

## OTM-R Checklist - updated July 2022

Case number: 2019ES471457

Name Organisation under review: Fundació Esade – Universitat Ramon Llull

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Open, Transparent and Merit-based Recruitment Check-list <sup>1</sup> Interim Review July 2022					
	Open	Transparent	Merit-Based	Answer: (++ Yes completely / +- Yes substantially / -+ Yes partially / -- no)	Suggested indicators (or form of measurement)
<b>OTM-R system</b>					
Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	-/+	The general policy for recruitment and a more specific policy for recruitment of faculty (R3 and R4) are published on Esade's Intranet. However, these continue to need to be reviewed and updated in several respects to align fully with the EU Charter and Code for Researchers  <b>Indicator(s):</b> Publication of OTM-R rules in force at Esade.
Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	-/+	The general policy for recruitment and a more specific policy for recruitment of faculty (R3 and R4) are published on Esade's Intranet. However, these continue to need to be reviewed and updated in several respects to align fully with the EU Charter and Code for Researchers  <b>Indicator(s):</b> Publication of OTM-R rules in force at Esade.
Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	-/+	ESADE's staff involved in the recruiting process is familiarised with recruiting practices, although not all OTM-R ones are included.  <b>Indicators:</b> - Existence of training programs for OTM-R. - Number of staff members following training in OTM-R.

<sup>1</sup> <http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies>

Do we make (sufficient) use of e-recruitment tools?	x	x		+/-	<p>All job offers for R1 and R2 positions are published on EURAXESS in English. R3 and R4 positions for faculty members are published on Esade's website: <a href="https://www.esade.edu/faculty-research/en/faculty/faculty-positions">https://www.esade.edu/faculty-research/en/faculty/faculty-positions</a> as well as other websites with international reach according to the speciality of each academic area, or generic sites for academia such as Akadeus. The implementation of a new e-platform for recruitment remains an option.</p> <p><b>Indicators:</b>  - 100% of job offers are published online.  - Creation of a web-based tool for (all) the stages in the recruitment process.</p>
Do we have a quality control system for OTM-R in place?	x	x	x	+/-	<p>The general policy for recruitment and a more specific policy for recruitment of faculty (R3 and R4) are published on Esade's Intranet. However, these continue to need to be reviewed and updated in several respects to align fully with the EU Charter and Code for Researchers</p> <p><b>Indicator(s):</b>  Publication of OTM-R rules in force at Esade.</p>
Does our current OTM-R policy encourage external candidates to apply?	x	x	x	++	<p>Yes, completely. Job offers are open and transparent to internal and external candidates. All job offers for R1 and R2 positions are published on EURAXESS in English. All R3 and R4 faculty positions are published externally in English.</p> <p><b>Indicator(s):</b>  Trend in the share of applicants from outside the organisation.</p>
Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	++	<p>ESADE's international prestige attracts researchers from abroad. Research positions are published on EURAXESS in English for R1 and R2 positions; whilst faculty posts (R3 and R4) are published with international reach and regularly attract a high proportion of candidates from outside Spain.</p> <p><b>Indicator:</b>  Trend in the number of applicants from abroad.</p>
Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++	<p>ESADE fulfills the Spanish legislation, including a percentage of underrepresented workers in its staff.</p> <p>Esade publishes its job offers without any information</p>

					that could lead to indirect discrimination in the recruitment process. <b>Indicator:</b> Trend in the number of applicants among underrepresented groups.
Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	X	X	X	++	All employees continue to enjoy additional benefits that contribute to wellbeing at work and professional development, such as generous paid holiday allowance, pension plan, subsidized restaurant, flexible salary plan and training benefits for employees and their family. Following the COVID-19 pandemic, Esade has also developed a work from home policy, which currently allows employees to work remotely two days a week. <b>Indicator:</b> Trend in the number of applicants from outside the organisation.
Do we have means to monitor whether the most suitable researchers apply?				++	To start a selection process there must be a recruitment request and a specific vacancy profile. The person who joins the institution is always selected because their skill profile matches the profile required to perform the vacancy's tasks or responsibilities. No professional is recruited whose skills do not match those defined in the vacancy profile.  If no suitable researchers apply the vacancy is republished in order to make sure that the most suitable professionals apply. <b>Indicator:</b> Number and nationality of candidates by position.
<b>Advertising and application phase</b>					
Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	X	X		++	Yes, there are templates and procedures to advertise positions. <b>Indicator:</b> Recruitment procedure, guidelines and templates.
Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	X	X		-/+	Not all the information of the toolkit is included in the job advertisement. <b>Indicator:</b> Job offer template.
Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	X	X		++	For each offer, Esade decides which recruitment websites are most suitable for advertising the position in question. EURAXESS is used for advertising 100% of R1 and R2 positions.

					<b>Indicator:</b> -Number of job adverts posted on EURAXESS. -Trend in the number of applicants recruited from outside the organisation and abroad.
Do we make use of other job advertising tools?	X	X		++	Yes, Esade continues to use different websites (including its own) to advertise job offers  <b>Indicator:</b> Number of jobs offers published in journals and other websites.
Do we keep the administrative burden to a minimum for the candidate?	X			++	Yes, Esade continues to require that candidates who apply for its job offers provide only the information and documents that guarantee the selection process is transparent and merit-based.  <b>Indicator:</b> Recruitment procedure.
<b>Selection and evaluation phase</b>					
Do we have clear rules governing the appointment of selection committees?		X	X	++	Yes, it is indicated in the recruitment guide.  <b>Indicator:</b> Statistics on the composition of panels.
Do we have clear rules concerning the composition of selection committees?		X	X	++	Yes, it is indicated in the recruitment guide.  <b>Indicator:</b> Written guidelines.
Are the committees sufficiently gender-balanced?		X	X	++	According to internal regulations and the equality plan, selection committees should always include personnel with adequate competences to perform the requested evaluations, be gender balanced and perform their tasks impartially and in an open manner.  <b>Indicator:</b> Percentage of women and men in the committees.
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, it is indicated in the recruitment guide.  <b>Indicator:</b> Written guidelines.
<b>Appointment phase</b>					
Do we inform all applicants at the end of the selection process	X			++	Yes, candidates are notified by e-mail.  <b>Indicator:</b> 100% of the candidates are notified.
Do we provide adequate feedback to interviewees?	X			++	Yes, all candidates receive feedback by e-mail: candidates who have been interviewed for the positions

					<p>of research staff for projects and research and teaching staff are informed of the outcome of the interview and the reasons for the decision. Those candidates who do not make it to the interview stage are sent an email informing them that they have not been successful.</p> <p><b>Indicator:</b> 100% of the candidates receive feedback.</p>
Do we have an appropriate complaints mechanism in place?	x			++	<p>Yes, the ombudsman manages the recruitment-derived complaints.</p> <p><b>Indicator:</b> Statistics on complaints.</p>
<b>Overall assessment</b>					
Do we have a system in place to assess whether OTM-R delivers on its objectives?				++	<p>Yes, recruitment policy and external audits. Additionally a small working group has been created for monitoring the HRS4R and OTM-R, made up of members from the Persons Department and the Research Office. This group is responsible for reviewing the various life cycle processes of research staff with the aim of making improvements and ensuring that the procedures comply with the specifications of the OTM-R system.</p> <p><b>Indicator:</b> External audits certification.</p>