



5.3 OTM-R Open, Transparent and Merit based Recruitment analysis

Table 4 shows the Implementation of the OTM-R criteria at the Institution. Five criteria are found fully implemented. See more detailed table at [Table 4](#), which follows Table 3.

Table 4. Gap Analysis of the OTM-R check list. Overview.

| | Open | Trans- parent | Merit- based | Implemen- tation | Suggested indicators (or form of measurement) |
|--|------|------------------|-----------------|---------------------------------------|---|
| OTM-R system | | | | | |
| 1. Have we published a version of our OTM-R policy online (in the national language and in English)? | X | X | X | - | Web link to the document |
| 2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions? | X | X | X | - | Date of the last update Prove it has been sent to all involved |
| 3. Is everyone involved in the process sufficiently trained in the area of OTM-R? | X | X | X | +/- | Existence of training / guides in OTM-R Number of persons attending / using |
| 4. Do we make (sufficient) use of e-recruitment tools? | X | X | | -/+ | Ratio in the use of existing etools |
| 5. Do we have a quality control system for OTM-R in place? | X | X | X | -/+ | Reports issued |
| 6. Does our current OTM-R policy encourage external candidates to apply? | X | X | X | +/- or -/+ Depends on positions | Number and % of external candidates (trend in the external applicants) |
| 7. Is our current OTM-R policy in line with policies to attract researchers from abroad? | X | X | X | -/+ | Number and % of foreigner candidates (trend in the participation of foreigners) |
| 8. Is our current OTM-R policy in line with policies to attract underrepresented groups? | X | X | X | + | Number of applicants and trend in the participation of underrepresented groups (usually women) |
| 9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers? | X | X | X | +?? | Number of applicants; trend of applicants per position; trend in the share of applicants from outside the organisation |
| 10. Do we have means to monitor whether the most suitable researchers apply? | | | | -/+ | Trend in the qualification level of applicants |



| | | | | | |
|--|---|---|---|---------------------------------------|--|
| Advertising and application phase | | | | | |
| 11. Do we have clear guidelines or templates (e.g. EURAXESS) for advertising positions? | X | X | | + rules -guidelines -/templates | Update: date in which templates are sent or published in the intranet Trend in the number of positions advertised following these templates |
| 12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a) of the OTM-R expert report] | X | X | | +/- | Checklist for advertised positions – statistics |
| 13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience? | | | | -/+ | Share of vacancies advertised in Euraxess. Trend in the share of applicants recruited from outside the organisation/abroad |
| 14. Do we make use of other job advertising tools? | X | X | | -/+ | Share of vacancies advertised in other means (Madri+d, others) |
| 15. Do we keep the administrative burden to a minimum for the candidate? | X | | | +/- | Number of calls in which originals are allowed to be replaced by copies, at the first phases of the process |
| Selection and evaluation phase | | | | | |
| 16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a) 45] | | X | X | + | Statistics on the composition of selection committees |
| 17. Do we have clear rules concerning the composition of selection committees? | | X | X | + | Written procedure/ guidelines |
| 18. Are the committees sufficiently gender-balanced? | | X | X | + | Statistics on gender balance |
| 19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected? | | | X | +/- rules, not guidelines | Written procedure/ guidelines |
| Appointment phase | | | | | |
| 20. Do we inform all applicants at the end of the selection process? | | X | | +/- | Share of applicants informed |
| 21. Do we provide adequate feedback to respondents? | | X | | +/- | Share of interviewees informed |
| 22. Do we have an appropriate complaints mechanism in place? | | X | | + | Statistics of complaints |
| Overall assessment | | | | | |
| 23. Do we have a system in place to assess whether OTM-R delivers on its objectives? | | | | - | Monitoring system in place |