

HR Excellence in Research

Action Plan

Action Plan

Case number

2025LV348295

Name Organisation under review

Latvijas Organiskas Sintezes Instituts

Organisation's contact details

Aizkraukles 21, Riga, LV1006, Latvia

1. Organisational Information

Please provide a limited number of key figures for your organisation. Fields marked with * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD students either full-time or part-time involved in research *	189,89
Of whom are international (i.e. foreign nationality) *	23,05
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	96,95
Of whom are R3 or R4 = established or leading researchers with a large degree of autonomy (e.g. holding the status of principal investigator or professor) *	41,86
Of whom are R2 = recognised researcher (e.g. postdoctoral researcher, junior researcher) *	46,55
Of whom are R1 = first stage researcher (e.g. doctoral candidate, research apprentice) *	101,48
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching, and research staff) *	228,84
RESEARCH FUNDING (figures for the most recent fiscal year)	€
Total annual organisational budget	25848810
Annual organisational direct government funding (designated for research)	5116960
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	15757473
Annual funding from private, non-government sources, designated for research	4974377

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

Latvian Institute of Organic Synthesis (LIOS) is leading drug discovery and development center in the Baltics with focus on cancer, cardiovascular, infectious diseases, and central nervous system disorders. LIOS has a long record in small molecule drug discovery and development with 18 original and >100 generic medicines introduced into market. The institute has expertise in medicinal chemistry, organic synthesis, natural products research, *in vitro* and *in vivo* pharmacology, bioanalytics, computational modeling, biophysical chemistry, structural biology, and process chemistry. LIOS is the highest rated research organization in Latvia according to the international evaluation of scientific institutions carried out in 2020.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the European Charter for Researchers at your organisation.

Note: Click on the name of each of the four thematic headings of the European Charter for Researchers to open the editor and provide your answer.

Ethics, integrity, gender, and open science*

**Strengths and Weaknesses (max. 800 words)****Strengths**

1. LIOS operates under a comprehensive ethical framework, including the Code of Ethics for Scientists (Latvian Academy of Sciences / Latvian Council of Science, 2017), the LIOS Code of Ethics (approved 25.09.2024), and the LIOS Biomedical Research Ethics Committee Regulations (approved 09.02.2021). These documents provide a solid institutional and national compliance basis.
An institutional Ethics Committee (established 26.09.2024) and a designated Research Integrity Officer ensure oversight and promote responsible research conduct. Governance mechanisms are clearly defined and operational. Additionally, ethics and research integrity is one of the highest-rated areas in the internal survey, indicating a strong culture of compliance and responsible research conduct among researchers.
2. Academic freedom is guaranteed by the Law on Scientific Activity and reinforced by the LIOS Code of Ethics, providing a clear normative foundation for independent research.
3. The Research Integrity Officer actively participates in the EARMA Ethics and Research Integrity Officer Network (ERION), and LIOS contributes to the Alliance4Life Ethics focus group, ensuring alignment with European best practices.
4. An institutional Research Data Management (RDM) framework is already in place, supporting structured data governance.
5. An Open Access policy exists, including centralized support for high-impact journal publications.
6. LIOS has an active Gender Equality Committee (established 28.03.2022) and an annually updated Gender Equality Plan published on the institutional website and internal system HoP. The Gender Equality Committee conducts annual employee satisfaction surveys and inclusiveness training, ensuring continuous monitoring.
7. The welcome service supports international researchers, and partial accessibility measures are in place for people with mobility impairments. Most of the internal documents are translated into English and available in the internal system HoP.
8. Mobility costs are allocated within publicly funded projects, and institutional initiatives support researcher mobility. This ensures that international collaboration and conference participation are structurally embedded in research planning.

Weaknesses

1. Insufficient onboarding process. It needs to be supplemented with information about research integrity, institutional strategy and funding mechanisms
2. Lack of a comprehensive institutional Open Science Policy defining responsibilities, monitoring mechanisms, and institutional standards.
3. DEI principles are not integrated into recruitment, selection, and career progression processes. The integration of principles must be implemented in accordance with the national New Academic Career Framework, which will be implemented in Latvia gradually from 2026 to 2030.
4. Lack of a consolidated institutional-level Data Management Plan.
5. While sustainability practices exist, they are not yet consolidated within an officially adopted institutional Sustainability Policy. Laboratories do not have common practical sustainability guidelines. The Environmental Officer position is planned but not yet formally established.


Researchers assessment, recruitment, and progression* **Strengths and Weaknesses (max. 800 words)****Strengths**

1. The evaluation of LIOS researchers is governed by the institutional Regulations on Performance Funding, published in Latvian and English on the internal HoP system. This provides an established regulatory basis for performance assessment and funding allocation.
2. Recruitment processes generally follow Open, Transparent and Merit-Based Recruitment (OTM-R) principles at project level, indicating an operational commitment to fair and merit-based selection.
3. External candidates and researchers from abroad are encouraged to apply, as all job offers are advertised online depending on the project calls (e.g., EURAXESS job portal, social media, State Employment Agency (NVA)). E-mail correspondence is used for communication with applicants, and, if necessary, online conferencing (e.g., Zoom, Teams).

Weaknesses

1. LIOS does not have a formalized document that clearly defines the organization's OTM-R policy. Some aspects are partially included in the recruitment procedures of individual projects.
2. Lack of OTM-R policy document and Internal guide in Latvian and English
3. Structured career development processes are currently insufficient. Career pathways and progression criteria are not yet clearly and systematically communicated to researchers.
4. There is no specific quality control system for OTM-R currently in place. Personnel selection is mainly organized by Project Coordinator and Manager, Laboratory Heads, while the HR department oversees the technical aspects. The Institute's director has the final authority, including responsibility for quality control.
5. Although evaluation regulations exist, there is currently no comprehensive, publicly consolidated Researchers' Assessment Policy defining transparent criteria, evaluation standards, and progression pathways across all researcher categories

6. The gradual national implementation of NACF may create a transitional period in which institutional policies require careful coordination to avoid inconsistencies.

Working conditions and practices* **Strengths and Weaknesses (max. 800 words)****Strengths**

1. Working conditions, funding, and salaries at LIOS are governed by clear institutional regulations, including the Procedure for Determining Remuneration and Motivation System (2025) and the Internal Rules and Regulations (2022). These documents ensure legal compliance, transparency, and structured salary determination mechanisms.
2. As indicated by the survey results, LIOS provides relatively flexible working conditions. In accordance with the internal regulations, working hours may be arranged with flexible starting times upon agreement with the supervisor, and part-time positions are also available at the institute.
3. LIOS is generally perceived as a stable employer, indicating trust in institutional governance and employment practices.
4. The institution recognizes the importance of maintaining and regularly reviewing laboratory equipment and workplace infrastructure, supporting high-level research performance and safe working environments
5. LIOS has a formal Intellectual Property Rights Management Manual (approved 26 April 2018), and a Technology Transfer Office (TTO) was established in 2023. LIOS also coordinates the BioPhoT – Biomedical and Photonics research platform, strengthening knowledge transfer capacity.
6. Researchers are actively supported through trade union involvement and advocacy for improvement in researchers' working conditions, rights, and career development.

Weaknesses

1. The onboarding process at LIOS is currently insufficiently structured; therefore, concrete measures have been identified to streamline documentation and clearly define support structures and contact persons for new employees.
2. The internal system (HoP) needs to be improved and defragmented, so existing and new employees may receive a unified and structured information of legal, administrative, and institutional procedures.
3. Information about the reward system needs to be improved by publishing average salary ranges by researcher's career stage..

4. Communication about contract extensions, internal mobility, and opportunities for fixed-term researchers requires improvement to ensure predictability and clarity. Support mechanisms for researchers on project-based or fixed-term contracts are not yet fully systematized.
5. Despite the existence of an IPR framework and TTO, researcher engagement in technology transfer activities remains relatively low, suggesting limited integration of knowledge valorisation into everyday research practice.

Research careers and talent development*

**Strengths and Weaknesses (max. 800 words)****Strengths**

1. Together with researchers' individual competencies and initiative, their scientific growth at LIOS is supported by an institutional culture that promotes academic freedom and independent research.
2. All researchers receive regular updates on available specialist courses and lecture series through the institutional mailing list and the internal system (HoP).
3. Young researchers have the opportunity to apply for participation in national and international professional development programmes. In addition, LIOS operates an internal grant scheme to support the preparation of Master's and doctoral theses, thereby fostering early-stage research development.
4. To promote career diversification, LIOS currently supports the teaching work of scientists at universities and has introduced projects on intersectoral mobility.
5. Various training courses in scientific and research management fields are provided under projects implemented at LIOS and funded by Horizon 2020 and Horizon Europe projects.
6. Researchers of all career stages have the opportunity to participate in the organization or scientific dissemination of results through the annual LIOS Scientific Conference, the Drug Discovery Conference, the biannual Balticum Organicum Syntheticum (BOS), and the Paul Walden Symposia.
7. Research and research management capacity building of researchers is supported by the participation of LIOS in international consortia, such as EU-OPENSREEN, Alliance4Life, EATRIS and COST Actions.

Weaknesses

1. Currently, there is no fully structured Career Development Policy covering all researcher levels with clearly defined progression criteria, competencies, and milestones. LIOS plans to develop its Career Development Framework in accordance with the national New Academic Career Framework (NACF), ensuring structured R1–R4 progression pathways.
2. There is insufficient institutional support for diverse research careers in LIOS. It is necessary to improve the evaluation system for scientists by including criteria that recognize mentoring, training and student supervision, Open Science practices, collaboration with industry, and public engagement.

3. While supervision is positively evaluated, there is no unified mentoring system defining roles, responsibilities, frequency of meetings, feedback mechanisms, and monitoring standards. Some supervisors do not have sufficient leadership and management skills.
4. There is currently no comprehensive training system tailored to the specific needs of work in a research institution. Professional development activities are not systematically coordinated at the institutional level, which may lead to unequal access and inconsistent competence development across different researcher categories.

3. Actions

The Action Plan and HR Excellence in Research strategy must be published in an easily accessible location of the organisation's website.

Please provide the web link(s) to the organisation's action plan / strategy for the implementation of the principles of the European Charter for Researchers. Multiple links must be comma-separated.

<https://www.osi.lv/en/documents-2/> (<https://www.osi.lv/en/documents-2/>)

Please fill in the list of all individual actions to be undertaken in your organisation's HR Excellence in Research strategy to address the weaknesses or strengths identified in the gap analysis. It is recommended that the listed actions are concise but detailed enough for the assessors to determine the level of ambition, engagement, and planning for the implementation process. Please ensure that you provide a detailed plan, with precise and quantifiable KPIs, not just an enumeration of the institution's action.

Note: Choose one or more of the principles automatically retrieved from the gap analysis with their ratings.

Proposed actions

Action 1

Improve onboarding procedure including information on institutional strategy, funding opportunity guidelines, funder requirements, research integrity and ethical obligations. Clearly communicate support structures and responsible contact persons.

GAP Principle(s)

(++) 1. ETHICS AND RESEARCH INTEGRITY

(++) 6. THE RESEARCHER

(++) 13. WORKING CONDITIONS, FUNDING AND SALARIES

Timing (at least by year's quarter/semester)

Q4 2026

Responsible

Unit

Indicator(s) / Target(s)

HR
Department

Onboarding procedure improved; Published in LIOS webpage; Indicator: 100% of new staff receive onboarding materials.

Proposed actions

Action 2

Provide additional training on ethical aspects of AI in research.

GAP Principle(s)

(++) 1. ETHICS AND RESEARCH INTEGRITY

Timing (at least by year's quarter/semester)

Q1 2027

Responsible

Unit

Indicator(s) / Target(s)

Ethics

Training implemented Indicator: at least 80 persons

Committee

trained.

Proposed actions

Action 3

Prepare and publish average salary rates for Researchers.

GAP Principle(s)

(++) 6. THE RESEARCHER

(++) 13. WORKING CONDITIONS, FUNDING AND SALARIES

(++) 15. CONTRACTUAL AND LEGAL OBLIGATIONS

Timing (at least by year's quarter/semester)

Q3 2026

Responsible

Unit

Indicator(s) / Target(s)

Finance director

Average salary rates for Researchers made public to provide benchmark for project based fundraising.
Indicators: date of publishing average salary ranges by research category; date the guidelines are published and number of recipients.

Proposed actions

Action 4

Develop a unified Researchers' Assessment Policy aligned with the national New Academic Career Framework (NACF) including documented annual performance evaluation and career development discussions.

GAP Principle(s)		Timing (at least by year's quarter/semester)
(-/+)	9. RESEARCHERS' ASSESSMENT	Q4 2027 Q1 2028
(--)	12. CAREER PROGRESSION	Q2 2028
Responsible		
Unit	Indicator(s) / Target(s)	
Management and Scientific Board	Indicator: Date of Assessment policy approved and published in Latvian and English on internal system HoP	

Proposed actions

Action 5

Create and adopt an institutional Career Development Framework (R1–R4) aligned with NACF including mentoring support, horizontal career opportunities and structured career planning.

GAP Principle(s)

(--) 12. CAREER PROGRESSION

(-/+) 18. CAREER DEVELOPMENT AND ADVICE

Timing (at least by year's quarter/semester)

Q4 2027 Q1 2028

Q2 2028

Responsible

Unit

Indicator(s) / Target(s)

Management
and
Scientific
Board

Indicator: Date of Institutional Career Development Framework adopted and published on internal system HoP in Latvian and English

Proposed actions

Action 6

Establish a structured mentoring system for R1 researchers and doctoral candidates.

GAP Principle(s)

(-/+) 20. SUPERVISION AND MENTORING

Timing (at least by year's quarter/semester)

Q4 2027 Q1 2028

Responsible

Unit

Indicator(s) / Target(s)

Management and Scientific Board

Mentoring system established and published in Latvian and English on internal system HoP; Indicators: At least 40% of early-stage researchers have been assigned a mentor, date of publishing

Proposed actions

Action 7

To support the development of professional skills and competencies of research group leaders and supervisors.

GAP Principle(s)

(-/+) 20. SUPERVISION AND MENTORING

Timing (at least by year's quarter/semester)

Q1 2027 Q1 2028

Responsible

Unit

Indicator(s) / Target(s)

Director for
Science

An annual training course for research group leaders and supervisors in coaching, mentoring and supervision skills and competences. Indicator: Dates and topics of the training, number of participants

Proposed actions

Action 8

Update researcher evaluation criteria to include mentoring, supervision, Open Science practices, collaboration with industry, public engagement and career diversification.

GAP Principle(s)

(-/+) 9. RESEARCHERS' ASSESSMENT

(-/+) 17. VALUING DIVERSE RESEARCH CAREERS

Timing (at least by year's quarter/semester)

Q1 2028

Responsible

Unit

Indicator(s) / Target(s)

Management and Scientific Board

New evaluation criteria approved and applied in assessment procedure. Indicator: Date the updated criteria are adopted and published and number of recipients.

Proposed actions

Action 9

Develop and adopt an institutional Open Science Policy including data management plan, dissemination, licensing and Open Access, accompanied by targeted training.

GAP Principle(s)		Timing (at least by year's quarter/semester)
(-/+) 3. OPEN SCIENCE		
(+/-) 16. DISSEMINATION AND EXPLOITATION OF RESULTS		Q2 2027 Q1 2028
Responsible		
Unit	Indicator(s) / Target(s)	
Open Science officer	Open Science Policy adopted; annual training sessions organised Indicator: Dates and topics of the training, number of participants	

Proposed actions

Action 10

Targeted training and consultations on technology transfer to support the protection, dissemination and exploitation of research outcomes.

GAP Principle(s)

(+/-) 16. DISSEMINATION AND EXPLOITATION OF RESULTS

Timing (at least by year's quarter/semester)

Q1 2027 Q1 2028

Responsible

Unit

Indicator(s) / Target(s)

Technology transfer office

Annual events including info days, workshops, training and seminars to support research commercialization
Indicator: Dates and topics of the training and events, number of participants.

Proposed actions

Action 11

Develop and adopt an institutional Sustainability Policy based on LEAF, appoint an Environmental Officer, and prepare practical sustainability guidelines for laboratories.

GAP Principle(s)

(+/-) 8. SUSTAINABILITY OF RESEARCH

Timing (at least by year's quarter/semester)

Q1 2027 Q2 2027

Responsible

Unit

Indicator(s) / Target(s)

Management

Creation of sustainability policy and guidelines in Latvian and English published on internal system HoP;
Environmental Officer appointed. Indicator: Date of publishing and number of employees informed; date and name of appointed Environmental Officer; link at institutions webpage

Proposed actions

Action 12

Develop and publish OTM-R Recruitment Policy and Guidelines (Latvian and English) .

GAP Principle(s)

(+/-) 10. RECRUITMENT

(-/+) 11. SELECTION

Timing (at least by year's quarter/semester)

Q3 2027

Responsible

Unit

Indicator(s) / Target(s)

HR
Department

OTM-R policy and Guidelines published; standardized recruitment templates distributed and used in recruitment procedures Indicator: Dates of OTM-R policy and Guidelines adopted and published; link at institutions webpage

Proposed actions

Action 13

Promote researcher mobility and career diversification through, continued doctoral mobility support and integration of mobility indicators into institutional KPIs, considering targeted mobility including 3I and training grants.

GAP Principle(s)

(+/-) 7. FREE CIRCULATION OF RESEARCHERS

(--) 12. CAREER PROGRESSION

(-/+) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT

Timing (at least by year's quarter/semester)

Q3 2027 Q4 2027

Responsible

Unit

Indicator(s) / Target(s)

Management and Scientific Board

Mobility KPI integrated into institutional strategy including 3I Indicators: Date of LIOS new institutional strategy with included KPI of mobility indicators published; number of employees informed; link at institutions webpage; date of report on the findings

Proposed actions

Action 14

Consider the possibility of the development of a formal Academic Freedom Statement reinforcing principles established in national legislation and the institutional Code of Ethics.

GAP Principle(s)

(++) 2. FREEDOM OF SCIENTIFIC RESEARCH

Timing (at least by year's quarter/semester)

Q4 2027

Responsible

Unit

Indicator(s) / Target(s)

Director for
Science,
Ethics
Committee

Indicator: date of report on the findings

Proposed actions

Action 15

Integration of a Gender Equality composite index into institutional KPIs in strategy for next planning period.

GAP Principle(s)

(++) 4. GENDER EQUALITY

Timing (at least by year's quarter/semester)

Q4 2027

Responsible

Unit

Indicator(s) / Target(s)

Management
and
Scientific
Board

Indicator: Gender Equality composite index improved by
5%

Proposed actions

Action 16

Integration of DEI principles into recruitment, selection, and career progression processes in alignment with the national New Academic Career Framework (NACF).

GAP Principle(s)

(++) 5. EMBRACING DIVERSITY

(+/-) 10. RECRUITMENT

(-/+) 11. SELECTION

(--) 12. CAREER PROGRESSION

Timing (at least by year's quarter/semester)

Q1 2028 Q2 2028

Responsible

Unit

Indicator(s) / Target(s)

HR
Department

Processes aligned with NACF and DEI standards (trained panels, transparent, standardized criteria). Indicator: DEI principles formally integrated into OTM-R Recruitment Policy and Career Development Policy (Yes/No); 100% of vacancies published with equal opportunity and DEI statements

Proposed actions

Action 17

Standardization of selection procedures to ensure consistent compliance with OTM-R principles.

GAP Principle(s)

(+/-) 10. RECRUITMENT

(-/+) 11. SELECTION

Timing (at least by year's quarter/semester)

Q3 2027

Responsible

Unit

Indicator(s) / Target(s)

HR
Department

Indicators: Standardised recruitment procedures and evaluation templates developed, approved, and published (Yes/No)

Proposed actions

Action 18

Enhanced communication on contract extensions and support for fixed-term researchers.

GAP Principle(s)

(+/-) 7. FREE CIRCULATION OF RESEARCHERS

(++) 13. WORKING CONDITIONS, FUNDING AND SALARIES

(++) 14. STABILITY OF EMPLOYMENT

(++) 15. CONTRACTUAL AND LEGAL OBLIGATIONS

Timing (at least by year's quarter/semester)

Q3 2027

Responsible

Unit

Indicator(s) / Target(s)

HR
Department

Guidelines for support for fixed-term researchers published in internal system HoP Indicators: Date of guidelines on contract extensions and support for fixed-term researchers developed and published on HoP (Yes/No) In next survey $\geq 80\%$ of researchers report improved clarity on contract conditions and extension procedures

Unselected principles:

The establishment of an open recruitment policy is a key element in the strategy for the implementation of the principles of the European Charter for Researchers. Please also indicate how your organisation will use the OTM-R toolkit and how you intend to implement / are implementing the principles of OTM-R. It is helpful to include a brief commentary demonstrating this implementation even if there is some overlap with the actions listed above. If this is the case, please link the OTM-R checklist with the overall action plan (max. 1000 words).*

Latvian Institute of Organic Synthesis (LIOS) is fully committed to the establishment of an Open, Transparent and Merit-Based Recruitment (OTM-R) Policy and aligning its recruitment practices with the principles of fairness, transparency, equal opportunities, and merit-based selection, as outlined in the European Charter for Researchers.

Currently, recruitment practices at LIOS are largely implemented at the project level and already reflect several elements of OTM-R. However, these practices are not yet fully standardised or consistently applied across the institution. To address this gap, LIOS will develop and implement a comprehensive institutional OTM-R Recruitment Policy and Guidelines, which will be integrated into the overall HR framework and aligned with national developments, particularly the New Academic Career Framework (NACF), to be gradually introduced in Latvia from 2026 - 2032.

The OTM-R checklist have been used as a key reference in identifying existing gaps and to identify specific areas requiring improvement. defining actions within the Action Plan. These identified gaps have been directly translated into targeted actions within the Action Plan, ensuring a clear link between the OTM-R checklist and the proposed measures.

In particular, the Action Plan includes the following measures aligned with OTM-R principles:

- Transparency: publication of vacancies through appropriate international and national channels, clear job descriptions, and transparent selection procedures;
- Merit-based evaluation: development of structured evaluation criteria, including recognition of diverse career paths, Open Science practices, mentoring, teaching, and industry collaboration;
- Fairness and equal opportunities: integration of diversity, equity, and inclusion (DEI) principles into recruitment, selection, and career progression processes;
- Professional selection procedures: standardisation of selection processes, including the use of evaluation templates and scoring systems.

Furthermore, the Action Plan foresees the formalisation and publication of OTM-R guidelines in both Latvian and English, ensuring accessibility and transparency for both internal and external candidates. The implementation of these measures will ensure that recruitment processes are consistent, traceable, and aligned with international best practices.

The governance and implementation of OTM-R principles will be ensured through the institutional HR Award structure. The Working Group will coordinate the implementation of OTM-R-related actions, monitor progress, and ensure alignment with the Action Plan. The Steering Committee will provide strategic oversight, evaluate progress, and approve any necessary adjustments. In addition, the Ethics Committee and the Gender

Equality Committee will play a key role in ensuring that recruitment processes adhere to ethical standards and promote equal opportunities. Administrative and legal aspects will be supported by relevant institutional units.

Regular monitoring will be carried out using defined indicators (e.g., percentage of vacancies published with clear criteria, use of standardised evaluation templates, training participation rates), and progress will be reviewed through semi-annual reporting. Feedback from candidates and staff will also be considered to continuously improve recruitment practices.

Through the systematic use of the OTM-R checklist, its direct integration into the Action Plan, and the establishment of a clear governance and monitoring framework, LIOS will ensure the effective implementation and continuous improvement of OTM-R principles. This approach will embed open, transparent, and merit-based recruitment as a core component of the institute's HR strategy and contribute to strengthening its attractiveness, competitiveness, and research excellence

If your organisation already has a recruitment strategy which implements the principles of OTM-R, please provide the web link where this strategy can be found on your organisation's website. Multiple links must be comma-separated.

URL:

4. Implementation

General overview of the expected overall implementation process of the action plan (max. 1000 words).

The implementation of the HR Excellence in Research award Action Plan will begin immediately upon its approval. The implementation period covers two years and aims to progressively introduce policies, procedures, and support mechanisms aligned with the principles of the European Charter for Researchers.

Several institutional bodies will contribute to the implementation process:

1. The Management Board will provide strategic oversight and ensure institutional commitment to the HR award process. It will approve key policies developed within the Action Plan and will ensure that the necessary institutional resources are allocated for their implementation.
2. The Working Group will coordinate the operational implementation of the action plan. Its main responsibilities include monitoring progress, coordinating activities across institutional units, collecting feedback from researchers, and preparing regular progress reports. The Working Group will also propose adjustments to the action plan where necessary in order to ensure timely and effective implementation.

3. The Steering Committee will provide strategic guidance and oversight of the implementation process. The Committee will review progress reports prepared by the Working Group, assess the effectiveness of implemented measures, and provide recommendations to institutional management. It will also ensure that the implementation process remains aligned with national policy developments.
4. The Ethics Committee and the Gender Equality Committee will support the implementation of actions related to research integrity, ethical standards, diversity, and gender equality. These committees will contribute to the development of relevant policies and training activities and will support the integration of equality and diversity principles into recruitment, evaluation, and career development processes.
5. Administrative and support units will play an important role in implementing specific actions within the plan. For example, the Human Resources unit will contribute to activities related to recruitment, career development, and mentoring. The Technology Transfer Office will support activities related to knowledge transfer, innovation, and collaboration with industry.

The implementation of the action plan will follow a phased approach. During the first year, LIOS will strengthen core HR and research support processes by improving the onboarding procedure, introducing mandatory ethics training, publishing average salary ranges for researchers, and launching annual training for research group leaders on supervision and mentoring. In parallel, the institute will adopt an Open Science Policy with regular training, organise annual information events and workshops on research commercialisation, and develop and publish a Sustainability Policy and guidelines in Latvian and English on the internal system (HoP),.

During the second particular focus will be placed on actions related to the implementation of the national New Academic Career Framework (NACF), including the development of a unified Researchers' Assessment Policy and the establishment of an institutional Career Development Framework (R1–R4), as well as activities related to supervision, mentoring, and Open Science. In parallel, DEI principles will be integrated into recruitment, selection, and career progression processes, and the systematic implementation of OTM-R principles across the institution will be further strengthened.

To ensure transparency and effective monitoring, LIOS will develop a detailed implementation timeline and monitoring framework for the action plan. Progress indicators will be defined for each action, and implementation progress will be regularly reviewed and reported by the Working Group.

All key documents, including the strategy, action plan, and related policies, will be made publicly available on the LIOS website and Internal System HoP in Latvian and English.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail.

Note: Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?*



Detailed description and justification (max. 500 words)

The implementation and monitoring of the HR Excellence in Research award Action Plan at the Latvian Institute of Organic Synthesis (LIOS) will be coordinated through close cooperation between the implementation committee (HR Excellence in Research award Working Group) and the Steering Committee.

The Working Group will be responsible for the operational coordination and monitoring of the implementation process. It will track the progress of the planned actions, collect feedback from researchers and administrative units, and identify any implementation challenges. The Working Group will regularly inform the Steering Committee about the progress of the action plan, including the status of specific actions, achieved milestones, and potential risks that may affect implementation timelines.

The Steering Committee will oversee the overall implementation of the HR Excellence in Research award strategy. It will review progress reports submitted by the Working Group, assess whether the planned actions are being implemented according to schedule, and provide recommendations where adjustments are necessary. The Steering Committee will also address emerging issues and propose appropriate measures to ensure the successful implementation of the action plan. In addition, it will act as an advisory body to the LIOS Management Board on all HR Excellence in Research award-related matters and report on implementation progress.

Both committees will cooperate with the Ethics Committee and the Gender Equality Committee in areas related to research integrity, ethics, diversity, and equal opportunities.

To ensure regular monitoring, the following meeting schedule will be applied:

- Working Group meetings: at least 4 meetings per year to review progress and coordinate implementation activities.
- Steering Committee meetings: at least 2 meetings per year to review progress reports and provide strategic guidance.

Additional meetings may be organized when necessary, and relevant experts or institutional staff may be invited to support specific actions.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*



Detailed description and justification (max. 500 words)

Latvian Institute of Organic Synthesis (LIOS) is committed to ensuring transparency, participation, and continuous communication throughout the implementation process of the HR Excellence in Research award Action Plan.

All staff members, particularly researchers, will be regularly informed about the progress of the action plan and related activities. Special attention will be given to stakeholders who are directly involved in the implementation process, including the LIOS Management Board, the Ethics Committee and the Gender Equality Committee.

LIOS will encourage the active participation of researchers and staff members in different stages of the implementation process.

Researchers will be invited to contribute feedback, provide recommendations, and share suggestions regarding the implementation of planned measures. Their input will be particularly important when developing new institutional policies, such as the Researchers' Assessment Policy, Career Development Policy, Mentoring Policy, and OTM-R Recruitment Policy. This participatory approach will help ensure that the implemented measures reflect the needs and expectations of the research community.

In particular, the following actions will be taken to involve the research community in the process:

- Information about the HR Excellence in Research award process and key achievements will be published on the LIOS website and internal system HoP.
- Researchers and staff members will have opportunities to provide feedback through internal consultations, surveys, and discussions.
- LIOS will organise information sessions, workshops, and/or training activities related to topics addressed in the action plan.
- All the materials developed within the HR Excellence in Research award process will be made accessible to all staff members.
- Researchers will be invited to participate in training programmes and professional development activities.

How do you proceed with the alignment of organisational policies with the HR Excellence in Research award process? Make sure it is recognised in the organisation's research strategy as the overarching HR policy. *



Detailed description and justification (max. 500 words)

Several measures included in the Action Plan involve the development or revision of institutional policies. These policies will be formally adopted at institutional level and incorporated into the internal regulatory framework of LIOS. In particular, the development of an institutional OTM-R Recruitment Policy, a unified Researchers' Assessment Policy, and a Career Development Policy will ensure that the principles of transparency, fairness, and equal opportunities are systematically embedded in institutional procedures.

In addition, relevant provisions and practices will be reflected in existing institutional documents, such as the LIOS Code of Ethics and internal regulations. This will ensure that the principles of responsible research management, research integrity, and equal treatment are consistently applied across the organisation.

The HRS4R framework will therefore function as an important component of the institute's research and HR strategy.

How will you ensure that the proposed actions are implemented?*



Detailed description and justification (max. 500 words)

The implementation of the proposed actions will be ensured through a structured planning and monitoring framework coordinated by the Working group and Steering Committee. Each action included in the Action Plan is clearly defined and accompanied by a description of the planned activity, an implementation timeline, responsible units, and measurable indicators to monitor progress and outcomes.

The Working Group will be responsible for coordinating the implementation process and ensuring that the planned actions and output indicators are carried out according to the established timeline. The Working Group will monitor the progress of each action, track milestones, and identify potential delays or challenges that may affect implementation. Progress will be regularly reported to the Steering Committee, which will provide strategic oversight and recommend adjustments where necessary.

To support the implementation process an internal checklist will be created and used. That will allow the Working Group to monitor ongoing activities, identify upcoming tasks, and ensure that responsibilities are clearly assigned. This approach will help ensure that no key actions remain pending and that implementation proceeds according to the planned schedule.

How will you monitor progress (timeline)?*



Detailed description and justification (max. 500 words)

The Working Group will be responsible for monitoring the implementation of the action plan on an ongoing basis. Progress will be tracked using an implementation timeline and monitoring framework that includes clearly defined milestones, responsible units, and performance indicators for each action. Digital communication tools and the internal system HoP will be used for information exchange, documentation, and coordination between the units involved in the implementation process.

The progress of the Action Plan will be monitored through a structured internal monitoring system designed specifically to support the implementation of the Action Plan. The monitoring process will ensure that planned actions are implemented according to the defined timeline and that progress is regularly reviewed.

Monitoring will rely on both quantitative and qualitative indicators, mentioned in the Action Plan. These indicators will be defined according to the SMART criteria (Specific, Measurable, Achievable, Relevant, and Time-bound) and will evaluate both the implementation progress and the impact of the planned measures.

Indicators, according Action Plan, will include, for example:

- Number of policies, guidelines, or institutional documents developed and adopted;
- Number of training events and information sessions organised;
- Number of participants involved in different activities.

The Working Group will prepare regular progress reports and present them to the Steering Committee at least twice per year. The Steering Committee will review the progress, assess whether the implementation follows the planned timeline, and propose adjustments if necessary.

If delays or implementation challenges occur, the Working Group may propose corrective actions or revised timelines. Any significant modifications to the action plan will be discussed and approved by the Steering Committee to ensure transparency and accountability in the implementation process.

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and justification (max. 500 words)

Progress will be measured and assessed using the same indicator system described in the monitoring process (timeline), ensuring consistency and comparability of results.

In addition, a detailed Gantt chart will be developed and applied for all actions included in the Action Plan. It will serve as a key tool to facilitate the assessment process by clearly illustrating implementation progress.

Both the Working Group and the Steering Committee will have access to this tool via internal system HoP, enabling continuous and transparent monitoring of progress.

Based on the monitoring results, the Working Group will prepare twice a year progress reports, providing a structured overview of implementation status, achieved outcomes, and any deviations from the plan. These reports will also include recommendations for corrective actions where necessary.

The reports will be submitted to the Steering Committee for review, evaluation, and approval, ensuring that progress is systematically assessed and aligned with the objectives of the HR Excellence in Research award process.

Additional remarks/comments about the proposed implementation process (max. 1000 words)