

# Open, transparent & Merit-Based Recruitment in the HR Strategy (OTM-R in HRS4R)



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# European Policies to implement an Open Labour Market for Researchers

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### Achilles heel of European Research area: **Open, Transparent & Merit-Based Recruitment** (2015)

- ✓ **OPEN**: Institutions must advertise positions openly and widely in order to reach the widest pool of candidates
- ✓ **TRANSPARENT**: Recruitment process must be simple and clear. Outsiders must have access to the same information as insiders
- ✓ **MERIT-BASED**: selection must be based on researchers' merit: the best possible candidate gets the job

2015: report with checklist for institutions: do we practice what we preach?

2016: compulsory component of HRS4R



### Why bother?

#### Internal motivation:

- To make your institution a more attractive place to work
- To enable you to recruit better candidates
- To enable you to implement equal opportunities
- To enhance the reputation and image of your institution
- To better implement your university's mission and ambition of research, teaching and service to society



### OTM-R – why is this beneficial?

- Many institutions take their own recruitment process for granted → can you describe your procedures clearly for (external) applicants?
- In many institutions, the recruitment process is the result of decades of “habits”, without thinking which elements are really necessary and really beneficial (e.g. overly restrictive qualifications; superfluous documents;...)
- Many institutions struggle with attracting underrepresented groups → can you be more pro-active? Do you do everything you can to ensure gender balance?
- Many institutions have career information in “internal webpages” → can you provide candidates with information on career development, housing, research environment,...?
- Many talented early-stage researchers are losing faith in the academic system. Bad experiences reflect bad on your institution and on the academic culture



### How do you develop an OTM-R policy for HRS4R?

1. Complete the **OTM-R checklist** with a wide group of stakeholders to identify what you do well and what needs to be improved
2. Identify **suitable actions** in order to implement positive change and include these in your action plan
3. Agree on a policy and on practices with all stakeholders in which you address the question: what do you need to do to ensure that all recruitment procedures of researches operate according to the OTM-R principles? → this is written down in your institutional **OTM-R policy**.



### OTM-R checklist – just 5 of the 23 questions:

- “Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?”
- “Is everyone involved in the process sufficiently trained in the area of OTM-R?”
- “Do we have means to monitor whether the most suitable researchers apply?”
- “Do we have clear rules concerning the composition of selection committees?”
- “Do we inform all applicants at the end of the selection process?”
- ...



### What does an OTM-R policy look like?

- ❖ Your policy is not written for assessors but for your **potential job applicants**: they must be able to understand and trust your procedure, know what to expect, and decide whether they are happy applying on your terms.
- ❖ Your policy must explain what your institution **understands** by “openness”, “transparency”, and “merit-based recruitment”. There is more than 1 way to implement this.
- ❖ Your policy must be **suitable** to your institution (e.g. national regulations on selection criteria; financial constraints; feasibility;...)
- ❖ Your policy must be **accepted** and supported by the management and by the research community
- ❖ Your policy can be **updated** when necessary





### **OTM-R is compulsory in new procedure, but institutions have time to develop this:**

- OTM-R checklist must be completed by ALL participants of HRS4R
- **Initial assessment**
  - Action plan must include “some” initiatives to improve OTM-R policies, but they may not yet be very coherent or specific
- **Interim assessment**
  - The organisation must be preparing a coherent OTM-R policy and corresponding actions
- **Renewal assessment**
  - The organisation must have an OTM-R policy and corresponding actions in place



Good luck with your HRS4R application  
Make sure you take on the OTM-R  
challenges!

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