fully implemented	<p>Identified gap - more clear procedure should be established for research ethical clearance at University. Institutional regulations: The Code of Academic Ethics approved by KTU Senate Resolution No. V3-S-1 of 25 January 2012.</p>	<p>Following the discussions with different groups of researchers and in particular with PhD students, it appeared that even though some official policies and bodies overseeing ethical procedures and processes are in place at the University, researchers still lacks clear guidelines on how to deal with ethical questions while conducting their research projects. As a result, the University plans to develop guidelines for researchers on how to deal with ethical questions and how to follow ethical procedures within the research Project, and organize training sessions for the researchers, especially focusing on young researchers.</p>
<b>3. Professional responsibility</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	<p>Institutional regulations: The Code of Academic Ethics approved by KTU Senate Resolution No. V3-S-1 of 25</p>	<p>Principles of professional responsibility are grounded in The Code of Academic Ethics approved by KTU Senate Resolution No. V3-S-1 of 25 January 2012. University takes an</p>



## KAUNAS UNIVERSITY OF TECHNOLOGY GAP ANALYSIS

January 2012; Strategy of Research and Experimental (Socio-Cultural) Development, and Innovations 2015–2020

action to be sure that the research developed by researchers at Kaunas University of technology is relevant to the society by setting the strategic research priorities and objectives that are detailed in Strategy of Research and Experimental (Socio-Cultural) Development, and Innovations 2015–2020. Furthermore, young researchers during their postgraduate studies and doctoral studies have modules on good research practice. Master thesis and PhD thesis once prepared are checked through plagiarism system in order to maintain academic integrity.

### 4. Professional attitude

#### Implementation

++ fully implemented

No gap identified

#### Initiatives undertaken/new proposals

Researchers at Kaunas University of Technology are made familiar with aspect of professional attitude while commencing their employment with University. Every researcher at the beginning of his/her employment contract is given job description where functions and responsibilities related to the position are outlined.

### 5. Contractual and legal obligations

#### Implementation

++ fully implemented

Institutional regulations: Work Recording Regulations for Academic Employees at Kaunas University of Technology approved by Rectors Order No. A-429 of 2 July 2019; Regulation on Management of Kaunas University of Technology Intellectual Property as well as on Technology Transfer was approved by Rector's Order No. A-273 of 26 April 2019.

#### Initiatives undertaken/new proposals

The main principles of the Labour Code of the Republic of Lithuania that are related to employment of researchers are outlined in the employment contract, job descriptions and safety instructions. Legal requirements of working conditions in terms of the working hours are presented in the Work Recording Regulations for Academic Employees at Kaunas University of Technology approved by Rectors Order No. A-429 of 2 July 2019. In order to familiarize researchers with obligations related to intellectual property rights the updated Regulation on Management of Kaunas University of Technology Intellectual Property as well as on Technology Transfer was approved by Rector's Order No. A-273 of 26 April 2019.

### 6. Accountability

#### Implementation

++ fully implemented

No gap identified Guidelines of Finance Management approved by Decree of University Council No. V7-T-28 of 6 December 2017

#### Initiatives undertaken/new proposals

According the laws in Lithuania University is fully accountable for the projects developed by University's researchers and for the good use of public money. The Financial and accountancy work in University is done in accordance to the "Guidelines of Finance Management" approved by Decree of University Council No. V7-T-28 of 6 December 2017. University is adopting open science idea and, therefore, encourages researchers to make their used methods of collection data for research, methods analysis,

**KAUNAS UNIVERSITY OF TECHNOLOGY GAP ANALYSIS**

and the outputs openly available for internal and external use, as well as open for academic and public society. For this purpose, University is participating in OpenAIRE-Advance Project and researchers are provided with opportunities to discuss with Library support team the issues and possibilities in publishing open science, seminars and workshops in this perspective are provided by Library staff.

**7. Good practice in research**

**Implementation** | **GAP / Implementation impediments**

+/- almost but not fully implemented

Identified gap - University's data protection policy should be developed and approved

**Initiatives undertaken/new proposals**

Researchers have the institutional obligations to familiarise themselves with general and equipment/material specific health and safety regulations and instructions and follow them throughout their research process. University as well provides opportunities for researchers to keep back-up copies of their work in the "Office 365" platform to be able to have a copy of their work in case of IT related problems. University has recruited data protection specialist to be able to assist researchers with data protection issues that may emerge during their research process. However, interviews with researchers revealed that clear policy in this regard is still missing.

**8. Dissemination, exploitation of results**

**Implementation** | **GAP / Implementation impediments**

+/- almost but not fully implemented

Identified gap - inter-faculty dissemination of research results needs to be enhanced

**Initiatives undertaken/new proposals**

Every year, University prepares, publishes and disseminates to public informational publication – scientific research report of the previous year. Based on University defined qualification requirements for different occupied positions, university teachers, scientists and researchers must publish their research or applied research findings in high level international scientific journals, periodicals and other publications and /or present research and applied research findings at high level international scientific conferences if the research client is not against it. Taking further University has a support structure in place (National Innovations and Entrepreneurship centre) with the help of which researchers are able to look at the commercialization possibilities of their research results. University as well organize or take part in organizing International scientific conference. At the faculty and research group levels research seminars are organized to discuss research in progress. However, Employee satisfaction survey indicated that researchers lack visibility of each others work, especially in the context of inter-faculty visibility.

**9. Public engagement**



<b>KAUNAS UNIVERSITY OF TECHNOLOGY GAP ANALYSIS</b>		
<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
<p>++ fully implemented</p> <p>No gap identified</p>		<p>Researchers at Kaunas University of Technology are encouraged to be active in connecting to the public and disseminating their research results and activities to the public. Such an activities are regarded as one of research impact criteria's in researcher's evaluation system. There are some yearly public events where researchers of Kaunas University of Technology participate "Spaceship Earth", "Researchers' night", "Science and city" to name some of them.</p>
<b>10. Non discrimination</b>		
<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
<p>++ fully implemented</p>	<p>Institutional regulations: Equality and Diversity Policy at Kaunas University of Technology and Guidelines of its Implementation approved by Rector's Order No. A-636 of 7 December 2018.</p>	<p>Kaunas University of Technology aims at creating an open environment where individual differences, characteristics, potential and contribution of all its staff and students are acknowledged and appreciated. Each employee and student has a right to work and study in the environment that encourages respect to everyone's dignity. To foster and ensure the implementation of the fundamental human rights, which are set out in the Constitution of the Republic of Lithuania and the Charter of Fundamental Rights of the European Union, the Equality and Diversity Policy, was approved and the University's Equality Committee was established in 2018.</p>
<b>11. Evaluation/ appraisal systems</b>		
<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
<p>++ fully implemented</p>	<p>National regulations: Law on Science and Studies of the Republic of Lithuania; Order of the Minister of Education and Science of the Republic of Lithuania No. V-747 "On Approval of the Regulation on the Annual Assessment of Scientific Research and Experimental Development, and Artistic Activities of the Universities and Research Institutes" of 4 October 2017; Order No. V-2538 "On Approval of the Recommendations on the Composition of the Lecturers' Working Time" of 23 December 2011; Order of the Director of the Centre for Quality Assessment in Higher Education No. 1-01-162 "On Approval of the Assessment Methodology of the Provided Study Programmes" of 20 December 2010; Order of the Chairman of the Lithuanian Research Council No. V-340 "On Approval of the Description of</p>	<p>Evaluation of researchers at Kaunas University of Technology is performed following "Guidelines for Organization of Performance Evaluation and Competitions for the Positions of Lectures and Researchers". The document is developed in accordance to national laws regulating researchers' appraisal systems and constantly renewed taking into account changes in regulations at national level and aligning procedure to strategic research objectives. The evaluation process is performed by Commissions for performance evaluation and competitions. Commission is composed of: 1. At least two thirds of the members of Commission have to be the University's scientists or artists working in a position of professor/chief researcher or associate professor/senior researcher appointed to them under the procedure of competition; they work under the fixed term or indefinite term employment contract; 2. At least one third of the members of Commission have to be the persons invited by the Rector; they are not the University's employees, but work in a leading position in the Lithuanian and/or international companies or institutions or hold a doctoral degree; 3. At least one member of Commission has to be a student representative delegated by the Student Union.</p>



## KAUNAS UNIVERSITY OF TECHNOLOGY GAP ANALYSIS

Minimum Qualification Requirements for Job Positions of Researchers of State Research and Education Institutions" of 28 June 2018; institutional regulations: Statute of Kaunas University of Technology approved by the decision No. XI-1194 of 30 November 2010 (new edition of the decision No. XI-2149 of 28 June 2012 of the Parliament of the Republic of Lithuania); Guidelines for Organisation of Performance Evaluation and Competitions for the Positions of Lecturers and Researchers approved by Senate Decree No. V3-S-10 of 23 January 2019

Criteria of evaluation is following the criteria regulated in Order of the Chairman of the Lithuanian Research Council No. V-340 "On Approval of the Description of Minimum Qualification Requirements for Job Positions of Researchers of State Research and Education Institutions" of 28 June 2018. Evaluation criteria includes: number of scientific papers, participation in study processes, presentations at the international scientific conferences, participation in external research or experimental development, research expertise peer-review, activities of research promotion, participation in the work of committees or commissions, or otherwise participated in the activities of the international academic community.

**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.**

### 12. Recruitment

#### Implementation

National regulations: Law on Science and Studies of the Republic of Lithuania; Order of the Minister of Education and Science of the Republic of Lithuania No. V-747 "On Approval of the Regulation on the Annual Assessment of Scientific Research and Experimental Development, and Artistic Activities of the Universities and Research Institutes" of 4 October 2017; Order No. V-2538 "On Approval of the Recommendations on the Composition of the Lecturers' Working Time" of 23 December 2011; Order of the Director of the Centre for Quality Assessment in Higher Education No. 1-01-162 "On Approval of the Assessment Methodology of the Provided Study Programmes" of 20 December 2010; Order of the Chairman of the Lithuanian Research Council No. V-340 "On Approval of the Description of Minimum Qualification Requirements for Job Positions of Researchers of State Research and Education Institutions" of 28 June 2018; Institutional regulations: Statute of Kaunas University of Technology approved by the decision No. XI-1194 of 30 November 2010 (new edition of the decision No. XI-2149 of 28 June 2012 of

++ fully implemented

#### Initiatives undertaken/new proposals

Recruitment of researchers is organized following the "Guidelines for Organization of Performance Evaluation and Competitions for the Positions of Lectures and Researchers" developed by Kaunas University of Technology. Procedure is aimed to be open, transparent and merit-based. Guidelines were developed in accordance with recommendations of the European Commission on the European Charter for Researchers and on the Code of Conduct for the Recruitment of Researchers. Entry requirements for different levels researchers positions are different and lower requirements are considered for younger researchers in comparison to senior research staff. Guidelines and procedures as well takes into account possibility of disadvantaged group of researchers returning to research career and have provisions in place for those that are/were on a long-term vacation (pregnancy, birth, child care, etc.) or on a long-term traineeship (for a period of at least 4 months), or is ill for more than 90 days consequently or 180 days intermittently.



**KAUNAS UNIVERSITY OF TECHNOLOGY GAP ANALYSIS**

the Parliament of the Republic of Lithuania); Guidelines for Organisation of Performance Evaluation and Competitions for the Positions of Lecturers and Researchers approved by Senate Decree No. V3-S-10 of 23 January 2019

**13. Recruitment (Code)****Implementation**

National regulations: Law on Science and Studies of the Republic of Lithuania; Order of the Minister of Education and Science of the Republic of Lithuania No.V-747 "On Approval of the Regulation on the Annual Assessment of Scientific Research and Experimental Development, and Artistic Activities of the Universities and Research Institutes" of 4 October 2017; Order No. V-2538 "On Approval of the Recommendations on the Composition of the Lecturers' Working Time" of 23 December 2011; Order of the Director of the Centre for Quality Assessment in Higher Education No. 1-01-162 "On Approval of the Assessment Methodology of the Provided Study Programmes" of 20 December 2010; Order of the Chairman of the Lithuanian Research Council No. V-340 "On Approval of the Description of Minimum Qualification Requirements for Job Positions of Researchers of State Research and Education Institutions" of 28 June 2018; Institutional regulations: Statute of Kaunas University of Technology approved by the decision No. XI-1194 of 30 November 2010 (new edition of the decision No. XI-2149 of 28 June 2012 of the Parliament of the Republic of Lithuania); Guidelines for Organisation of Performance Evaluation and Competitions for the Positions of Lecturers and Researchers approved by Senate Decree No. V3-S-10 of 23 January 2019

++ fully implemented

**Initiatives undertaken/new proposals**

University is following the established procedure for appointing researchers which is constantly updated in accordance to any national laws and international recommendations for recruiting researchers. Recruitment process is open and candidates from outside University can apply for the advertised position. International aspect being strong throughout all University's strategy and objectives, KTU takes measures to recruit international researchers. One of a way to reach possible international candidates is to advertise positions on Euraxess portal. Guidelines for organization of performance evaluation and competitions for the positions of lectures and researchers as well provides detailed information on procedures followed during researchers recruitment process. To reach all possible candidates the announcement of competition is published on the websites of the University and Lithuanian Research Council, at least in one channel of local media and at least in one channel of international media. At least 3 months (July and August are not included in this period) before the end of the lecturer's and researcher's term of office the competition for this position is announced by the Rector's order. Typically, the advertisement for research position includes the description of working conditions at University and functions that researcher will be expected to perform.

**14. Selection (Code)**



**KAUNAS UNIVERSITY OF TECHNOLOGY GAP ANALYSIS**

**Implementation**

**GAP / Implementation impediments**

National regulations: Law on Science and Studies of the Republic of Lithuania; Order of the Minister of Education and Science of the Republic of Lithuania No. V-747 "On Approval of the Regulation on the Annual Assessment of Scientific Research and Experimental Development, and Artistic Activities of the Universities and Research Institutes" of 4 October 2017; Order No. V-2538 "On Approval of the Recommendations on the Composition of the Lecturers' Working Time" of 23 December 2011; Order of the Director of the Centre for Quality Assessment in Higher Education No. 1-01-162 "On Approval of the Assessment Methodology of the Provided Study Programmes" of 20 December 2010; Order of the Chairman of the Lithuanian Research Council No. V-340 "On Approval of the Description of Minimum Qualification Requirements for Job Positions of Researchers of State Research and Education Institutions" of 28 June 2018; Institutional regulations: Statute of Kaunas University of Technology approved by the decision No. XI-1194 of 30 November 2010 (new edition of the decision No. XI-2149 of 28 June 2012 of the Parliament of the Republic of Lithuania); Guidelines for Organisation of Performance Evaluation and Competitions for the Positions of Lecturers and Researchers approved by Senate Decree No. V3-S-10 of 23 January 2019

+++ fully implemented

**Initiatives undertaken/new proposals**

Commissions for performance evaluation and competitions are responsible for selection of researchers for advertised positions. Commissions are assembled according to the certain requirements: 1. At least two thirds of the members of Commission have to be the University's scientists or artists working in a position of professor/chief researcher or associate professor/senior researcher appointed to them under the procedure of competition; they work under the fixed term or indefinite term employment contract; 2. At least one third of the members of Commission have to be the persons invited by the Rector; they are not the University's employees, but work in a leading position in the Lithuanian and/or international companies or institutions or hold a doctoral degree; 3. At least one member of Commission has to be a student representative delegated by the Student Union. Commission uses different selection practises to select the most appropriate candidate for the position. These include verification of application documents prepared by Human Resources Administration Office, joint discussion of candidate for research position with academic community in the public meeting of the second level academic division, expert evaluation performed by commission.

**15. Transparency (Code)**

**Implementation**

**GAP / Implementation impediments**

National regulations: Law on Science and Studies of the Republic of Lithuania; Order of the Minister of Education and Science of the Republic of Lithuania No. V-747 "On Approval of the Regulation on the Annual Assessment of Scientific Research and Experimental Development, and Artistic Activities of the Universities and Research Institutes" of 4 October 2017; Order No.

++ fully implemented

**Initiatives undertaken/new proposals**

The advertisement for research position includes link to the "Guidelines for Organisation of Performance Evaluation and Competitions for the Positions of Lecturers and Researchers" where recruitment process and the selection criteria are detailed.



**KAUNAS UNIVERSITY OF TECHNOLOGY GAP ANALYSIS**

V-2538 "On Approval of the Recommendations on the Composition of the Lecturers' Working Time" of 23 December 2011; Order of the Director of the Centre for Quality Assessment in Higher Education No. 1-01-162 "On Approval of the Assessment Methodology of the Provided Study Programmes" of 20 December 2010; Order of the Chairman of the Lithuanian Research Council No. V-340 "On Approval of the Description of Minimum Qualification Requirements for Job Positions of Researchers of State Research and Education Institutions" of 28 June 2018; Institutional regulations: Statute of Kaunas University of Technology approved by the decision No. XI-1194 of 30 November 2010 (new edition of the decision No. XI-2149 of 28 June 2012 of the Parliament of the Republic of Lithuania); Guidelines for Organisation of Performance Evaluation and Competitions for the Positions of Lecturers and Researchers approved by Senate Decree No. V3-S-10 of 23 January 2019

**16. Judging merit (Code)**

**Implementation**

**GAP / Implementation impediments**

**Initiatives undertaken/new proposals**

National regulations: Law on Science and Studies of the Republic of Lithuania; Order of the Minister of Education and Science of the Republic of Lithuania No. V-747 "On Approval of the Regulation on the Annual Assessment of Scientific Research and Experimental Development, and Artistic Activities of the Universities and Research Institutes" of 4 October 2017; Order No. V-2538 "On Approval of the Recommendations on the Composition of the Lecturers' Working Time" of 23 December 2011; Order of the Director of the Centre for Quality Assessment in Higher Education No. 1-01-162 "On Approval of the Assessment Methodology of the Provided Study Programmes" of 20 December 2010; Order of the Chairman of the Lithuanian Research Council No. V-

++ fully implemented

The expert evaluation performed by the Selection Commission considers qualitative as well as quantitative work of candidate for research position. Evaluation criteria includes: number of scientific papers, participation in study processes, presentations at the international scientific conferences, participation in external research or experimental development, research expertize peer-review, activities of research promotion, participation in the work of committees or commissions, or otherwise participated in the activities of the international academic community.



## KAUNAS UNIVERSITY OF TECHNOLOGY GAP ANALYSIS

340 "On Approval of the Description of Minimum Qualification Requirements for Job Positions of Researchers of State Research and Education Institutions" of 28 June 2018; Institutional regulations: Statute of Kaunas University of Technology approved by the decision No. XI-1194 of 30 November 2010 (new edition of the decision No. XI-2149 of 28 June 2012 of the Parliament of the Republic of Lithuania); Guidelines for Organisation of Performance Evaluation and Competitions for the Positions of Lecturers and Researchers approved by Senate Decree No. V3-S-10 of 23 January 2019

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

#### Implementation

#### GAP / Implementation impediments

National regulations: Law on Science and Studies of the Republic of Lithuania; Order of the Minister of Education and Science of the Republic of Lithuania No. V-747 "On Approval of the Regulation on the Annual Assessment of Scientific Research and Experimental Development, and Artistic Activities of the Universities and Research Institutes" of 4 October 2017; Order No. V-2538 "On Approval of the Recommendations on the Composition of the Lecturers' Working Time" of 23 December 2011; Order of the Director of the Centre for Quality Assessment in Higher Education No. 1-01-162 "On Approval of the Assessment Methodology of the Provided Study Programmes" of 20 December 2010; Order of the Chairman of the Lithuanian Research Council No. V-340 "On Approval of the Description of Minimum Qualification Requirements for Job Positions of Researchers of State Research and Education Institutions" of 28 June 2018; Institutional regulations: Statute of Kaunas University of Technology approved by the decision No. XI-1194 of 30 November 2010 (new edition of the decision No. XI-2149 of 28 June

++ fully implemented

#### Initiatives undertaken/new proposals

University's "Guidelines for Organisation of Performance Evaluation and Competitions for the Positions of Lecturers and Researchers" oversees certain situations when variation in chronological order of CVs is allowed. Article 27 states that "27. If a lecturer or researcher working in the position that competition should be announced for is on a long-term vacation (pregnancy, birth, child care, etc.) or on a long-term traineeship (for a period of at least 4 months), or is ill for more than 90 days consecutively or 180 days intermittently, the competition announcement is postponed until the end of the above-mentioned circumstances. If a lecturer or researcher needs time to meet the competition requirements due to the circumstances mentioned in this paragraph, based on the employee's written request, the competition announcement is postponed for the period of time that the lecturer or researcher was on a long-term traineeship or ill. This postponement cannot exceed 5 years for those who are on a long-term vacation (pregnancy, birth, child care, etc.). This postponement is not applied to the persons who are on an unpaid leave". Candidates to the position must submit evidence on their research achievement with no direct focus of whether they were working previously in industry or academic environment.



## KAUNAS UNIVERSITY OF TECHNOLOGY GAP ANALYSIS

2012 of the Parliament of the Republic of Lithuania); Guidelines for Organisation of Performance Evaluation and Competitions for the Positions of Lecturers and Researchers approved by Senate Decree No. V3-S-10 of 23 January 2019

### 18. Recognition of mobility experience (Code)

#### Implementation

#### GAP / Implementation impediments

#### Initiatives undertaken/new proposals

National regulations: Law on Science and Studies of the Republic of Lithuania; Order of the Minister of Education and Science of the Republic of Lithuania No. V-747 "On Approval of the Regulation on the Annual Assessment of Scientific Research and Experimental Development, and Artistic Activities of the Universities and Research Institutes" of 4 October 2017; Order No. V-2538 "On Approval of the Recommendations on the Composition of the Lecturers' Working Time" of 23 December 2011; Order of the Director of the Centre for Quality Assessment in Higher Education No. 1-01-162 "On Approval of the Assessment Methodology of the Provided Study Programmes" of 20 December 2010; Order of the Chairman of the Lithuanian Research Council No. V-340 "On Approval of the Description of Minimum Qualification Requirements for Job Positions of Researchers of State Research and Education Institutions" of 28 June 2018; Institutional regulations: Statute of Kaunas University of Technology approved by the decision No. XI-1194 of 30 November 2010 (new edition of the decision No. XI-2149 of 28 June 2012 of the Parliament of the Republic of Lithuania); Guidelines for Organisation of Performance Evaluation and Competitions for the Positions of Lecturers and Researchers approved by Senate Decree No. V3-S-10 of 23 January 2019 Guidelines for Organizations of Competitions for the Positions of Postdoctoral

++ fully implemented

Mobility experience is recognized as the valuable input into academic employee performance and further career development. For this reason, mobility experience is listed as one of criteria in academic employees' performance evaluations and competitions for the position. Mobility experience in this sense is regarded as internships in foreign institutions, postdoctoral experience, seminars and study modules taken in other universities and countries. Furthermore, postdoctoral researchers that are appointed at Kaunas University of Technology, have obligation to spend one month in foreign country's institution that is involved in research and development activities. Doctoral students as well are encouraged to take one module of their study programme in foreign University.



**KAUNAS UNIVERSITY OF TECHNOLOGY GAP ANALYSIS**

Researchers approved by Rector's Order No. A-257 of 22 May 2017

**19. Recognition of qualifications (Code)****Implementation****Initiatives undertaken/new proposals**

National regulations: Law on Science and Studies of the Republic of Lithuania; Order of the Minister of Education and Science of the Republic of Lithuania No.V-747 "On Approval of the Regulation on the Annual Assessment of Scientific Research and Experimental Development, and Artistic Activities of the Universities and Research Institutes" of 4 October 2017; Order No. V-2538 "On Approval of the Recommendations on the Composition of the Lecturers' Working Time" of 23 December 2011; Order of the Director of the Centre for Quality Assessment in Higher Education No. 1-01-162 "On Approval of the Assessment Methodology of the Provided Study Programmes" of 20 December 2010; Order of the Chairman of the Lithuanian Research Council No. V-340 "On Approval of the Description of Minimum Qualification Requirements for Job Positions of Researchers of State Research and Education Institutions" of 28 June 2018; Institutional regulations: Statute of Kaunas University of Technology approved by the decision No. XI-1194 of 30 November 2010 (new edition of the decision No. XI-2149 of 28 June 2012 of the Parliament of the Republic of Lithuania); Guidelines for Organisation of Performance Evaluation and Competitions for the Positions of Lecturers and Researchers approved by Senate Decree No. V3-S-10 of 23 January 2019

++ fully implemented

Evaluation of researchers at Kaunas University of Technology is focused on merit-based approach. Therefore, non-formal qualifications are seen as the possible way to fulfil national requirements and achieve desired research results. Qualifications gained through mobility experience are recognized as a way to develop qualifications further.

**20. Seniority (Code)**



## KAUNAS UNIVERSITY OF TECHNOLOGY GAP ANALYSIS

### Implementation

#### GAP / Implementation impediments

National regulations: Law on Science and Studies of the Republic of Lithuania; Order of the Minister of Education and Science of the Republic of Lithuania No. V-747 "On Approval of the Regulation on the Annual Assessment of Scientific Research and Experimental Development, and Artistic Activities of the Universities and Research Institutes" of 4 October 2017; Order No. V-2538 "On Approval of the Recommendations on the Composition of the Lecturers' Working Time" of 23 December 2011; Order of the Director of the Centre for Quality Assessment in Higher Education No. 1-01-162 "On Approval of the Assessment Methodology of the Provided Study Programmes" of 20 December 2010; Order of the Chairman of the Lithuanian Research Council No. V-340 "On Approval of the Description of Minimum Qualification Requirements for Job Positions of Researchers of State Research and Education Institutions" of 28 June 2018; Institutional regulations: Statute of Kaunas University of Technology approved by the decision No. XI-1194 of 30 November 2010 (new edition of the decision No. XI-2149 of 28 June 2012 of the Parliament of the Republic of Lithuania); Guidelines for Organisation of Performance Evaluation and Competitions for the Positions of Lecturers and Researchers approved by Senate Decree No. V3-S-10 of 23 January 2019

++ fully implemented

"Guidelines for Organisation of Performance Evaluation and Competitions for the Positions of Lecturers and Researchers" define the requirements for competitions at different levels of research positions. These requirements differ in between different levels of research positions; more senior researcher is expected to have higher qualifications, while Young researchers are expected to have less research achievements and lower level of qualifications. Achievements are evaluated based on the person and the fact, but not on the institutional aspect.

#### Initiatives undertaken/new proposals

### 21. Postdoctoral appointments (Code)

#### Implementation

#### GAP / Implementation impediments

National regulations: Order No. V-83 "On Approval of the Guidelines of the Requirements for Postdoctoral Positions, Appointment to These Positions and Financing These Positions" of 21 February 2017 Institutional regulations: Guidelines for Organizations of Competitions for the Positions of Postdoctoral

++ fully implemented

University has developed "Guidelines for Organizations of Competitions for the Positions of Postdoctoral Researchers" where details are provided on how the procedure of recruiting postdoctoral researcher is organized and implemented at Kaunas University of Technology. As well, qualification requirements for postdoctoral position are included in this document.



## KAUNAS UNIVERSITY OF TECHNOLOGY GAP ANALYSIS

Researchers approved by Rector's Order No. A-257 of 22 May 2017

### Working Conditions and Social Security

#### 22. Recognition of the profession

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	National regulations: Labour Code of the Republic of Lithuania approved by the Law No. XII-2603 of 14 September 2016; Law on Science and Studies of the Republic of Lithuania; Regulations on Research Doctoral Studies approved by the order of the Minister of Education and Science of the Republic of Lithuania No. V-149 of 8 March 2017	Terms of employment of researchers follow Lithuanian employment law. All employed researchers regardless their level of position are treated as professional. Master students and PhD candidates have student status in Lithuania; therefore, they are not employees in the organization. However, institution for this reason differentiates between to terms "scientist" and "researcher", where "scientist" is the research professional with the doctoral degree and "researcher" is the wider definitions and takes into account as well master students and PhD candidates. Taking further research groups are encouraged to employ master students and PhD candidates into research projects, such a way they become employed at University with the same terms of contract as other employees.

#### 23. Research environment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Institutional regulations: Strategy of Research and Experimental (Socio-Cultural) Development, and Innovations 2015–2020	University develops, maintains and updates necessary research and developments and innovations infrastructure. Every year University co-invest financial resources to build new and update old research infrastructure to ensure the highest quality of research results.

#### 24. Working conditions

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Identified gap - trainings on key policies and regulations for academic employees are needed. National regulations: Labour Code of the Republic of Lithuania approved by the Law No. XII-2603 of 14 September 2016; Institutional regulations: Rector's Order No. A-421-1 of 1 September 2017 "Improvement of Employees working Hours, Working Hours Schedule and It's Form"; "Guidelines for Performance of Work for Employees at Kaunas University	Researchers at Kaunas University of Technology have opportunity to work flexible working hours or to work remotely to be able to combine family and work. University teachers, scientists and researchers can be sent on creative leave according to the principle of contest every five years for a period of max. one year to carry out research or to improve their scientific, methodical and/or professional qualification. Contest can be held at University or faculty level. During creative leave, employee receives his/her average salary from the University budget. However, the results of Employee satisfaction survey and interviews with researchers demonstrate that the rules and procedures that University has in place, are not assisting academic employees to



**KAUNAS UNIVERSITY OF TECHNOLOGY GAP ANALYSIS**

of Technology, Working Remotely" approved by Rector's Order No. A-428-1 of 4 September 2017 perform their job duties but rather are perceived as a burden. For this reason, University needs to review its key policy and regulations set that is closely related to academic employees and organize necessary training sessions.

**25. Stability and permanence of employment**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	National regulations: Labour Code of the Republic of Lithuania approved by the Law No. XII-2603 of 14 September 2016; Institutional regulations: Guidelines for Organisation of Performance Evaluation and Competitions for the Positions of Lecturers and Researchers approved by Senate Decree No. V3-S-10 of 23 January 2019	Fixed term employment contracts are made for a 5-year term of office for academic employees at Kaunas University of Technology. Employment contract of indefinite duration is made with the persons who win a competition for the same job position of lecturer or researcher twice in a row. The Rector of University can invite lecturers and researchers to work under the fixed term employment contract for a maximum period of 2 years.

**26. Funding and salaries**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Identified gap - motivation system for academic staff needs to be developed. Institutional regulations: Regulations for Employees' Remuneration at Kaunas University of Technology approved by Decree of University Council No. V7-T-13 of 30 March 2017	Results of Employee satisfaction survey indicate that salary for the work that is done by academic staff at University is perceived as negative. Even though academic employees at University are paid in accordance to their performance results and salary coefficients are set for each level of academic position, these measures are not enough. Therefore, currently University is undergoing process of establishing transparent motivational system that would become a variable part of employee's salary to be paid together with the fixed salary base.

**27. Gender balance**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Identified gap - family friendly environment could be further developed at University. Institutional regulations: Equality and Diversity Policy at Kaunas University of Technology and Guidelines of its Implementation approved by Rector's order No. A-636 of 7 December 2018; Guidelines for Organisation of Performance Evaluation and Competitions for the Positions of Lecturers and Researchers approved by Senate Decree No. V3-S-10 of 23 January 2019	Kaunas University of Technology aims to ensure that employees within the institution are not discriminated in terms of gender, and equal opportunities for both men and women are provided while competing for job positions or being evaluated. For this reason, University is analysing the gender balance in institution and initiated the survey "The ruler of gender equality". The outcomes of this survey indicates that academic employees at Kaunas University of Technology feel that University has so far adopted measures to minimize the gender gap within institution. These measures include flexible working hours (90.27% of women and 84.61% of men respondents indicated that this measure exist at the institution), opportunities to work from home (86.12% women and 73.08 indicated these opportunities exist at University). These



**KAUNAS UNIVERSITY OF TECHNOLOGY GAP ANALYSIS**

measures were found helping women to balance between child care and job duties, therefore, assist institution in closing gender gap as women still are found more often caring for children. The survey indicated that women (39%) in comparison with men (32%) more often feel that caring for family members puts more difficult to perform job duties. University could, therefore, look for possibilities to assist families with day-care of children by looking for possibilities to arrange kids rooms in the buildings (for school holiday periods) and search for the possibilities to get discounts for after school activities.

**28. Career development**

**Implementation**

**GAP / Implementation impediments**

**Initiatives undertaken/new proposals**

Researcher's career path in University is illustrated in "Guidelines for Organisation of Performance Evaluation and Competitions". The researchers are able to compete for higher positions once they meet the requirements that are set for those positions. Individual non-formal consultations are provided to researchers in terms of their research career development by their principal investigators, supervisors. However, there is no formal research career development system that would take into account research career paths outside University. Furthermore, as the Employee satisfaction survey indicated, academic employees the career paths and career possibilities at University are not highly visible (neutral response).

-/+ partially implemented Identified gap - career development system should be developed for researchers

**29. Value of mobility**

**Implementation**

**GAP / Implementation impediments**

**Initiatives undertaken/new proposals**

++ fully implemented

No gap identified

Please see point 18

**30. Access to career advice**

**Implementation**

**GAP / Implementation impediments**

**Initiatives undertaken/new proposals**

-/+ partially implemented Identified gap - researchers career advice tools needs to be developed.

At the moment there are no systematic initiatives for research career advice service within institution. Euraxess portal is partially used to cover this gap, but further action is needed.

**31. Intellectual Property Rights**

## KAUNAS UNIVERSITY OF TECHNOLOGY GAP ANALYSIS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>National regulations: Law on Higher Education and Research of the Republic of Lithuania Patent Law of the Republic of Lithuania Law on Copyright and Related Rights of the Republic of Lithuania Law on Designs of the Republic of Lithuania Law on the Legal Protection of Topographies of Semiconductor Products of the Republic of Lithuania Law on Trade Marks of the Republic of Lithuania Institutional regulations: Statute of Kaunas University of Technology approved by the decision No. XI-1194 of 30 November 2010 (new edition of the decision No. XI-2149 of 28 June 2012 of the Parliament of the Republic of Lithuania) Regulation on Management of Kaunas University of Technology Intellectual Property as well as on Technology transfer Approved by Rector's Order No. A-273 on 26 April 2019</p>	<p>Provisions and procedures for management of intellectual property rights, which are being created by employees and students of Kaunas University of Technology as well as for the transfer of technology are set in the document which is recently updated (in 2019). There is dedicated office within institution, which deals with the questions related to intellectual property right and consults researchers.</p>
32. Co-authorship ++ fully implemented	<p>Institutional regulations: Guidelines for Organisation of Performance Evaluation and Competitions for the Positions of Lecturers and Researchers approved by Senate Decree No. V3-S-10 of 23 January 2019</p>	<p>Co-authorship is not perceived negatively by institution while evaluating researchers. Co-authorship with authors from other institutions and other countries are even encouraged by the institution. University as well provides some platforms for young researchers especially to be recognized and publish their research results. This is done by development of institutional calls for the projects that are developed by young researchers, research groups or in collaboration with other research institution.</p>
33. Teaching ++ fully implemented	<p>Institutional regulations: Guidelines for Organisation of Performance Evaluation and Competitions for the Positions of Lecturers and Researchers approved by Senate Decree No. V3-S-10 of 23 January 2019; Work Recording Regulations for Academic Employees at Kaunas University of Technology approved by Rectors Order No. A-429 of 2 July 2019</p>	<p>Academic staff at Kaunas University of Technology are expected to perform teaching activities in one or another form at University. Workload regulations foreseen teaching workload for all academic employees. Teaching duties might be performed as a way of lecturing or supervising students and PhD candidates. Part of performance evaluation criteria for academic employees are as well cantered around teaching activities. Training courses for teaching activities are provided through Edu_Lab unit, which is laboratory for teaching, learning and education. EDU_Lab: •Develops and introduces the system for development of the contemporary didactic</p>



(learning and teaching) competences at the University. •Motivates teachers to choose and apply the suitable and innovative didactic (learning and teaching) methods to ensure the quality of studies. It is a new space for experiments and improvement. •Believes and promotes different philosophy of teaching and learning consistent with the contemporary educational trends. Delivers consultations, helps teachers to collect the latest knowledge of teaching, to rediscover what was forgotten during the long-standing teaching practice. Also, EDU\_Lab encourages sharing good practices and organises workshops for teachers. •In the ever changing environment it encourages the teachers also to change, to integrate into their activities deep professional knowledge and contemporary work methods.

**34. Complains/ appeals**

**Implementation**

**GAP / Implementation impediments**

**Initiatives undertaken/new proposals**

Several bodies exist at University that deals with complains/appeals of students, academic employees and administrations. Board of Academic Ethics deals with violations of academic ethics. It examines the statements of KTU employees and students regarding the violations of scientific, professional, communication and behavioural ethics. The Board promotes the provisions of academic ethics in KTU community, does not tolerate discrimination based on the person's sex, age, ethnicity, nationality or social background, religion or beliefs, sexual orientation, language, disability, political views, social or economic status, does not tolerate violations of moral and property rights of the institution's intellectual property and copyrights, plagiarism and other forms of academic dishonesty. University's Equality Committee examines reports (complaints) of the University's staff and students regarding the violation of equal opportunities or persecution. Labour Council examines the misconducts of University's employees. Student Information and Service Centre deals with appeals that are submitted regarding the written decision made at the University in regards to the student, when making of such decision could allegedly violate academic ethics, procedures and/or include technical errors. As well, the Centre deals with complaints that are submitted regarding the alleged violation of the student's rights and legitimate interests caused by the actions or omissions of the University's employee, other student, department, commission or other body functioning at the University in the following areas: 1) quality assurance in studies; 2) compliance with processes and procedures of the organisation of studies; 3) quality assurance in learning resources and learning environment; 4) compliance with provisions of the Code of Academic Ethics; 5) quality assurance

Institutional regulations: The Code of Academic Ethics approved by KTU Senate Resolution No. V3-S-1 of 25 January 2012; Equality and Diversity Policy at Kaunas University of Technology and Guidelines of its Implementation approved by Rector's order No. A-636 of 7 December 2018; Labour Code of the Republic of Lithuania approved by the Law No. XII-2603 of 14 September 2016

++ fully implemented

KAUNAS UNIVERSITY OF TECHNOLOGY GAP ANALYSIS		
		and compliance with procedures in additional services (for example, allocation of financial support, accommodation, leisure activities, etc.); 6) in other cases.
<b>35. Participation in decision-making bodies</b>		
<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	<p>Institutional regulations: The Statute of Kaunas University of Technology approved by the decision No. XI-1194 of 30 November 2010 (new edition of the decision No. XI-2149 of 28 June 2012 of the Parliament of the Republic of Lithuania); Provisional Academic Regulations Kaunas University of Technology approved by the decision of Senate of Kaunas University of Technology as of June 20 2012, No. V3-S-48</p>	<p>Researchers form part of the Kaunas University of Technology governance bodies including University's Council, University's Senate, Rectorate. At the faculty level researcher's form main part of Faculty Councils. As well, researchers are involved in various working groups within institutions and actively contribute to development of procedures, guidelines and policies within institution.</p>
<b>Training and Development</b>		
<b>36. Relation with supervisors</b>		
<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented Select an option	<p>National regulations: Regulations on Research Doctoral Studies approved by the order of the Minister of Education and Science of the Republic of Lithuania No. V-149 of 8 March 2017 Institutional regulations: Regulation on Research Doctoral Studies of Kaunas University of Technology approved by Decision of the Senate of Kaunas University of Technology No. V3-S-40 of 3 May 2017; Description of the Procedures for the Annual Planning and Evaluation of the Employees at Kaunas University of Technology approved by the Rector's order No. A-226 of 2 May 2018; Work Recording Regulations for Academic Employees at Kaunas University of Technology approved by Rectors Order No. A-429 of 2 July 2019</p>	<p>Students during each level of their studies are assigned with the supervisor to support the development of final study projects, master thesis or doctoral dissertations. Early stage researchers are able to discuss their research projects during regular workshops and seminars at the departmental level and research group level. Milestones and steps in achieving the final goals are agreed and discussed with doctoral students twice a year at the department and scientific committee levels. Researchers that have contractual relations with University (are employees) agree with their departmental heads on delivery of research outputs as well as profession development needs during their annual interviews.</p>
<b>37. Supervision and managerial duties</b>		
<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
++ fully implemented	<p>Institutional regulations: Guidelines for Organisation of Performance Evaluation and Competitions for the Positions</p>	<p>It is common practise at University that senior level academic staff are involved in managerial duties at University and often combine researcher's role with the</p>



**KAUNAS UNIVERSITY OF TECHNOLOGY GAP ANALYSIS**

of Lecturers and Researchers approved by Senate Decree No. V3-S-10 of 23 January 2019

administrative role (deans, principle investigator, head of the unit, etc.). Provisions are in place for those that carry on administrative duties as well as teaching/research duties to be evaluated accordingly during their performance evaluation process. Mentorship programme is in place at University as well. Academic employees can become research mentors or career mentors for undergraduate and postgraduate students.

**38. Continuing Professional Development**

**Implementation GAP / Implementation impediments**

Identified gap - guidelines for qualifications improvements of University's employees have to be updated. Institutional regulations: Statute of Kaunas University of Technology approved by the decision No. XI-1194 of 30 November 2010 (new edition of the decision No. XI-2149 of 28 June 2012 of the Parliament of the Republic of Lithuania); Provisional Academic Regulations Kaunas University of Technology approved by the decision of Senate of Kaunas University of Technology as of June 20 2012, No. V3-S-48; Guidelines for the Organisation of Performance Evaluation and Competitions for the Positions of Lecturers and Researchers approved by Senate Decree No. V3-S-10 of 23 January 2019

**Initiatives undertaken/new proposals**

University academic staff, university teachers and researchers must maintain and improve their qualifications by carrying out research and publishing its results in scientific publications and by improving their qualification at least once in five years. Qualification of academic employees is improved in various courses, in other research and study institutions, industrial enterprises, during qualification trips and probation. If qualification is improved under certain program, a certificate of qualification improvement is issued stating the assessment of practical and (or) theoretical skills and awarding of a certain professional qualification. Defended doctoral thesis, a published textbook or monograph or creative leave can be considered examples of qualification improvement.

**39. Access to research training and continuous development**

**Implementation GAP / Implementation impediments**

Identified gap - IT tool should be developed covering all available institutional trainings and courses that would allow researchers easier access to continuing development. Institutional regulations: Description of the Procedures for the Annual Planning and Evaluation of the Employees at Kaunas University of Technology approved by the Rector's order No. A-226 of 2 May 2018;

**Initiatives undertaken/new proposals**

All University departments where teachers, scientists and researchers are employed, develop five-year qualification improvement plans. Department heads have to encourage employees' personal initiative to improve qualification not only during the time assigned by qualification improvement plan but in other forms too. Total period assigned for probation and qualification improvement should not exceed 12 months within five years. Researchers and teachers that have contractual relations with University (are employees) discuss their professional development needs and availability of training courses during their annual interviews. As well, University has several training programmes that are run centrally and are aimed at improving English language skills and leadership skills. Recently, University has developed the system for internal academic courses available at University in order to build better access for research training and continuous development. However, interviews with

different groups of researchers as well as Employee satisfaction survey have indicated that researchers lack information on what training courses, workshops or seminars are available for them across different departments and faculties.

#### 40. Supervision

##### Implementation

##### GAP / Implementation impediments

##### Initiatives undertaken/new proposals

Early-stage researchers during their PhD studies are appointed to the particular supervisor to have the support needed to perform research duties and to guide the process. A supervisor has to be a scientist of the field of science that doctoral student is admitted to. During the PhD studies a supervisor is obligated to perform certain duties: prepare a project for a doctoral student's work plan in cooperation with doctoral student; suggest consultant candidates, if necessary; provide methodical assistance, supervise doctoral student's scientific activities and constantly monitor doctoral student's progress in the process of doctoral studies; provide assistance to doctoral student in the issues related to organisation of studies, carrying out of research and preparation of dissertation; present a conclusion on the outcomes of doctoral student's studies and research, and the expediency of continuation of doctoral studies for each performance evaluation of doctoral student; is responsible for the quality preparation of doctoral dissertation along with doctoral student. In order to ensure that a supervisor of doctoral student will be capable to deal with these duties there are certain requirements that should be met by a supervisor. Supervisors of doctoral students can be the scientists, who during the last five years have published at least 3 scientific articles in the international scientific publications with impact factor in "Clarivate Analytics Web of Science" (hereinafter – "CA WoS") (in the areas of humanities, social, physical sciences and technologies) and/or "Scopus" (in the areas of humanities and social sciences) databases and at least 1 scientific article in the international scientific publication with impact factor in "CA WoS" (in the areas of humanities, social, physical sciences and technologies) and/or "Scopus" (in the areas of humanities and social sciences) databases, and a science monograph. After doctoral studies are completed researcher at the early stage of academic career can rely on the assistance of research group leader.

National regulations: Regulations on Research Doctoral Studies approved by the order of the Minister of Education and Science of the Republic of Lithuania No. V-149 of 8 March 2017 Institutional regulations: Regulation on Research Doctoral Studies of Kaunas University of Technology approved by Decision of the Senate of Kaunas University of Technology No. V3-S-40 of 3 May 2017

++ fully implemented



OPEN, TRANSPARENT, AND MERIT-BASED RECRUITMENT CHECK-LIST: OTM-R KAUNAS UNIVERSITY OF TECHNOLOGY					
	Open	Transparent	Merit-based	Answer:	Suggested indicators (or form of measurement)
<b>OTM-R system</b>					
Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	++ Yes completely Select an option	<a href="https://ktu.edu/wp-content/uploads/2019/09/Destytoj-ir-mokslodaruotoju-atstavimo-ir-konkursu-pareigoms-eti-tvarkos-aprasas.pdf">https://ktu.edu/wp-content/uploads/2019/09/Destytoj-ir-mokslodaruotoju-atstavimo-ir-konkursu-pareigoms-eti-tvarkos-aprasas.pdf</a> ; <a href="https://en.ktu.edu/wp-content/uploads/sites/5/2019/09/Guidelines-for-organisation-of-performance-evaluation-and-competitions-for-the-positions-of-lecturers-and-researchers.pdf">https://en.ktu.edu/wp-content/uploads/sites/5/2019/09/Guidelines-for-organisation-of-performance-evaluation-and-competitions-for-the-positions-of-lecturers-and-researchers.pdf</a>
Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	++ Yes completely Select an option	Date of latest update
Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	+/- Yes substantially Select an option	Trainings by Human Resources Department to faculties and research institutes
Do we make (sufficient) use of e-recruitment tools?	x	x		+/- Yes substantially Select an option	Web-based tool for all the stages of recruitment process
Do we have a quality control system for OTM-R in place?	x	x	x	++ Yes completely Select an option	Number of complaints from the applicants
Does our current OTM-R policy encourage external candidates to apply?	x	x	x	++ Yes completely Select an option	Number of external applicants
Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	++ Yes completely	Number of International applicants
Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++ Yes completely	Number of applicants from under representative groups
Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	+/- Yes substantially	Number of external applicants
Do we have means to monitor whether the most suitable researchers apply?				+/- Yes substantially	Competitions committee; Faculty opinion
<b>Advertising and application phase</b>					
Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++ Yes completely	Current job offers at University website; Euraxess
Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		++ Yes completely	Information provided in the advertisement for the position

OPEN, TRANSPARENT, AND MERIT-BASED RECRUITMENT CHECK-LIST: OTM-R KAUNAS UNIVERSITY OF TECHNOLOGY					
	Open	Transparent	Merit-based	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 completely	Number of advertisements on Euraxess
Do we make use of other job advertising tools?	x	x		++ Yes completely	Number of advertisements on other job advertising portals
Do we keep the administrative burden to a minimum for the candidate?	x			-/+ Yes partially	Information provided in the advertisement for the position
<b>Selection and evaluation phase</b>					
Do we have clear rules governing the appointment of selection committees?		x	x	++ Yes completely	Composition of selection committees
Do we have clear rules concerning the composition of selection committees?		x	x	++ Yes completely	Written guidelines
Are the committees sufficiently gender-balanced?		x	x	++ Yes completely	Composition of selection committee
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	Written guidelines
<b>Appointment phase</b>					
Do we inform all applicants at the end of the selection process?		x		++ Yes completely	Form of committee decision
Do we provide adequate feedback to interviewees?		x		++ Yes completely	Written guidelines
Do we have an appropriate complaints mechanism in place?		x		++ Yes completely	Number of complains
<b>Overall assessment</b>					
Do we have a system in place to assess whether OTM-R delivers on its objectives?				++ Yes completely	Statistics on employed researchers



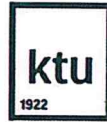
**ACTION PLAN: KAUNAS UNIVERSITY OF TECHNOLOGY**

<p><b>Action 1</b></p> <p>Development of guidelines for researchers on ethical issues, including the preparation of ethical clearance</p>	<p><b>GAP Principle(s)</b></p> <p>Timing (at least by year's quarter/semester)</p> <p><b>Responsible Unit</b></p> <p>2021 IQ</p> <p>Indicator(s) / Target(s)</p> <p>Developed document approved by Rector's Order; Created checklist for early stage Research Department; researchers on research ethics; Notification of academic employees of prepared guidelines; Number of researchers with ethical clearance procedure</p>
<p><b>Action 2</b></p> <p>Development of motivational system for academic employees</p>	<p><b>GAP Principle(s)</b></p> <p>Timing (at least by year's quarter/semester)</p> <p>2020 IQ</p> <p><b>Responsible Unit</b></p> <p>Indicator(s) / Target(s)</p> <p>Motivational system in place; Guidelines of motivational system for academic employees development; Tool for motivational system application</p>
<p><b>Action 3</b></p> <p>Preparation of research career development system</p>	<p><b>GAP Principle(s)</b></p> <p>Timing (at least by year's quarter/semester)</p> <p>2020 IQ-IIQ</p> <p><b>Responsible Unit</b></p> <p>Indicator(s) / Target(s)</p> <p>Developed guidelines on research career paths; Developed Human Resources Department; Doctoral School seminars on research career development; Created tool for research career advice</p>
<p><b>Action 4</b></p> <p>Preparation of guidelines for continuous professional development of academic employees</p>	<p><b>GAP Principle(s)</b></p> <p>Timing (at least by year's quarter/semester)</p> <p>2020 IVQ</p> <p>(+/-) 38. Continuing Professional Development</p>

	<p><b>Responsible Unit</b> Human Resources Department</p> <p><b>Indicator(s) / Target(s)</b> Developed guidelines on continuous professional development of academic employees</p>
<p><b>Action 5</b> Development of University's data protection policy.</p>	<p><b>GAP Principle(s)</b> (+/-) 7. Good practice in research</p> <p><b>Timing (at least by year's quarter/semester)</b> 2021 IQ</p> <p><b>Responsible Unit</b> Research Department; Legal Office</p> <p><b>Indicator(s) / Target(s)</b> Created checklist for early stage researchers on good research practice; Developed University's data protection policy; Training session for researchers organized on policy implementation</p>
<p><b>Action 6</b> Enhancement of inter-faculty dissemination of research results</p>	<p><b>GAP Principle(s)</b> (+/-) 8. Dissemination, exploitation of results</p> <p><b>Timing (at least by year's quarter/semester)</b> 2020 IIIQ</p> <p><b>Responsible Unit</b> Human Resources Development Unit; Internal Communication Unit</p> <p><b>Indicator(s) / Target(s)</b> Development of monthly newsletter for dissemination of faculties' activities (including research activities; information on research seminars and workshops organized); Number of researchers participating in inter-faculty activities (participation in seminars, open lectures, workshops, etc.)</p>
<p><b>Action 7</b> Development of induction training sessions for newly appointed academic employees covering key policies and regulations within University (at the later stage training sessions to be organized for existing academic employees as well).</p>	<p><b>GAP Principle(s)</b> (+/-) 24. Working conditions</p> <p><b>Timing (at least by year's quarter/semester)</b> 2021 IIIQ</p> <p><b>Responsible Unit</b> Human Resources Department; Research department; Studies department</p> <p><b>Indicator(s) / Target(s)</b> Developed induction sessions for academic employees; Number of newly appointed academic employees participating in induction sessions.</p>



<p><b>Action 8</b></p> <p>Installing family-friendly working rooms at different University buildings</p>	<p><b>GAP Principle(s)</b></p> <p>(+/-) 27. Gender balance</p> <p><b>Responsible Unit</b></p> <p>Human Resources Development Unit; Faculties deans</p> <p><b>Indicator(s) / Target(s)</b></p> <p>Number of family-friendly working rooms within University</p> <p><b>Timing (at least by year's quarter/semester)</b></p> <p>2022 IQ</p>
<p><b>Action 9</b></p> <p>Development of systemized IT tool for easier access to offered in-house trainings and external learning resources.</p>	<p><b>GAP Principle(s)</b></p> <p>(+/-) 39. Access to research training and continuous development</p> <p><b>Responsible Unit</b></p> <p>Human Resource Development Unit</p> <p><b>Indicator(s) / Target(s)</b></p> <p>Developed tool on University's intranet to access training courses, seminars and workshops organized within University; Increased participation of researchers in in-house trainings, seminars, and workshops by 10%</p> <p><b>Timing (at least by year's quarter/semester)</b></p> <p>2022 IQ</p>



**KAUNO TECHNOLOGIJOS UNIVERSITETAS  
KAUNAS UNIVERSITY OF TECHNOLOGY**

Public Institution, K. Donelaičio St. 73, LT-44249 Kaunas, Lithuania.  
Tel. + 370 37 30 04 21 / + 370 37 30 00 00, fax + 370 37 32 41 44, ktu.edu, email ktu@ktu.lt  
Data are collected and stored in the Register of Legal Entities, Code 111950581.

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The European Commission

27 /04/2018 No. DV10-253-1

**DECLARATION OF COMMITMENT TO THE RECOMMENDATION OF THE  
EUROPEAN COMMISSION ON THE EUROPEAN CHARTER FOR RESEARCHERS  
AND CODE OF CONDUCT FOR THE RECRUITMENT OF RESEARCHERS**

For the decision made by Governance, Kaunas University of Technology (KTU) recognizes the value of the principles outlined in the Recommendation of European Commission of March 11<sup>th</sup>, 2015, regarding the European Charter for Researchers and the Code of Conduct for the recruitment of Researchers and voluntarily commits itself to applying them.

Having endorsed the 40 principles of Charter and Code, with this letter KTU notifies you about the commitment to get involved into the process of implementing a Human Resource Strategy for Researchers (HRS4R).

Rector Ad Interim

Jurgita Šiugždinienė