OTM-R Checklist

This revised OTM-R checklist reflects the current practices and recent improvements implemented at INL in alignment with the principles of Open, Transparent, and Merit-based Recruitment. It incorporates updates from the new Career System, enhanced evaluation methods, and ongoing efforts to promote fairness, inclusiveness, and institutional alignment in R&S processes.

OTM-R checklist for Organisations					
	Open	**Trans-parent**	**Merit-based**	**Answer:** **++ Yes, completely** **+/-Yes, substantially** **-/+ Yes, partially** **-- No**	***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	*+/-Yes, substantially*	The R&S procedure has been revised and is available internally to all users in our Quality Management Systems (QMS) database. The document is published in English since it´s the official language of INL. INL has also updated online on the HRS4R website a version of the R&S procedure for public access. The updated version introduces the following main changes: • Simplified job vacancy approval workflow; • Anticipation of vacancy openings to reduce recruitment cycle time; • Revised responsibilities; • Updated assessment guidelines; • Overall optimization of procedures.
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	++ Yes, *completely*	The R&S procedure includes all type of positions. It has been disseminated to all users and the updated version is digitally available on the QMS database (date of the last update: 10/07/2025). In specific cases, the R&S follows the guidelines and applicable rules of each funding framework.
3. Is everyone involved in the process sufficiently trained in the area of OTM- R?	x	x	x	*+/-Yes, substantially*	Currently, the People & Culture (P&C) team, through the Talent Acquisition Officer provides training to new selection committee members and/or hiring managers on the Recruitment and R&S procedure, as well as on the use of the digital recruitment platform.

4. Do we make (sufficient) use of e- recruitment tools?	x	x		++ *Yes, completely*	INL uses a web-based tool to manage all stages of the Recruitment and Selection (R&S) process, including: • An ATS platform for online applications and screening • Tools for CV and interview evaluation • Online interviews via secure platforms (video interviews discontinued) The P&C team is committed to further simplifying and digitalising the process to enhance transparency, consistency, and user experience for both candidates and selection committees.
5. Do we have a quality control system for OTM-R in place?	x	x	x	++ *Yes, completely*	INL holds certification for its Quality Management System (QMS) in accordance with NP EN ISO 9001:2015 and is also certified under ISO 13485:2016 and NP 4457 standards. As part of these certifications, the OTM-R process is audited annually as a supporting process within the HR function. Recently, INL has also implemented a R&S dashboard to track key performance indicators (KPIs) and monitor all R&S processes.
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	++ *Yes, completely*	Our vacancies are open to all nationalities and largely disseminated through well-known international recruitment channels such as: Euraxess, LinkedIn, Nature Jobs, among other specialised channels. INL is reinforcing the sourcing of international candidates through external recruitment agencies, when applicable.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	+/-*Yes, substantially*	INL is committed to attracting top international researchers by providing support from recruitment through to employment. This includes an easy online application and selection process, along with a compensation package, relocation support, visa assistance, and travel arrangements for selected candidates and their families (where applicable). In recent years, recruitment has been challenged by short contract lengths and employment conditions. To address this, INL has implemented a new Career System and, under Action C.3.3 of the revised HRS4R Action Plan, will review contract types and the overall workforce structure.

8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	*-/+ Yes, partially*	INL has in place a Workplace Policy and the prohibition of discrimination. INL Staff Rules (Article 47) state the requirement to indicate, at any vacancy notice, that INL follows the principles of non- discrimination. This is observed in the form of an 'equal opportunities and non-discrimination principles statement' in all job advertisements. However, there is still a need to develop other efforts and initiatives addressed to disadvantage and unrepresented groups at INL. This will be addressed in action C.3 and E4.
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	*+/-Yes, substantially*	INL offers attractive working conditions for researchers: - Easy and open access to state-of-art facilities - Work-life balance conditions (specific allowances for families, flexible working arrangements, nursery, annual leaves, gym allowances). - Relocation, visa and travel support. Special attention is currently being given to career development and the revision of contract types, to further enhance attractiveness and researcher support.
10. Do we have means to monitor whether the most suitable researchers apply?				*+/-Yes, substantially*	INL has in place evaluation tools to assess all the applications as follows: perform eligibility check, CV screening and interview evaluation. The evaluation criteria set out in our R&S procedure includes a combination of various qualitative and quantitative research indicators of high performance.

Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		*++ Yes, completely*	INL has standardised its job advertisement templates to align with different funding frameworks and requirements. The Talent Acquisition Officer provides support throughout the recruitment process.

12. 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*	INL job advertisements clearly outline the evaluation stages of the Recruitment and Selection process, ensuring transparency for all candidates.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		*++ Yes, completely*	INL publishes all positions on Euraxess.
14. Do we make use of other job advertising tools?	x	x		*++ Yes, completely*	INL uses the following job advertising channels: Euraxess, Nature Jobs, Research Gate, LinkedIn, among others requested specifically for the position. Hiring Managers are consulted on the most effective advertising channels, and positions are also disseminated through INL's LinkedIn to maximise reach.
15. Do we keep the administrative burden to a minimum for the candidate?	x			*+/-Yes, substantially*	Candidates apply online by completing the relevant application form and uploading the required documents specified in the job advertisement. All communication is managed through the digital R&S platform.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees?		x	x	*+/-Yes, substantially*	The R&S procedure includes the appointment process for Selection Committees. Committee members are appointed by the Hiring Manager and validated by the Talent Acquisition Officer before performing their functions.
17. Do we have clear rules concerning the composition of selection committees?		x	x	*++ Yes, completely*	The R&S procedure defines the rules for the composition of Selection Committees. Each committee is validated by the Talent Acquisition Officer for every vacancy.

18. Are the committees sufficiently gender-balanced?		x	x	*+/-Yes, substantially*	The Selection Committee should be composed, whenever is possible, with a gender balance of at least 40% participation of the underrepresented gender.
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	*-/+ Yes, partially*	The R&S procedure includes clear guidelines for evaluating candidate merit. A competency-based interview process has been implemented to assess soft skills and alignment with INL's organisational values. However, there is still a need to strengthen the overall evaluation approach by ensuring a more balanced use of both quantitative and qualitative criteria across all stages of the selection process.
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		*++ Yes, completely*	Yes, each applicant is informed about the outcome of the R&S process at the end of the selection process.

21. Do we provide adequate feedback to interviewees?		x		-/+ Yes, partially	We provide general feedback on interview outcomes but not detailed insights on strengths, weaknesses, or areas for improvement. However, we have recently started offering more specific feedback to interviewed candidates, based on the qualitative evaluations recorded.
22. Do we have an appropriate complaints mechanism in place?		x		*+/-Yes, substantially*	INL accepts and handles any complaint expressed during any R&S process.
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				*+/-Yes, substantially*	INL has in place specific indicators to monitor the R&S general objectives.