OTM-R Checklist

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Open, Transparent, and Merit-based Recruitment Check-list: OTM-R

A specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment (OTM-R). Please report on the status of achievement by responding in the "Answer" column: **++Yes completely / +- Yes substantially / -+ Yes partially / -- no.** Also detail on the indicators and the form of measurement used in the "Suggested Indicators (on form of measurements)" column.

- The "Open", "Transparent" and "Merit-based" checkboxes are indicative of the type of policies and practices the questions refer to, as detailed in the C&C. They are pre-set in the HRS4R E-tool and cannot be changed. No action is needed from institutions in their respect.

- The difference between "+/- Yes substantially" and "-/+ Yes partially" ratings is that in the first case the volume of the remaining work to be done until completion is little as compared to the effort that has been put so far in that direction, whereas for "-/+ Yes partially", the remaining work is either the same in volume or more than what has been achieved.

- For the "Suggested indicators" column, whenever the user hovers the mouse in the row dedicated to each question, a small text box will pop up, indicating options of potential indicators to use. However, each institution should identify own measurements of the effectiveness of its OTM-R policy which should be further reviewed and adapted.

	Open	Transparent	Merit-Based	Answer: (++Yes completely / +- Yes substantially / -+ Yes partially / -- no)	Suggested indicators (or form of measurement)
OTM-R system					
Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	++Yes completely	https://www.uc3m.es/hrs4r/otm-r/inicio 15/4/2021
Do we have an internal guide	x	x	x	++Yes completely	The tenured faculty positions are subject to the national

setting out clear OTM-R procedures and practices for all types of positions?					regulation in which it has established a merit-based procedure as a compulsory requirement before applying for it. The current regulation, in all of the recruitment processes for nontenured faculty, has been updated at the beginning of 2018 and performing in the following months, according to the document's main principles OTM-R Report under the national framework. In addition, Post-doctoral positions has been standardize **UC3M Recruitment Regulation**
Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	-+ Yes substantially	An **Infoday** was held in the UC3M, with the collaboration of FECYT (EURAXESS Spain) under the title: "Human Resources Strategies for Researchers: HRS4R & OTM-R The idea of the session was to inform the University community of the benefits of the HR Excellence in Research Logo and other relevant aspects such as the OTM-R Report issued by the EU. **Several Focus Groups** have been carried out, in different moments of the process. More than 100 researchers were involved on these. They were informed about HRS4R & OMT-R in the sessions, as well as in the questionnaire launched to the UC3M research community carried out in 2017 y 2022. **OTM-R** has been *also* mentioned and explained, several times, at the Faculty Committee. The Selection Committee members have been trained, committing to compliance with the principles contained in the European C&C. These Committees commitment to apply objectively the defined scales, constantly endeavoring to make a selection according to the principles of merit and ability in a multidimensional curriculum. In June 2022, through the publicity campaign on HRS4R in UC3M, informative videos have been developed by researchers from the university itself. Games with questions about OTM-R were also launched. The scope of this campaign has involved 220 researchers. We are developing a specific OTM-R training programme to be implemented between November and December. 2022. HRS4R Communication Report
Do we make (sufficient) use of e-recruitment tools?	x	x			++Yes completely	The existing **e-recruitment strategy** in the University is reinforced in line with the OTM-R Report. Since 2014, UC3M is already using an electronic recruitment system **(Convoc@),** that ensures more international and open recruitment. A **new Employee Portal/ website** was launched in May 2019. It shows all relevant aspects for any individual who has an interest in being contracted by UC3M and will offer a link for subscribers, to be reported about open-positions. UC3M disseminates most of the job openings, in international recruitment channels: Linkedin, EURAXESS jobs, YUFE, etc. https://www.uc3m.es/empleo/inicio

					100% of the process is done online, all applications and the rest of the recruitment process are processed through our own tool mentioned above (convoc@). **See Action R7**
Do we have a quality control system for OTM-R in place?	x	x	x	-- No	The recruitment process is articulated in sequential committees. Each of them has the empowerment to ask for or to change the information received in case of inconsistencies. The union representatives are members of the selective committees to ensure a fair recruitment process We must design a procedure that allows quality control of the normative compliance. To be developed in the next academic year.
Does our current OTM-R policy encourage external candidates to apply?	x	x	x	++ Yes completely	We currently have a talent attraction policy, evidenced by different Programmes: Chairs of Excellence, CONEX, International Calls in UC3M departments, Calls for Early Stage Researchers linked to Marie Curie Network (European Training Network), YUFE Most of our calls have as a primary requirement to have developed the last 3 years of research activity outside Spain, so it is a way to ensure external candidates, both from outside our university, as well as from abroad. There are other calls in which it is not possible to establish this distinction due to regulatory requirements. **See Action R2**
Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	++Yes completely	Same comment above **See Action R2**
Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	-+ Yes partially	Gender issues are present in strategic decisions at the University. The Equality Unit is responsible for developing, implementing, monitoring and evaluating the II UC3M Equality Plan which is part of the UC3M Strategic Plan and establish the objectives in terms of promoting equal treatment and opportunities. Also, we are aware of the importance of Diversity and is part of the workshops we have done for the academic community. ("Diversity, Equity and Inclusion at UC3M, 25 march 2021 Diversity, Equity and Inclusion Report https://www.uc3m.es/igualdad/plan-igualdad Pending the development of a procedure to establish basic policies for the attraction of underrepresented.
Is our current OTM-R policy in line with policies to provide attractive	x	x	x	-+ Yes substantially	The university is working on two improvements for its teaching and research staff. One of them is the extension of **funded**

| working conditions for researchers? | | | | | **medical coverage** when they make use of mobility to other countries, especially outside Europe. The second improvement is **job stabilization** for those who are on temporary contracts. The intention of the management team is to achieve this stability. However, the Spanish regulatory framework conditions the achievement of this objective because the replacement rate is very low. We can permanently cover those positions that have become vacant due to retirements the previous year and, given that the average age of our staff is not very high, this replacement rate is not sufficient for the development that the university has undergone in recent years in terms of degrees and, therefore, staffing needs. Recently developed programs such as: Mensana, onboarding, mentoring are highly valued by researchers

UC3M places special emphasis on optimal working conditions. The university's infrastructure (laboratories) is above the average for public universities. The remuneration of most of the groups is above average as a result of the variable remuneration (individual merits in research, teaching and publications) applied by the university. And, more than anything else, it is an institution that strongly encourages mobility. |
| Do we have means to monitor whether the most suitable researchers apply? | | | | -+ Yes partially | Our evolution in the application of the C&C principles for the recruitment of professors and researchers, as well as the development and implementation of our OTMR-UC3M policy, makes us an institution with clear and transparent recruitment processes. We strive to publicize our processes in different media, most notably on the Euraxess portal along with the use of national and international channels. The double recruitment and selection committees specialized in the areas and competences and balanced in gender, together with the evaluation criteria that both committees agree on, ensure that the people who join the university are the most suitable.

We attended the American market https://www.aeaweb.org/conference/ organized by the American Economic Association and the European market https://www.europeanjobmarketofeconomists.org/ejme-2021 organized by the European Economic Association.

The Spanish Economic Association organizes every year a congress (SAE, in 2022 it will be in Valencia) which also has a section for the job market, http://www.asesec.org/simposio/

Other job fairs we attend:

-Congreso anual de la European Marketing Association

-European Accounting Association Talent Workshop

-American Accounting Association Rookie Camp: |

					-Congreso anual de la American Finance Association -Congreso anual de la Academy of Management **See Action R3 and R4**
Advertising and application phase					
Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		+- Yes substantially	As a public university, calls for applicants must follow a specific format and content, although most all the fields included in Euraxess template are fields used by us for the drafting of advertisements.Despite the foregoing, each call for applications specifies the number of positions offered, the characteristics of the position, the department to which the position is assigned, the requirements to be met by applicants, the evaluation criteria, the documentation to be submitted and how to send it, as well as, finally, the closing date of the call for applications and information on personal data protection.
Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		+- Yes substantially	The new employment website includes complete information for all job advertisement. Example of instructions of how to fill the CVA Example of guideline for applicants
Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		+- Yes substantially	There are university vacancies that are not likely to be published by Euraxess, such as Full professors, Associate professors and Part-time instructors. Even so, in 2021 the 35% of our vacancies were published in Euraxess, in 2022 the 39,13%.
Do we make use of other job advertising tools?	x	x		++ Yes completely	Linkedin, Facebook, Twitter, EURAXESS Jobs, Research Gate, etc **See Action R7**
Do we keep the administrative burden to a minimum for the candidate?	x			++ Yes completely	From 2014, UC3M is already using an electronic recruitment system (Convoc@) that ensures to keep the administrative burden to a minimum. In order to make a professional recruitment process we require original documents to be shown in interviews/welcome sessions.
Selection and evaluation phase					
Do we have clear rules governing the appointment of selection committees?		x	x	++ Yes completely	See Article 2 of the Regulation: **UC3M Recruitment Regulation**
Do we have clear rules concerning		x	x	++ Yes completely	See Article 3.1. of the Regulation:

the composition of selection committees?					**UC3M Recruitment Regulation**
Are the committees sufficiently gender-balanced?		x	x	++ Yes completely	UC3M internal regulations set up the procedure for the committee appointments, including gender balance See Article 2.1. of the Regulation **UC3M Recruitment Regulation**
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	++ Yes completely	Internal regulation of UC3M establishes clear guidelines for selection committees performance. On the other hand, it has been designed a training action, including a video about the "Recruitment of Researchers in the European Area", for the Selection Committee members comply with the principles contained in the C&C. In addition, a seminar was held on OTM-R. **See Action R3 and R3 (2019)**
Appointment phase					
Do we inform all applicants at the end of the selection process	x			++ Yes completely	All applicants are informed through UC3M Employment website publication (List of admitted, excluded, beneficiaries, etc). Most of the applicants are informed by email.
Do we provide adequate feedback to interviewees?	x			-+ Yes partially	Feedback is given on the score and feedback has been given on the assessment made by the selection committee upon request. We are working to provide more detailed information about the process and the outcome of the process through Conov@.
Do we have an appropriate complaints mechanism in place?	x			++ Yes completely	As it is described in the Administrative Spanish Law, all candidates have the right to initiate requests and appeals, after receiving feedback on the eligibility/evaluation of their applications. UC3M informed the candidates about these mechanisms. Other complaints mechanisms are: University Ombudsman, "Opina" system, etc
Overall assessment					
Do we have a system in place to assess whether OTM-R delivers on its objectives?				+- Yes substantially	There is a working group consisting of 6 people from the VR Faculty and HR who meet frequently to analyze and assess the OTM-R policy.