

## OTM-R Checklist

Case number:

Name Organisation under review:

Organisation's contact details:

Date endorsement charter and code:

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)
<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	-- no	<p>FORTH does not have a formalized document that explicitly states the organization's OTM-R policy.</p> <p>Although there are parts in the new code of conduct that outline the recruitment process, FORTH still needs to further clarify the process of recruitment in an open and transparent way.</p> <p><b>Action plan:</b> Prepare, formalize and publish</p>

					online FORTH OTM-R policy in Greek and in English. <b>Output:</b> OTM-R policy online document
Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	-- no	The recruitment process is subject to different rules and practices that are related to the specificities and characteristics of different funding schemes. For example, different recruitment rules apply to national as opposed to EU-funded projects. At present, there is not any specific, formalized document to clearly outline recruitment procedures and practices that are related to all types of positions.  <b>Action plan:</b> Prepare, formalize and publish FORTH internal guides, appropriate to cover and refer to all types of positions. <b>Output:</b> An internal document, in Greek and in English, to guide OTM-R practices
Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	/ -+ Yes partially	Selection Committees consist of experts who assess candidates' knowledge, expertise and professional skills according to their experience. To improve further the process, a document will be prepared to provide guidelines and recommendations regarding the OTM-R principles (e.g. how to best conduct interviews, to do/ not to do etc). Training will also be made available to improve Selection Committees skills.  <b>Action plan:</b> Fit in line Selection Committees' action with OTM-R policy. <b>Output:</b> An internal document, in Greek and in English, to provide rules and recommendations for selection committees, including training.
Do we make (sufficient) use of e-recruitment tools?	x	x		/ -+ Yes partially	FORTH uses e-recruitment and internet-based tools such as DIAVGIA, EURAXESS, social media, ATLAS-student scholarships, APELLA-election of faculty members etc, in order to publish open vacancies and attract new staff members.  Most of these tools are used in early stages of recruitment and they are designed and managed externally by third parties (e.g. ministries).

					<p>No e-tools are introduced and used particularly for the selection process (e.g. applicant tracking systems, online testing through surveys and questionnaires etc). Given the nature and size of the organization (e.g. limited number of applications and candidates), the introduction of e-tools for the selection process is not considered as a necessity, as it can be managed effectively at present.</p> <p>Due to a wide range of research positions and the variety of the selection criteria for each one, an anthropocentric recruitment process is needed.</p> <p><b>Action plan:</b> No action is required at present.  <b>Output:</b> No output is expected.</p>
Do we have a quality control system for OTM-R in place?	x	x	x	++Yes completely	<p>FORTH follows national legislation for the recruitment and selection of academic staff. For example, it uses the APELLA, which is an internet-based system for the election and promotion of professors or other academic staff members, based on Law 4009/2011 and 4405/2016.</p> <p>Organisation, inspection and publication of the procedures of election/promotion/establishment of institutional professors, as well as submission of candidacies, are necessarily carried out via APELLA, through which every research Institution of FORTH compiles and maintains both Registries of Internal and External members.</p> <p>In addition, FORTH uses the EURAXESS job portal to advertise new research vacancies and promote transparency in the application process (e.g. PhD candidates, postdoctoral research positions etc).</p> <p>DIAVGEIA (Transparency National Program under the law 3861/2010) is also used for the publication of new research jobs as well as for all announcements that are related to the selection and recruitment processes.</p>

					<p><b>Action plan:</b> No action is required</p> <p><b>Output:</b> No output is expected</p>
Does our current OTM-R policy encourage external candidates to apply?	x	x	x	+ - Yes substantially	<p>Though there is no any clearly written OTM-R policy (e.g. available online as outlined above), FORTH applies recruitment processes that fully encourage external candidates to apply.</p> <p>Electronic systems/tools for advertising and promoting new job positions, such as the EURAXESS portal or the APELLA, allow and also encourage external candidates to apply for new research positions published at FORTH. Specifically, new positions are advertised and suitable candidates are automatically informed. Application procedure is simple: candidates only need to submit CVs and other relevant documents (academic transcripts, certificates, research papers etc) that are already stored in the system.</p> <p><b>Action plan:</b> Describe and make clear in the OTM-R policy the process in which FORTH supports and encourages external applications</p> <p><b>Output:</b> OTM-R policy online document</p>
Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	++Yes completely	<p>FORTH OTM-R policy is in line with policies to attract researchers from abroad. This is fully achieved by advertising all new research positions at EURAXESS portal. Traditionally, FORTH welcomes and aims to attract foreign researchers not only from European research areas but also from third countries. For example, the organization has hosted MARIE CURIE fellows since the 80s, making FORTH a leading center in attracting foreign research staff.</p> <p><b>Action plan:</b> No action is required</p> <p><b>Output:</b> No output is expected</p>
Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++Yes completely	<p>FORTH follows national legislation for the recruitment and selection process. It supports employment of underrepresented groups by providing part- full-time options,</p>

					<p>home office work, flexibility in working hours, infrastructures etc (e.g. a kids' day care building is scheduled to be funded and operate in the next few years). Staff members with family responsibilities or other special needs are welcome to apply and work for FORTH. In addition, a gender equality committee has been recently established in order to address discriminatory issues and other aspects related to underrepresented groups.</p> <p><b>Action plan:</b> No action is required <b>Output:</b> No output is expected</p>
Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	++Yes completely	<p>FORTH provides an attractive and friendly working environment at the national and international level. For example, there is flexibility in working hours, part-time / full-time options, paid/unpaid leaves where appropriate, parking space etc.</p> <p>However, there are some specific aspects that go beyond FORTH responsibility and area of action, and may affect the working conditions for researchers. For example, in comparison with institutions located abroad, FORTH is less competitive in terms of salaries and bonus, due to national law constraints. This means that monthly salaries may not be as attractive as foreign researchers would expect.</p> <p><b>Action plan:</b> No action is required <b>Output:</b> No output is expected</p>
Do we have means to monitor whether the most suitable researchers apply?				++Yes completely	<p>FORTH publishes research positions widely (e.g. in EURAXESS) with specific scientific requirements and characteristics. The evaluation of the candidates is performed by certain committees of experts with experience in the field of interest, ensuring scientific quality and standards. All candidates are assessed through tests, interviews and other similar mechanisms to make sure that they meet job requirements.</p> <p>There is no other specific mechanism in</p>

					place suitable to apply for all available candidates worldwide.  <b>Action plan:</b> No action is required <b>Output:</b> No output is expected
<b>Advertising and application phase</b>					
Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++Yes completely	A common strategy is applied by all research institutes of FORTH to publish and advertise new research positions.  For instance, job advertisement is conducted through a mixture of promotional tools including EURAXESS, organization official websites and social media, DIAYGEIA, APELLA and ATLAS systems, press, academic networks etc.  <b>Action plan:</b> No action is required <b>Output:</b> No output is expected
Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		++Yes completely	Job advertisements include references and links.  <b>Action plan:</b> No action is required <b>Output:</b> No output is expected
Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		+ Yes substantially	While there is a procedure of the organization to publish and advertise new job offers through EURAXESS, we need to ensure that all new vacancies are included in the process.  <b>Action plan:</b> Internal guidelines with a particular focus on the need/importance to use EURAXESS for the publication of new jobs <b>Output:</b> Inform OTM-R policy
Do we make use of other job advertising tools?	x	x		++Yes completely	Research and other vacancies are advertised at organization's website (also at internal units' websites such as STEP-C, Praxi Network and University Press), social networks (e.g. Twitter, LinkedIn, Facebook). In addition, to ensure transparency, FORTH publishes new job opportunities at DIAVGEIA, APELLA, ATLAS and other similar

					central-based platforms. <b>Action plan:</b> No action is required <b>Output:</b> No output is expected
Do we keep the administrative burden to a minimum for the candidate?	x			++Yes completely	<p>FORTH has to follow specific procedures for the recruitment and selection of new candidates that are in line with national regulations and laws.</p> <p>In this context, all candidates have to address a certain level of administrative burden which goes beyond FORTH area of action and responsibility.</p> <p>In order to minimize red tape and speed-up a number of internal procedures related to recruitment (e.g. massive paperwork), FORTH has developed and currently promotes specific services and tools such as the option of online applications and submissions, tailor-made support and advice on related procedures provided by the administrative staff etc.</p> <p>In addition, the FORTH EURAXESS Service center provides specific services to foreign researchers (for personal and professional matters) in order to address bureaucratic procedures (e.g. professional development, funding, tax and social security issues etc).</p> <p><b>Action plan:</b> No action is required <b>Output:</b> No output is expected</p>
Selection and evaluation phase					
Do we have clear rules governing the appointment of selection committees?		x	x	++Yes completely	<p>Selection Committees are normally appointed by the scientific advisor / directors of institutes and internal units and approved by the BoD. Such Committees are created at an ad-hoc basis and consist of experts in the area of interest (scientific or/and administrative). If necessary, external experts are invited to participate in the process as full members of the Committees.</p> <p><b>Action plan:</b> No action is required <b>Output:</b> No output is expected</p>

Do we have clear rules concerning the composition of selection committees?		x	x	++Yes completely	<p>Typically, the members of the selection Committees are selected by the scientific advisor board/ directors of institutes and internal units and approved by the BoD. A number of criteria are employed and used for the composition of the Committees including: experience and area of expertise, relevance with the subject, interests of conflicts etc.</p> <p><b>Action plan:</b> No action is required  <b>Output:</b> No output is expected</p>
Are the committees sufficiently gender-balanced?		x	x	-+ Yes partially	<p>Committees that are responsible for the selection and evaluation process of a candidate are not fully gender-balanced. Clearly, there is no specific regulation that prevents female participation in the Committees (e.g. gender criteria). Though female participation is supported and encouraged in the organization, additional efforts are required to mobilize the participation of more women (scientific and administrative staff members) in order to promote further gender balance.</p> <p><b>Action plan:</b> Internal guidelines for OTM-R practices  <b>Output:</b> Gender-balanced selection Committees</p>
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	<p>Committees' members are selected following official institutional procedures. The members of the selection Committees are selected by the scientific advisor / directors of institutes and internal units and approved by the BoD. A number of criteria are used to assess candidates' eligibility and performance, based on a set of measurable qualitative and quantitative qualifications. Especially for the scientific personnel, the members of the selection committees make their final decisions to the best of their knowledge and experience in the field of interest.</p>

					<b>Action plan:</b> No action is required <b>Output:</b> No output is expected
<b>Appointment phase</b>					
Do we inform all applicants at the end of the selection process	x			++Yes completely	<p>All applicants are informed officially for the results. Moreover, final results are made available to all interested parties (e.g. funders) and to the public through DIAVGEIA and other similar central-state platforms.</p> <p>Selected candidates are informed in person through direct communication (e.g. personal email or other means).</p> <p>In order to protect personal information and keep in line with GDPR restrictions, FORTH follows a standard procedure in which candidates are kept anonymous.</p> <p><b>Action plan:</b> No action is required  <b>Output:</b> No output is expected</p>
Do we provide adequate feedback to interviewees?	x			++Yes completely	<p>Applicants and candidates are fully informed about the decision process and the final results. For example, feedback concerning candidates' eligibility, selection criteria, ranking, decision-making rationale etc is made available online to all interested parties (e.g. through DIAVGEIA) for transparency and appeal reasons.</p> <p>Based on the provided feedback, candidates have the right to appeal within a certain period of time.</p> <p><b>Action plan:</b> No action is required  <b>Output:</b> No output is expected</p>
Do we have an appropriate complaints mechanism in place?	x			++Yes completely	<p>FORTH has established institutional procedures in which all candidates can submit their complaints through appeals, straight after the announcement of the results and for a certain time period afterwards.</p> <p>In addition, part of the institutional mechanism is a specific committee that is set to assess candidates' appeals and to derive a final decision.</p>

					<b>Action plan:</b> No action is required <b>Output:</b> No output is expected
Overall assessment					
Do we have a system in place to assess whether OTM-R delivers on its objectives?				-- no	<p>There is no centrally-designed institutional system to assess all aspects of OTM-R policy and monitor targets and objectives. Assessment is conducted and regulated for specific parts and stages of the selection and recruitment process (e.g. job advertisement, publicity of results etc), without covering the whole procedure.</p> <p><b>Action plan:</b> Investigate which areas/parts of the process require further development and improvement  <b>Output:</b> Inform OTM-R policy</p>