



# European Research Area

An open space  
for knowledge and growth

**Open, transparent and merit-based recruitment,**  
a priority for the European Research Area and  
for the Human Resources Strategy for Researchers

# Structure of the presentation

*Introduction: OTM-R, embedded in the ERA and in the HRS4R*

*The SGHRM Working Group on OTM-R*

*The objective(s)*

*The content of the « **OTM-R Package** »*

## The roots and existing tools: Charter & Code -EC Recommendation of 2005

- *Reference framework for rights and obligations of researchers, their employers and funders:*
  - **Ethical & professional aspects**, incl. research freedom and accountability, non-discrimination, evaluation/appraisal
  - **Recruitment**, incl. transparency of the process, judging merit, recognition of value of mobility and of qualifications
  - **Working conditions & social security**, incl. research environment, stability of employment, gender issues, career development, and representation in governance
  - **Training**, incl. supervision, continued professional development and access to training

# 'THE HUMAN RESOURCES STRATEGY FOR RESEARCHERS' (HRS4R)

*Strategy launched in 2008, implementing 40 principles of C & C in a voluntary step-wise procedure (260 institutions already awarded)*



# The roots

- **The Steering Group on HR & Mobility** (since 2003)
- **Several Commission Communications** (e.g. "*A reinforced ERA partnership for excellence and growth*", 2012)
- **Council Conclusions** (e.g. December 2012, February 2014)
- **The Researchers' Report, the MORE surveys** (high percentage of researchers in several Member States dissatisfied with current recruitment practices in their country).
- **The ERAC Mutual Learning Seminar** (March 2014)
- **The SGHRM Working Group on OTM-R** (September 2014)
- **The ERA Roadmap** (May 2015)

## OTM-R, the ERA and **the ERA Roadmap**

To achieve ERA Priority 3 “*An open labour market for researchers*”,  
the consultation of MS + AC identified, as **Top Action Priority**,

**Using open, transparent and merit-based recruitment practices with regard to research positions**

## The SGHRM working group on OTM-R

- Starting date: **November 2014**
- Aim: to develop an **OTM-R “Package”** for assisting RPOs to carry out, on a voluntary basis, a review of their current recruitment policy and practices and revise these, where needed
- Members: **15** Member States and Associated Countries, the EU Commission, the VoR, the ERC, the EUA, the LERU, the CESAER
- **4** Plenary Meetings (last on May 5, 2015)
- **1** joint meeting with the **HRS4R Expert Group**
- Final OTM-R Package validated and adopted by the SGHRM in **September 2015**

## **The objective of the WG: (building on the existing tools) to develop a comprehensive OTM-R 'Package' for RPOs**

1. Why is an OTM-R system essential? **The rationale**
2. What should an OTM-R system look like? **The principles**
3. How does your organisation's OTM-R system rate? **The checklist**
4. Does your organisation want help to establish an OTM-R system compliant with the principles? **The toolkit:** a step-by-step guide to improve (if, when and where needed) the organisation's OTM-R practices



# 1. The **rationale**: why is OTM-R important?

- It ensures that the **best person for the job** is recruited
- It guarantees **equal opportunities** and access for all
- It facilitates developing an **international portfolio** (cooperation, competition, mobility)
- It makes research careers more **attractive**

In sum: **an OTM-R system brings benefits to researchers, institutions and the country's research system, and contributes to the full implementation of the ERA**

## 2. The **principles**: what should an OTM-R system look like?

It should :

- be based on a **review** of the current OTM-R policy, practices and procedures (i.e. OTM-R system)
- foresee the **publication** of the (revised) OTM-R system
- establish/adapt an ‘OTM-R guide’, on which to **train** (and raise awareness of) the RPO personnel
- be embedded into the RPO’s **Quality Control** System
- consider to develop and incorporate an **e-recruitment** tool

### 3. The **checklist** for RPOs: How does your organisation's OTM-R system rate?

Institutions are encouraged to use the checklist as a **self-assessment tool** to determine the degree to which their current practices are really OTM-compliant and to identify where improvements should be made.

The checklist includes about 20 questions to support a review on:

- **The OTM-R system in general**
- **The Advertising and Application phase**
- **The Evaluation and Selection phase**
- **The Appointment phase**



### 3. The **checklist**: a few sample questions

#### About the OTM-R System (in general):

8. *Is our current OTM-R policy in line with policies to attract underrepresented groups?*

#### About the Advertising and Application Phase:

15. *Do we keep the administrative burden to a minimum for the candidate?*

#### About the Evaluation and Selection Phase:

17. *Do we have clear rules concerning the composition of selection committees?*

#### About the Appointment Phase:

21. *Do we provide adequate feedback to interviewees?*

4. The **toolkit**: a step-by-step guide to help RPOs establishing an OTM-R system compliant with the principles
- The toolkit sets out, in chronological order (i.e. from job advertisement to appointment), the various steps of the recruitment process.
  - It aims to build on the principles of the Code of Conduct for the Recruitment of Researchers, providing **more detailed information, practical solutions** and includes **examples of good practice**.

## When is a recruitment process **OPEN**?

(NB: **openness and transparency** are frequently interconnected)

A recruitment process can be considered OPEN when it **encourages external candidates to apply and also attracts researchers from abroad.**

### An EXAMPLE from the TOOLKIT:

- *Applicants should be able to easily find information on:*
  - *organisation and recruiting unit*
  - *job title, specifications and starting date*
  - *researcher career profiles (R1-R4) with the respective 'required' and 'desirable' competencies*
  - *selection criteria including knowledge and professional experience (distinguishing 'required' and 'desirable')*
  - *number of available positions*
  - *working conditions, workplace, entitlements (salary, other benefits, etc.), type of contract*
  - *professional development opportunities*
  - *career development prospects*

## When is a recruitment process **TRANSPARENT**?

The **SELECTION PHASE** can be considered **TRANSPARENT** when:

- ✓ the **selection panel composition** is objective & made public;
- ✓ the **communication with candidates/applicants** (acknowledgement, feedback) is timely and appropriate.

### **EXAMPLES** from the **TOOLKIT**:

- *The process of nominating and appointing the selection committee guarantees a diversity of members, balancing internal and external experts, bringing in competency and objectivity*
- *A “one-member-panel” does not exist!*

# When is a recruitment process **BASED ON MERIT?**

## When the selection committee:

- ✓ is established for all profiles (R1-R4)
- ✓ is adequate for the profile, in terms of size and composition
- ✓ is independent, objective, and takes evidence-based decisions

## EXAMPLES from the TOOLKIT:

- *inclusion of*
  - *external experts (outside the institution),*
  - *international experts,*
  - *experts from different sectors*
- *relevant experience, qualifications and competencies of members to assess each candidate*



## What's next?

- **OTM-R Report & Checklist** available on the EURAXESS website for downloading and use of the different parts
- **Link with the C&C implementation tool (HRS4R)** => some OTM-R elements will be incorporated in the reshaped HR Strategy and will further strengthen the procedure
- **Link with Art. 32 H2020 General MGA**

## SECTION 4 - Other rights and obligations

### Article 32: RECRUITMENT & WORKING CONDITIONS for researchers

*Article 32 is a 'best effort obligation': this means that the beneficiary must be proactive and take specific steps to address conflicts between their policies and practices and the principles set out in the Charter and Code*

32.1 **OBLIGATION** for the beneficiaries to take measures to implement the Charter & Code:

- working conditions
- **transparent recruitment processes based on merit**
- career development

32.2 **CONSEQUENCES** of non-compliance



**For more information!**

**EURAXESS Policy Library**

<http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies>

**EURAXESS Rights website**

***The European Charter and Code for Researchers and the  
Human Resources Strategy for Researchers ( HRS4R )***

<http://ec.europa.eu/euraxess/index.cfm/rights/index>

Or

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