

HR Excellence in Research

| Process Description

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Case number

2025LV348295

Name Organisation under review

Latvijas Organiskas Sintezes Instituts

Organisation's contact details

Aizkraukles 21, Riga, LV1006, Latvia

Date endorsement charter and code

18/07/2025

Process

The HR Excellence in Research strategy should be developed in consultation with stakeholders and involve a diverse group of researchers (from R1 to R4). It should also include the appointment of a committee to oversee the process and a working group to carry out the implementation.

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

Name	Position	Steering Committee	Working Group	Management line/ Department
Dace Kārkle	The Director of LIOS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Management Board
Dr. Sergejs Beļakovs	Researcher (R3), The Head of LIOS Trade Union Committee	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Laboratory of Physical Organic Chemistry
Dr. Aigars Jirgensons	Deputy Director for Science, Researcher (R4)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Management Board
Dr. Kārlis Pajuste	Researcher (R4), Member of Ethics Committee, Member of Scientific Board	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Laboratory of Membrane active Compounds and β -diketones
Ieva Uškure	The Head of Human Resources Department	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HR Department
Dr. Aiva Plotniece	Researcher (R3), Member of Scientific Board	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Laboratory of Membrane active Compounds and β -diketones
Dr. Raitis Bobrovs	Researcher (R4), The Head of Laboratory	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Laboratory of Structural Biology and Drug Design
Dr. Reinis Vilšķērsts	Researcher (R3)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Laboratory of Pharmaceutical Pharmacology
Dr. Anna Ņikitjuka	Researcher (R2), Member of Gender Equality Committee	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Organic Synthesis Methodology group

Name	Position	Steering Committee	Working Group	Management line/ Department
Anitra Zīle	PhD student (R1)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Natural Products Research Group
Dr. Elīna Priede	Project Manager	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Project Department
Evita Ore	The Head of Office	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Office

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4, as well as appoint a committee overseeing the process and a working group responsible for the implementation of the HR Excellence in Research process.

Provide information on how the researcher groups were involved in the gap analysis.

Stakeholder group	Consultation format	Contributions
R1 – R4 researchers	Institutional survey and participation in Working Group and Steering Committee meetings.	1) Provided quantitative data on the implementation of the European Charter for Researchers principles, enabling identification of gaps and areas for improvement in HR policies. 2) Ensured representation of all career stages in the Working Group, reflecting diverse perspectives. 3) Three researcher representatives in the Steering Committee were regularly informed on progress and development of the GAP analysis.
PhD Students	Targeted survey responses, participation of a student representative in Working Group meetings.	Highlighted needs related to mentoring, supervision quality, career development support, and training opportunities.
HR Award Working Group	Meetings, document and data analysis.	Coordinated GAP analysis, analysed survey data, identified gaps and proposed actions.
HR Award Steering Committee	Review meetings, consultations with Working Group.	Validated GAP analysis results and ensured alignment with LIOS institutional strategy.

Stakeholder group	Consultation format	Contributions
Human Resources Department	Policy review and participation in Working Group meetings.	Conducted qualitative review of current HR policies, contributed to gap identification and proposed improvements in HR processes.
Ethics Committee, Gender Equality Committee, Trade Union Committee	Consultations, document review.	Provided input on research integrity, ethics procedure gender equality, diversity and working conditions related issues.
Management Board, Scientific Board	Consultations; participation of Scientific Board members in Working Group.	Provided strategic guidance and ensured alignment of GAP analysis with institutional priorities and development strategy.

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

The Steering Committee (SC) was appointed by the Director of the Latvian Institute of Organic Synthesis on 11 November 2025. Four SC members were invited to participate in order to ensure an institution-wide approach and a balanced representation of management, researchers, and employee interests. The Director, Dace Kārkle, was appointed as Chair of the Steering Committee.

At least one member of the SC, primarily the Chair, was actively involved in the coordination of HR Excellence in Research Award-related activities, ensuring effective communication between the SC and the Working Group (WG). The progress of the process was regularly reviewed and discussed within the SC.

The SC worked in close cooperation with the WG, ensuring continuous information flow and alignment throughout the process. All documents prepared by the WG were presented to the SC in order to receive feedback, guidance, and formal endorsement.

The Steering Committee operated through regular meetings and consultations held throughout the process of internal GAP analysis and the development of the Action Plan, ensuring continuous monitoring of progress, providing guidance during the document preparation process, and supporting the definition of strategic objectives.

Please describe how the working group doing the gap analysis was appointed.

In order to establish the Working Group (WG) responsible for the implementation of the Human Resources Excellence in Research (HR award process), the Director of the Latvian Institute of Organic Synthesis (LIOS) invited all employees via institutional e-mail to express their interest in participating in this initiative on a voluntary basis. Staff members who responded were included in the WG, ensuring an open, transparent, and inclusive approach.

The WG was formally approved by the Director on 11 November 2025.

At the first meeting of the WG, held on 5 November 2025, a Chair (the Head of HR and the Coordinator of HR Excellence in Research Award) and a Co-Chair (representing researchers) were elected, so to ensure representation of both administrative and research perspectives.

The WG met regularly (at least twice per month) to coordinate the implementation of the HR Award process, including the organisation of the staff survey and the preparation of key documents. The WG worked in close cooperation with the Steering Committee (SC), ensuring continuous alignment and feedback. All draft documents prepared by the WG were presented by the Chair and Co-Chair to the SC for review, recommendations, and validation.

For the purpose of conducting the GAP analysis, the WG developed a comprehensive survey consisting of 45 questions covering all 20 principles of the European Charter for Researchers. On 9 December 2025, the survey was distributed to all employees of the LIOS. The results of the survey, together with internal document analysis, formed the basis for identifying strengths and areas for improvement and for the subsequent development of the Action Plan.