

APPROVED

Director of Utenos kolegija

Higher Education

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**ACTION PLAN OF HUMAN RESOURCES MANAGEMENT STRATEGIES (HRS4R) OF
UTENOS KOLEGIJA HIGHER EDUCATION INSTITUTION
2025-2027**

Action What do we plan to do?	Principle of GAP analysis	Implementation period (year, quarter)	Result
Action 1. Develop, publish and apply documents regulating ethics and research integrity.	PILLAR 1. 1) Ethics and research integrity (-/+)	2025 Q3 according to the schedule of the project “Strengthening the potential of Utenos kolegija HEI researchers and increasing the attractiveness of their careers” (hereinafter referred to as the Researchers Project)	1.1. Ethics documents – research ethics committee procedures and related documents have been developed (to be developed in the project). 1.2. Training – organized research ethics training for researchers. 1.3. Guidelines for the Ethical Use of AI – describes the procedure for research, publications, and student and faculty work. 1.4. Ethical recommendations – guidelines recommended by the AEPKT published on 's website .
Action 2. Organize discussions on open science issues, prepare, publish and implement documents ensuring its principles.	3) Open Science (+/-)	2025 Q1-Q4 according to the Researcher Project schedule	2.1. Institutional repository – the Utenos kolegija HEI's eLABA repository has been created. 2.2. Open data dissemination – decisions made by the academic community regarding the possibilities of disseminating R&D results and academic publications and presenting them to the public in a popular language.

			<p>2.3. Dissemination of researchers' results - presentations of research groups' work are organized annually (in January/February) at Utenos kolegija HEI level.</p> <p>2.4. Intellectual property protection – a procedure for the protection of intellectual property has been prepared (in preparation), Utenos kolegija HEI's legal acts have been updated: Regulations on Scientific Activities and Publishing, Code of Academic Ethics (on open data publication) .</p>
Action 3. Prepare, publish and implement documents ensuring gender equality.	4) Gender equality (-/+)	2026 Q4 .	<p>3.1. Gender equality – updated regulations for scientific activities of Utenos kolegija HEI.</p> <p>3.2. Project application – a prepared application for institutional changes in the field of gender equality.</p> <p>3.3. Gender Equality Plan – the Utenos kolegija HEI's Gender Equality Plan has been prepared.</p>
Action 4. Organize discussions, prepare and implement documents ensuring the principle of diversity.	5) Fostering diversity (-/+)	2025 Q4 .	<p>4.1. International Relations – A section has been created on the Utenos kolegija HEI's website to publicize examples of fostering diversity.</p> <p>4.2. Strategic changes – the discussions discussed the need to include diversity and inclusion aspects in the Utenos kolegija HEI's TMTEP strategy for 2024–2029, and to include a criterion assessing the diversity situation in activity programs and reports.</p> <p>4.3. Personnel and transparency – teacher certification and competition procedures have been revised to ensure gender equality and transparency.</p> <p>4.4. Training and assessment – systematic diversity training for researchers and students is provided, and diversity assessment criteria are included in the activity programs .</p>
Action 5. Prepare, publish and implement documents ensuring	6) Researcher (-/+)	2026 Q2 .	<p>5.1. Updated documents – the Rules of Procedure, the Procedure for Accounting for Teachers'</p>

the researcher principle.			<p>Workload, the Regulations on Scientific Activities have been supplemented, and the Procedure for Managing Scientific Research Data has been developed, ensuring the responsibilities of researchers, the dissemination of results, and the accessibility of data.</p> <p>5.2. Training for researchers – relevant information is provided and training is organized on research funding mechanisms.</p> <p>5.3. Attracting researchers – decisions were discussed and made regarding attracting researchers in the fields of nature, technology, agriculture, etc. and ensuring access to modern research methods and databases.</p>
Action 6. Organize discussions, prepare, publish and implement documents ensuring the principle of free movement of researchers.	7) Free movement of researchers (-/+)	2025 -2027 Q1 .	<p>6.1. Strengthening research capacities through Erasmus+ opportunities – decisions were discussed and adopted regarding strengthening research capacities through Erasmus+ visits.</p> <p>6.2. Updated documents – the procedure for organizing Erasmus+ participation and mobility, the description of the procedure for improving the qualifications of teachers and other employees, and the virtual mobility policy have been added.</p> <p>6.3. Training for researchers – training on the preparation of R&D project applications and idea generation is organized or offered annually.</p> <p>6.4. Publicizing success stories – the achievements of scientists and teachers through mobility programs are announced.</p>
Action 7. Prepare, refine, publish and implement documents ensuring the principle of sustainability of scientific research.	8) Sustainability of scientific research (-/-)	2026 Q3 .	<p>7.1. Sustainable scientific activities – Utenos kolegija HEI has developed guidelines for the sustainability of scientific research or supplemented the Scientific Activities Regulations, which establish</p>

			<p>the principles of the European Green Deal and the UN Sustainable Development.</p> <p>7.2. Ecological education – education of the academic community is carried out and innovative environmental solutions are implemented.</p>
Action 8. Prepare, refine, publish and implement documents ensuring the principle of researcher evaluation.	PILLAR 2. 1) Researchers' assessment (-/+)	2025 Q4 .	8. Evaluation of researchers – a new document has been supplemented or prepared, establishing qualitative indicators in the evaluation of teachers and researchers (impact of R&D results, quality of research, collaboration, open science, recognition of mobility, etc.).
Action 9. Prepare, refine, publish and implement documents ensuring the principle of employment.	2) Employment (-/+)	2026 Q1 .	<p>9.1. Update of the Rules of Procedure – the Rules of Procedure of Utenos kolegija HEI have been revised and supplemented according to the "Employment" criterion.</p> <p>9.2. Open Recruitment Policy – a new document has been prepared to regulate the recruitment of researchers (under development in the project).</p>
Action 10. Supplement, publish and implement documents ensuring the principle of selection.	3) Selection (-/+)	2025 Q4 .	<p>10.1. Transparent recruitment procedures – Utenos kolegija HEI documents have been supplemented, ensuring open and merit-based selection procedures for teachers and researchers.</p> <p>10.2. Training to improve the objectivity of selections – training is organized annually to reduce bias and implement objective selection procedures.</p>
Action 11. Create a career system for researchers, update the incentive system and implement it in practice.	4) Career development (-/-)	2025 Q4 - 2026 Q2	<p>11.1. Researcher career system – a system for the beginning and development of researchers' careers has been created, and the procedure for their promotion has been updated.</p> <p>11.2. Document update – Appendix 1 of the Procedure for the Certification, Evaluation and Organization of Competitions for Teachers has been</p>

			<p>supplemented in accordance with the provisions of paragraph 2.4 of the GAP analysis.</p> <p>11.3. Library information – systematically provided information about scientific journals, their citations and predatory publications.</p>
Action 12. Supplement, publish and implement documents ensuring the principle of working conditions, financing and wages.	PILLAR 3. 1) Working conditions, financing and wages (-/-)	2026 Q2 .	<p>12. Updated documents – Utenos kolegija HEI equal opportunities policy, establishing anonymous complaints. The rules of procedure and other documents establish flexible working conditions, remote working options, ensuring psychological well-being, protection of the rights of researchers with disabilities, and a transparent and confidential procedure for examining working conditions, evaluation and discrimination cases.</p>
Action 13. Supplement, publish and implement documents ensuring the principle of employment stability.	2) Employment stability (-/+)	2025 III - IV quarter .	<p>13.1. Accounting for working time – a procedure for accounting for the working time of a researcher has been developed.</p> <p>13.2. Annual evaluation – the procedure for evaluating teachers and researchers has been clarified, and its mandatory nature has been established.</p> <p>13.3. Ensuring the norms for carrying out scientific activities – the established requirement for carrying out scientific activities for associate professors (30%) and lecturers (25%) is actually implemented every year.</p> <p>13.4. Professional development strategy – a professional development program for early career researchers has been created, conditions have been created for transitioning to long-term work positions, and recommendations have been prepared regarding the balance between fixed-term and open-ended contracts.</p>

Action 14. Prepare, publish and implement documents ensuring the principle of contractual and legal obligations.	3) Contractual and legal obligations (-/+)	2026 I - III quarter .	<p>14.1. Research data management – a procedure for research data management has been developed, ensuring free and automatically readable access to research data in accordance with the requirements of the LMT.</p> <p>14.2. Intellectual property protection – Utenos kolegija HEI 's intellectual property protection procedure is being developed.</p> <p>14.3. Information accessibility – a list of documents important to researchers with active links has been compiled.</p>
Action 15. Prepare, publish and implement documents ensuring the principle of dissemination and exploitation of results.	4) Dissemination and use of results (+/-)	<p>2026 I - III quarter .</p> <p>2025 Q3- Q4 .</p>	<p>14.1. (same result as in step 14) New documents – Research data management procedures have been developed, ensuring freely accessible and automatically readable metadata, and the Utenos kolegija HEI's intellectual property protection procedures are being developed.</p> <p>15.2. Dissemination of scientific results – decisions discussed and adopted in the academic community regarding the publication of the scientific results of the Utenos kolegija HEI's researchers in a language understandable to the public.</p> <p><i>Among other principles, it was discussed that some scientific publications should be presented to the public on Utenos kolegija HEI website, in the local press, and on radio broadcasts.</i></p>
Action 16. Prepare, publish and implement documents ensuring the principle of supervision and mentoring.	PILLAR 4. 4) Supervision and mentoring (-/-)	2025 Q4 .	<p>16. Provisions for the management of scientific teams.</p> <p>The Utenos kolegija HEI's scientific activity regulations and other documents describe the principles of scientific team management, covering the organization of activities, human resource management, relations with scientific supervisors, and the role of senior researchers.</p>

			It will be based on: Marie Curie Programme Skłodowska-Curie Actions' supervision guidelines ; Council Recommendation on attracting European research, innovation and entrepreneurial talent through a European retention framework ; Guidelines on researchers at risk .
Action 17. Update, publish and implement documents ensuring the principle of continuous professional development, organize targeted discussions.	3) Continuing professional development (-/+)	2025 -2027 Q1 .	<p>17.1. The description of the procedure for improving the qualifications of teachers and other employees has been updated - the provisions on continuous professional development, learning and dissemination of research results have been approved. <i>(the same document is updated as specified in p. 6.2. step 6).</i></p> <p>17.2. Discussions on training – discussed the need for training, implementation of Erasmus+ exchanges and student engagement.</p> <p>17.3. Targeted visits – organized visits of teachers and students to companies, taking into account the conclusions of paragraph 4.3 of the GAP analysis.</p> <p>17.4. Doctoral student internships – opportunities for recently defended doctoral students to participate in longer-term Erasmus+ research internships have been considered.</p> <p>17.5. Researcher internships – practical possibilities for renewing internships in Lithuanian companies have been analyzed.</p>
Action 18. Prepare, publish and implement documents ensuring the principle of career assessment/valuation in various research areas.	<u>Evaluation/valuation</u> of various careers in the field of scientific research (-/-)	2025 III-IV quarter - 2026 I- IV quarter	18. Strategic cooperation – periodic targeted visits of lecturers and students to strategic partner companies organized at the department level.
Action 19. Prepare, publish and implement documents ensuring	2) Career development and consulting (-/-)	2025 Q2 according to the Researcher Project	19. Career planning for researchers:

<p>the principle of career development and consultation.</p>		<p>schedule</p>	<p>19.1. Focus group discussions were organized with the community on strategy development, individual researcher career plans, and their integration into the Utenos kolegija HEI's documents. 19.2. Research groups and internal projects are being developed.</p>
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