

HR Excellence in Research

GAP Analysis (Charter and Code Checklist)

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Case number

2025LT320077

Name Organisation under review

Lietuvos muzikos ir teatro akademija

Organisation's contact details

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Date endorsement charter and code

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GAP Analysis overview

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the GAP Analysis principles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

- **Status** : to what extent does this organisation meet the following principles?
- **Implementation (++, +/-, -/+, --)** :
 - ++ fully implemented
 - +/- almost but not fully implemented
 - -/+ partially implemented
 - -- insufficiently implemented
- **GAP** : In case of --, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation.
- **Implementation impediments** : If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.
- **Initiatives undertaken/new proposals** : If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

Status

PILLAR 1 – ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE

Status

1. ETHICS AND RESEARCH INTEGRITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		<p>The principles and standards of academic ethics at LMTA are defined in the LMTA Code of Ethics (Senate Resolution No. 4-SE of 4 May 2016, current version effective from 29 October 2025). In order to ensure that research conducted at LMTA complies with the ethics of scientific and artistic research, a Committee for Compliance with the Ethics of Scientific and Artistic Research has been established. The Committee oversees adherence to the established standards in accordance with the Regulations on the Activities of the LMTA Ethics Committee approved by the Senate (Senate Resolution No. SE-6 of 29 October 2025).</p>

Status

2. FREEDOM OF SCIENTIFIC RESEARCH

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		<p>In the LMTA Research Development Strategy for 2022–2030 (Senate Resolution No. 8-SN of 21 December 2022), freedom of research is established as one of the Academy’s core values: “academic freedom” is mentioned among the principles underpinning research activities. The Strategy also provides that researchers are given conditions to develop high-level scientific and artistic research, to choose research directions, initiate projects, and participate in international networks. Priority research areas are formulated broadly, allowing researchers to independently define topics and methods. The Strategy emphasizes researchers’ autonomy, leadership, interdisciplinarity, internationalization, and the promotion of free exchange of ideas.</p>

Status

3. OPEN SCIENCE

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	A lack of clarity regarding Open Science is observed: although Open Science receives 51.5–69.7% positive evaluations in the survey, some respondents indicate uncertainty about its practical implementation, i.e., the practical implementation of open science is not uniform or sufficiently clear.	<p>Although the LMTA Research Development Strategy for 2022–2030 (Senate Resolution No. 8-SN of 21 December 2022) establishes the dissemination of research activities, internationalization, openness to the community, and the development of accessible infrastructures, the institution does not have a clearly formulated Open Science Policy. Such a policy would define the principles and requirements of open-access publishing, procedures for research data management and sharing, researchers' rights and responsibilities in the field of open science, training, consultation and support mechanisms, as well as standards for infrastructure use and data storage.</p> <p>RECOMMENDATION: to develop and approve an LMTA Open Science Policy covering open access to publications, research data management, the use of infrastructures, and researchers' responsibilities. To strengthen LMTA's digital infrastructures by ensuring the capacity to store, share, and make research data openly available.</p>

Status

4. GENDER EQUALITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		<p>LMTA is committed to ensuring gender equality, inclusion, and non-discrimination across all areas of its activities. These principles are integrated into the Academy’s strategic documents and everyday operational practices. LMTA has approved an Equal Opportunities Policy (Rector’s Order No. 128-VI of 22 December 2021), which establishes a clear commitment to preventing any form of discrimination, harassment, or violence, including discrimination on the grounds of gender, gender identity, sexual orientation, age, disability, race, nationality, language, origin, religious or political beliefs. Members of the LMTA community who experience discrimination or harassment have clearly defined and accessible options to contact the LMTA Rector or the Ethics Committee in order to receive assistance, protection, and to ensure fair consideration of cases. In accordance with the Equal Opportunities Policy, an informational publication has been prepared for all members of the LMTA community. It provides information on the principles of gender equality and non-discrimination, possible forms of discrimination, available support mechanisms, and accountability measures.</p>

Status

5. EMBRACING DIVERSITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		<p>LMTA has integrated the promotion of diversity, the assurance of equal opportunities, and openness into its core operational documents and long-term strategy. LMTA has approved an Equal Opportunities Policy (Rector’s Order No. 128-VI of 22 December 2021), which establishes principles of gender equality, non-discrimination, inclusion, and respect for the diversity of all members of the community. The Academy also implements measures related to an inclusive study environment, accessibility, internationalization, and cultural diversity. LMTA participates in international networks in which diversity and inclusion are key principles and encourages cooperation across different cultures, languages, and artistic practices. The LMTA Council and Senate, as collegial governing bodies, contribute to diversity management through strategic planning, the approval of value-based principles, and the assurance of democratic governance. LMTA bases its commitment to fostering diversity on its core values, which are formally enshrined in the “LMTA 2020–2030” Strategy (approved by LMTA Council Decision No. 6-TS of 19 December 2019).</p>

Status

6. THE RESEARCHER

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		<p>In the LMTA Research Development Strategy for 2022–2030 (Senate Resolution No. 8-SN of 21 December 2022), the activity of researchers is recognized as an important part of the Academy’s mission; researchers’ activities are evaluated according to academic criteria, and scholarly output constitutes a significant component of career development. The Strategy emphasizes the development of research activities, researchers’ leadership, internationalization, the empowerment of doctoral candidates and early-career researchers, as well as the creation of high-level scientific and artistic research. LMTA researchers are involved in the formulation of strategic directions, project-based activities, international networks, and decision-making within the academic community. In order to strengthen the research competencies and international experience of LMTA academic staff, and to encourage and support the implementation of fundamental and applied research and the publication of their results, an annual LMTA Research Development Competition is announced. The competition is conducted in accordance with the “Regulations on the LMTA Research Development Competition” (Rector’s Order No. VJ-9 of 23 January 2025). Doctoral studies at LMTA are clearly defined as the beginning of a research career, and doctoral candidates participate in research activities, conferences, projects, and the preparation of publications. LMTA has established the Doctoral Research and Mobility Promotion Fund (Rector’s Order No. 61-VJ of 13 May 2020) to promote research (creative) activities and ensure international mobility.</p>

Status

7. FREE CIRCULATION OF RESEARCHERS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		<p>LMTA's strategic documents (the LMTA Research Development Strategy, the "LMTA 2020–2030" Strategy, and the LMTA Arts Development Strategy) emphasize internationalization, cooperation with foreign institutions, the promotion of mobility, and participation in international networks. The Academy is actively involved in Erasmus+, bilateral cooperation agreements, international projects, and artistic research platforms. Doctoral candidates and researchers are encouraged to participate in conferences, fellowships, and exchange programs, and the involvement of international researchers in LMTA activities is a common practice. LMTA also has administrative units (the Project Management Office, the International Relations Office, and the Centre of Excellence for Performing Arts Research) that assist in organizing mobility and provide consultation on relevant procedures.</p>

Status

8. SUSTAINABILITY OF RESEARCH

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>Although sustainability principles are reflected in strategic documents, LMTA does not have a clearly formulated Research Sustainability Policy that would cover: long-term planning of researchers' careers and the continuous updating of competencies; a systematic plan for the renewal and accessibility of research infrastructure; and clear criteria for ensuring the continuity of research after the completion of projects. In response to the question of whether LMTA supports sustainable research activities by reducing environmental impact and integrating sustainability principles into research management, the majority of respondents selected the neutral option (neither agree nor disagree: 39.4%).</p>	<p>In LMTA's strategic documents, the sustainability of scientific research is understood as the long-term, consistent, and responsible development of research activities. The LMTA Research Development Strategy for 2022–2030 (Senate Resolution No. 8-SN of 21 December 2022) provides for: the sustainable development of the research community (attracting early-career researchers, strengthening doctoral studies, fostering academic leadership); sustainable infrastructure (the development of research and digital resources); sustainable international relations (long-term partnership networks and project-based activities); and sustainable dissemination of research (openness to society and an international visibility policy). These provisions indicate that LMTA seeks to ensure the long-term continuity, quality, and impact of research, with the research community viewed as a strategic foundation of the institution's sustainability. RECOMMENDATION: to develop and approve an LMTA Research Sustainability Policy covering researcher careers, infrastructure, funding, and research continuity. To strengthen the development of researchers' competencies in the area of sustainability (e.g., project management, data management, long-term planning skills). To create a sustainable research infrastructure plan that provides for renewal cycles, accessibility, and long-term support.</p>

PILLAR 2 – RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION

Status

9. RESEARCHERS' ASSESSMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Although the researcher evaluation system is in place and is recognized as fair, the survey results indicate that researchers perceive it as almost, but not fully, implemented. In response to the question of whether the LMTA evaluation system recognizes diverse research activities, outputs, and contributions by applying fair, qualitative, and unbiased assessment, the majority of respondents selected positive responses (“agree” – 39.4% and “strongly agree” – 30.3%).	The LMTA researcher evaluation system recognizes a wide range of researchers’ activities, outputs, and contributions, including scientific research, artistic research, teaching activities, project-based work, internationalization, and dissemination. Evaluation is based on academic criteria, and decisions are made collegially in order to ensure fairness and impartiality. Strategic documents emphasize the importance of qualitative assessment, the strengthening of researchers’ leadership, and the recognition of diverse forms of research. Researchers also participate in calls, attestation procedures, and project evaluations. This indicates that the system is functioning; however, it is not always clear to researchers how it is applied in practice. RECOMMENDATION: to strengthen communication by preparing and publicly publishing a comprehensive researcher evaluation policy that clearly defines criteria, processes, and qualitative assessment principles. To integrate researcher evaluation principles into the career policy so that researchers can clearly see the link between evaluation, recognition, and career opportunities.

Status

10. RECRUITMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Although researchers assess the recruitment process as fair and transparent (“strongly agree” – 24.2%), the response “agree” (48.5%) indicates that the system is almost, but not fully, implemented. This may point to: insufficient awareness of specific evaluation criteria and how they are applied; a limited understanding of how LMTA ensures merit-based selection in practice; a need for clearer communication on how research achievements are assessed; and a need to better describe the safeguards ensuring transparency and impartiality in selection procedures.</p>	<p>LMTA recruitment processes are based on the principles of openness, transparency, merit-based assessment, and non-discrimination. Calls for academic and research positions are publicly announced, and candidates are evaluated collegially on the basis of the criteria set out in the job description. The assessment focuses on the researcher’s qualifications, scientific and artistic achievements, teaching experience, internationalization, and contribution to the academic community, rather than length of service or institutional reputation. LMTA also applies an Equal Opportunities Policy, ensuring that recruitment processes are non-discriminatory and compliant with national and EU standards.</p> <p>RECOMMENDATION: to develop and publicly publish a comprehensive researcher recruitment policy clearly defining criteria, procedures, and the principles of merit-based evaluation; to strengthen communication about selection procedures by providing guidelines for candidates and sample evaluation criteria.</p>

11. SELECTION

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>In the survey, the majority of researchers agree (“strongly agree” – 30.3% and “agree” – 36.4%) that LMTA selection processes assess candidates’ potential, creativity, and diverse experience, and ensure impartial, equitable, and inclusive selection. They also agree that LMTA selection and recruitment practices do not discriminate on the basis of gender, age, ethnic, social, or other identity characteristics. This indicates that the community perceives LMTA’s selection processes as functioning well; however, there are still areas where full clarity or consistency is lacking (neutral response “neither agree nor disagree” – 27.3%). This suggests that the system is functioning, but that researchers and candidates do not always clearly understand how selection principles are implemented in practice. Possible shortcomings include limited visibility of impartiality and inclusiveness in practice, and evaluation criteria and selection procedures that are not always communicated clearly enough, particularly to early-career researchers.</p>	<p>LMTA selection processes are based on the principles of impartiality, equal treatment, inclusion, and merit-based assessment. Calls for academic and research positions are publicly announced, and candidates are evaluated collegially on the basis of the criteria defined in the job description. During the selection process, candidates’ potential, creativity, diverse experience, scientific and artistic achievements, internationalization, and contribution to the academic community are assessed. LMTA applies the principles of non-discrimination and equal opportunities, ensuring that selection processes assess candidates impartially regardless of gender, age, ethnic origin, social status, or other aspects of identity. These provisions are in line with the principles of the European Charter for Researchers regarding fair, transparent, and inclusive recruitment practices. RECOMMENDATION: to develop and publish a comprehensive selection policy defining criteria, procedures, and the principles of merit-based assessment. To strengthen communication about selection procedures by providing clear and easily accessible information for early-career researchers.</p>

Status

12. CAREER PROGRESSION

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>The majority of respondents evaluate the LMTA career evaluation system positively: 48.5% agree or strongly agree (21.2% “agree” and 27.3% “strongly agree”). However, a significant share of respondents remain neutral (24.2%) or indicate that they do not know (15.2%). Negative responses account for 12.1% (3% “strongly disagree” and 9.1% “disagree”). Although the overall assessment is favorable, the data suggest that part of the research community lacks information about career evaluation criteria and their application. Early-career researchers and doctoral candidates may experience limited visibility within the career system, and communication about career opportunities and the logic of evaluation is not equally accessible to all groups of researchers. Thus, the system is functioning, but its visibility and comprehensibility are not evenly distributed across the community.</p>	<p>LMTA has a transparent, inclusive, and merit-based researcher career evaluation system that recognizes diverse research trajectories, including scientific research, artistic research, teaching activities, project-based work, internationalization, and community engagement. The institution also ensures a fair authorship policy and recognizes geographical, intersectoral, and interinstitutional researcher mobility as a valuable element of career development. RECOMMENDATION: to strengthen communication about career evaluation criteria, procedures, and responsible persons; to ensure a shared and clear understanding of career evaluation criteria by preparing and publicly publishing a set of career development guidelines for researchers and doctoral candidates (career stages, evaluation criteria, recognition of mobility, authorship policy); and to enhance communication by creating a feedback mechanism that allows researchers to provide comments on the career evaluation process.</p>

PILLAR 3 - WORKING CONDITIONS AND PRACTICES

Status

13. WORKING CONDITIONS, FUNDING AND SALARIES

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>The LMTA research environment is assessed as safe and flexible, providing conditions to combine research, teaching, and artistic activities. Research infrastructure is considered adequate; however, respondents identify several structural challenges: limited funding for research; insufficient competitiveness of salaries; and early-career researchers (R1–R2) emphasize a lack of stability (especially in project-based positions) and a lack of clear information.</p>	<p>LMTA provides a flexible and safe working model that enables researchers to balance scientific, teaching, and artistic activities with personal life. The institution ensures basic social guarantees, occupational safety standards, and supports researchers' well-being. Researchers have access to administrative support, project management services, and infrastructure. Nevertheless, salary competitiveness and funding stability remain challenges, particularly for early-career researchers. RECOMMENDATION: to prepare and publish clear guidelines on researchers' working conditions, social guarantees, and funding opportunities; to seek to increase salary competitiveness through project-based measures and partnerships; and to introduce a centralized information package for new researchers.</p>

Status

14. STABILITY OF EMPLOYMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Although employment stability of LMTA researchers is assessed positively in the survey (39.4% “agree” and 21.2% “strongly agree”), 30% of responses are neutral or negative. Possible shortcomings include: a high proportion of fixed-term contracts, especially in project-based positions; insufficient clarity regarding long-term career prospects; and early-career researchers reporting a sense of instability and limited access to information.</p>	<p>LMTA seeks to ensure the greatest possible employment stability by applying open-ended contracts where the funding structure allows. Project-based activities constitute a significant part of researchers’ work; therefore, some contracts are fixed-term. The institution declares a commitment to reducing practices of unstable employment and to providing researchers with clearer career prospects; however, in practice, the level of stability depends on external funding sources. RECOMMENDATION: to develop long-term employment stability guidelines; to increase the share of open-ended contracts where possible; and to establish a clear communication channel regarding contract renewal processes.</p>

Status

15. CONTRACTUAL AND LEGAL OBLIGATIONS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>Some researchers indicate that procedures related to contractual and legal obligations are not sufficiently visible or easy to find. The survey results—30.3% “neither agree nor disagree,” 27.3% “agree,” and 27.3% “strongly agree”—suggest that researchers lack centralized and easily accessible information on relevant rules, contractual conditions, or funders’ requirements.</p>	<p>LMTA has established rules regarding intellectual property, data protection, confidentiality, and compliance with funders’ requirements. Researchers receive relevant information through contracts, project administration units, and internal documents. However, this information is not centralized, and its accessibility and clarity vary across departments. RECOMMENDATION: to prepare and publish a “Guide to Researchers’ Rights and Responsibilities” and to create a single informational platform on the intranet.</p>

Status

16. DISSEMINATION AND EXPLOITATION OF RESULTS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>Researchers have opportunities to publish, participate in conferences and events, and collaborate with partners from the cultural and creative industries. However, support for the use of research results (commercialization, practical application, broader dissemination) is not centralized and is not clearly defined within a single policy. The survey shows a mixed picture: 36.4% of respondents selected “neither agree nor disagree,” 12.1% gave negative responses, and 48.5% gave positive responses. This indicates that relevant practices exist, but they are not sufficiently visible or systematic.</p>	<p>LMTA actively promotes the dissemination of research results at the national and international levels. The Research Development Strategy for 2022–2030 (Senate Resolution No. 8-SN of 21 December 2022) establishes the objective of increasing the visibility of research activities. LMTA encourages the dissemination of research results to both the academic community and the general public, supports the principles of open science, and provides opportunities to present research at conferences, events, and on digital platforms. Researchers may also receive administrative support in preparing publications or project reports. However, support for the use of research results—such as commercialization or broader practical application—is not systematic and is not clearly defined in a single document. RECOMMENDATION: to develop and approve an LMTA Open Science and Research Results Utilization Policy covering dissemination, data sharing, commercialization, and partnerships. To establish a support system for the utilization of research results (consultations, training, templates, and guidelines).</p>

PILLAR 4 -RESEARCH CAREERS AND TALENT DEVELOPMENT

Status

17. VALUING DIVERSE RESEARCH CAREERS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Respondents' assessments indicate a mixed but generally favorable view of LMTA's recognition of diverse career trajectories: 57.6% agree or strongly agree (27.3% "agree" and 30.3% "strongly agree"), 24.2% chose a neutral position, 12.1% expressed a negative opinion (3% "strongly disagree" and 9.1% "disagree"), and 9.1% indicated "don't know," which points to a lack of information about how evaluation criteria are applied. Possible barriers include the fact that although more than half of respondents evaluate the system positively, a significant proportion (almost one third) are uncertain about the recognition of diverse career trajectories or lack sufficient information about it. Negative responses suggest that some researchers may not experience the declared broad evaluation model in practice. This may be related to insufficient visibility of criteria and limited feedback on how non-publication-related contributions are assessed.</p>	<p>LMTA's research career and performance evaluation system recognizes diverse researcher career trajectories, including scientific, artistic, interdisciplinary, international, and intersectoral research. The Research Development Strategy for 2022–2030 (Senate Resolution No. 8-SN of 21 December 2022) clearly establishes: the equal recognition of scientific and artistic research; the promotion of interdisciplinarity and interinstitutional cooperation; the importance of internationalization and mobility for researchers' careers; the evaluation of diverse contributions (mentorship, science communication, project leadership, community engagement); support for early-career researchers' career development; and the strengthening of mentoring. RECOMMENDATION: to communicate career evaluation criteria more clearly, especially those covering non-publication-related contributions (mentorship, science communication, open science); to prepare an easy-to-understand summary of guidelines with practical examples illustrating how diverse career trajectories are assessed in real situations; and to collect additional feedback from researchers in order to identify areas where the evaluation system is least visible or least well understood.</p>

Status

18. CAREER DEVELOPMENT AND ADVICE

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>The survey shows a mixed picture: 36.4% “agree” and 15.2% “strongly agree,” while 33% of respondents selected neutral or negative responses, and 18.2% chose “don’t know.” This indicates that relevant practices exist but are not sufficiently visible. Possible barriers include a lack of visibility of a clear career development strategy, early-career researchers reporting a lack of information, and insufficient individual career counselling and structured training in key competency areas.</p>	<p>LMTA provides information on career opportunities, mobility programs, and professional development activities. Doctoral candidates and early-career researchers can access administrative support, participate in training activities, and receive consultations from research supervisors. However, the career counselling system is not centralized, and the availability of information depends on individual units and personal initiatives. RECOMMENDATION: to establish a structured institutional career development system by developing an LMTA Career Development Policy covering all career stages (R1–R4); creating a career information package for doctoral candidates and early-career researchers (R1–R2); expanding training focused on key competencies (project proposal writing, communication, and public presentation skills) and career planning; and introducing individual career planning mechanisms.</p>

Status

19. CONTINUOUS PROFESSIONAL DEVELOPMENT

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Although the overall evaluation is very positive (42.4% “strongly agree” and 39.4% “agree”), some respondents (9.1%) indicate that opportunities for professional development are still insufficient. The share of neutral responses (9.1%) suggests that some researchers may lack information about existing training activities, their frequency, or opportunities to participate. It can therefore be assumed that the visibility and communication of professional development activities could be further strengthened.</p>	<p>LMTA provides conditions for researchers to participate in training courses, seminars, conferences, and professional development activities. The institution supports professional development at all career stages, and the training offer includes research ethics, project proposal preparation, communication, data analysis, and other relevant skills. Researchers actively make use of these opportunities, and the availability of training is assessed positively.</p> <p>RECOMMENDATION: to create an LMTA training catalogue and an annual training plan, and to introduce a professional development information system. To further develop training activities based on researchers’ needs (the survey identifies key competencies required for professional development: research ethics, project preparation, communication, creative thinking, data analysis, and interpersonal skills).</p>

Status

20. SUPERVISION AND MENTORING

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>The survey shows a high number of neutral and “don’t know” responses (up to 33%), indicating that the system exists but is not sufficiently visible or consistent. Possible barriers include the absence of a formal, institution-wide mentoring system at LMTA and an insufficiently clear definition of supervisors’ roles, responsibilities, and expectations.</p>	<p>LMTA ensures that doctoral candidates and early-career researchers are assigned research supervisors who provide academic supervision and consultation. Senior researchers contribute to the development of early-career researchers; however, mentoring practices are not formalized. The institution does not have a unified mentoring system or guidelines, and the quality of supervision depends on the individual initiative of supervisors. RECOMMENDATION: to introduce a formal mentoring programme for researchers at all career stages; to develop guidelines for research supervisors and mentors defining responsibilities, expectations, and good practice.</p>