

Open, Transparent and Merit-based Recruitment Check-list_Award Renewal 2021-2023

	Open	Trans-parent	Merit-based	Answer: ++ Yes, <i>completely</i> +/-Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- 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, <i>completely</i>	<p>The UOC website contains a specific open section on HRS4R.</p> <p>This section includes an explanation of how the entire HRS4R implementation process has been managed at the UOC, the committees and working groups involved, documentation related to the Initial Phase, the Internal Review, the Award Renewal and related links.</p> <p>The website section also provides an explanation of the European Charter for Researchers and the Code of Conduct for their Recruitment, and the OTM-R, as well as links of interest for further information on these.</p> <p>The section is available in three languages: Catalan, Spanish and English, except for the documents and links related to the process, which are only provided in English.</p>

				<p>In this section the UOC has also published the OTM-R Checklist that was submitted to EURAXESS in 2018 as well as the 2020 version, with the purpose of showing the evolution of the UOC's OTM-R policy.</p> <p>The new OTM-R Checklist for the 2021-2023 Action Plan has been added.</p> <p>In addition, a section on HRS4R with the following structure has been created on the UOC intranet: a first section explaining what HRS4R is, with links to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, a link to the Internal Review and Implemented Action Plan and the <u>UOC's external HRS4R site</u>; three thematic blocks classifying the 40 principles of the Charter & Code (1. Training; 2. Ethical and professional matters; 3. Selection, recruitment and working conditions), with an explanation of the OTM-R principles and links to the 2018 OTM-R Checklist, the 2020 OTM-R Checklist and the 21-23 OTM-R Checklist. The new internal site was publicized through different channels: the AWG was informed at one of the monitoring meetings, and it was published in the summary of the week in the UOC newsletter and as a note in the Share and Communicate section of the UOC intranet.</p> <p>Furthermore, the UOC has worked on updating its internal guides for the selection of research staff for projects and the selection of research and teaching staff. As regards the selection of predoctoral and postdoctoral researchers, the</p>
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					call for applications includes information on all the procedures that will be followed during the selection process.
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	<p>The UOC has updated its selection policy, which is currently available for internal consultation on the UOC Intranet and, for external users, on the transparency portal, where it is published in the official languages (Spanish and Catalan)</p> <p>As regards internal selection guides for research staff, a detailed procedure for the selection of teaching and research staff and an internal procedure for the selection of personnel for research projects have been established.</p> <p>These procedures are published on the UOC Intranet, to which all workers have access.</p> <p>As regards the selection of predoctoral and postdoctoral researchers, the call for applications includes information on all the procedures that will be followed during the selection process.</p> <p>In September 2021, a section on HRS4R, active in the three languages (CA/ES/EN), was created on the UOC intranet. The aim of this internal site is twofold. It is informative, to publicize the OTM-R principles, and it also aims to keep the UOC staff up to date with the progress made at the UOC in line with the action plan.</p>

<p>3. Is everyone involved in the process sufficiently trained in the area of OTM-R?</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p><i>+/-Yes, substantially</i></p>	<p>The UOC working team is continuing to receive training on OTM-R, particularly the training sessions offered by EURAXESS, with the aim of ensuring that those of the UOC's processes linked to access to research roles and researcher development are aligned with the European requirements, thus helping to further the development of research careers.</p> <p>Moreover, knowledge of this area is shared between the different members of the OTM-R working group.</p> <p>In order to make the UOC's research staff and teaching and research staff aware of the OTM-R principles and how the UOC integrates them into the various processes related to research staff (specifically in relation to attracting, selecting and welcoming research staff), an action plan with various improvements was designed and drawn up.</p> <ul style="list-style-type: none"> - Communication of the OTM-R principles to the research staff involved in recruitment processes. From the moment the recruitment process starts with a person's application to join your research team, you have the summary explanation of the OTM-R principles on the personnel recruitment application sheet itself. - In addition, in the briefing provided by the recruitment specialist and the HRBP with the lead researcher or by the HRBP with the Doctoral School in the case of pre-doctoral students or with the faculties in the case of post-docs, the people responsible who will be involved in the decision of which candidate to accept are also reminded that this must be
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					<p>based on the OTM-R principles.</p> <p>Among the new actions of the new 2024-2026 Action Plan, there is a plan to draw up a communication plan to increase knowledge among UOC staff, especially teaching and research staff, on: The Charter & Code, the HRS4R seal awarded to the UOC by the European Commission and the HRS4R internal site.</p>
4. Do we make (sufficient) use of e-recruitment tools?	x	x		++ Yes, completely	<p>All calls for applications for research positions are published and processed online. The different phases of the process – publication of offers for research positions, application and recruitment – are carried out via the UOC's <i>Join our team</i> portal and through the UOC's E-Services Portal, and, if appropriate, through other relevant websites (EURAXESS) depending on the role. The candidate interview and assessment phase is in-person, with the option of virtual interviews if this helps candidates to access to the selection process.</p>
5. Do we have a quality control system for OTM-R in place?	x	x	x	++ Yes, completely	<p>The UOC has different quality control systems in place for the processes related to access to and development of research careers:</p> <ul style="list-style-type: none"> . Annual review of the selection, welcome and development procedures and evaluation of measures for improvement. . Research staff for projects and teaching and research staff: an internal final report of the

				<p>selection process is produced that gives a summary of the selection process with the most relevant data, such as: application period, number of applications received and preselected, the candidates interviewed for the position, and objective reasons why each applicant has been successful or unsuccessful.</p> <p>. As regards predoctoral and postdoctoral candidates for competitive UOC calls, the terms and conditions of application specify the procedure that will be followed for carrying out the selection process. Once the provisional list of selected candidates is published, there is also a period for submitting appeals against the decision as well as the option of requesting a copy of the evaluation in order to improve future applications.</p> <p>In parallel with the creation of the OTM-R working group, which aimed to review the selection and recruitment processes under the OTM-R principles, the UOC worked on implementing the Internal Quality Assurance System (IQAS). The IQAS establishes the basic principles of quality management, the functions, responsibilities and guidelines to be followed in the management of the quality system of the university's academic activity.</p> <p>Thus, within the framework of the university's global IQAS, it was found that there was a need to develop a quality control system to ensure that the processes relating to the recruitment, training and development of research staff are developed in accordance with the OTM-R principles.</p> <p>Given this global approach, and with the aim of</p>
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					ensuring the continuous improvement of the IQAS, it no longer made sense to maintain the OTM-R working group, because this IQAS process also allows us to establish how to apply the OTM-R principles in our policies, processes and procedures, as well as to carry out an annual review of them in order to establish improvement actions to ensure the continuous improvement of the activity.
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	++ Yes, completely	<p>Job offers are published openly and transparently on the University website.</p> <p>Furthermore, for the purpose of always ensuring maximum dissemination of job offers, in each particular case the UOC always studies the suitability of publishing the offer on other external websites (EURAXESS) depending on the role.</p>

					<p>The UOC has also worked to develop its Join our team careers website, creating a section addressed to researchers to help them understand their future role within the University. This careers website is also available in three languages: Spanish, Catalan and English.</p> <p>The creation of the new selection tool, Selendalia, has improved usability for external candidates participating in the selection process.</p>
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<p>7. Is our current OTM-R policy in line with policies to attract researchers from abroad?</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>++ Yes, completely</p>	<p>The UOC publishes its research offers on the careers website section in Catalan, Spanish and now, usually also in English</p> <p>For each job offer, the UOC also decides which recruitment websites are the most suitable for advertising the position in question, using EURAXESS to publish research offers when, due to the specific characteristics of the position to fill, this may attract potential candidates with the right profile.</p> <p>Furthermore, the creation of the new careers website and the internal and external communication plan that the UOC has created facilitate access to and knowledge of our research job offers for both national and foreign researchers, as well as providing information on the way we work and the conditions at our University, with testimonials from UOC researchers who give a first-hand account of their experience.</p>
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<p>8. Is our current OTM-R policy in line with policies to attract underrepresented groups?</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>++ Yes, completely</p>	<p>The UOC continues to publish its job offers without any information that could lead to indirect discrimination in the recruitment process.</p> <p>Furthermore, the UOC has implemented a disability services training plan addressed to Personnel members involved in selection processes.</p> <p>In the following phases of the selection process, we also mention that the UOC has an Equality Plan.</p>

<p>9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>++ Yes, completely</p>	<p>The UOC has held firm to its key commitment of offering its professionals a high degree of flexibility for achieving work-life balance, with a variety of tools including telecommuting. In this regard, it should be noted that with the exceptional situation caused by COVID-19, the UOC established 100% remote working as the preferred option in order to minimize health risks for its workers and to improve work-life balance. However, for those workers (including research staff) who, for whatever reason, needed to come into the University's offices to work, spaces had been opened up where they can work on request.</p> <p>Apart from teleworking and the measures provided by the national legislation, and in order to promote an optimal balance between work and personal life, the UOC offers its employees reduction in the working day to care for children or persons with disabilities, leaves for formal or recognized training, special training leaves, nine free days for balancing personal, work and family life, flexibility of working time, fiscal benefits for</p>
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<p>10. Do we have means to monitor whether the most suitable researchers apply?</p>				<p>++ Yes, completely</p>	<p>To start a selection process there must be a recruitment request and an specific vacancy profile. The person who joins the institution is always selected because his or her 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.</p> <p>Personnel department ensures that the selection processes are completely objective and professionalized. If no suitable researchers apply the vacancy is republished in order to make sure that the most suitable professionals apply. In all the selection processes, the objective reason for rejecting each candidate is entered in the Selendalia selection tool. The rejected candidates who participated in the process will be given this reason.</p>
<p>11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?</p>	<p>x</p>	<p>x</p>		<p>++ Yes, completely</p>	<p>The UOC has templates that are used internally by Personnel, which is the team responsible for publishing job offers for research staff for projects and teaching staff. It has a template for publishing offers on the <i>Join our team</i> section of the UOC website, as well as a template for</p>

					<p>publishing offers on other external recruitment websites.</p> <p>As regards the publication of offers on the EURAXESS website, Personnel is always responsible for publication, which is why the information is entered directly onto the web form rather than using a template.</p> <p>In addition, the UOC has implemented the new comprehensive management system for selection processes, Selendalia, which has made it possible to improve the experience of candidates interested in our vacancies, facilitate their registration and simplify the communication process with each candidate throughout the process until it is closed. In addition, candidates who have any questions about the process can also submit their queries by sending an email to seleccio@uoc.edu, from where they will receive an answer.</p>
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<p>12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a) of the OTM-R expert report]</p>	<p>x</p>	<p>x</p>		<p>++ Yes, completely</p>	<p>UOC includes in its job advertisement references/links to most of the elements foreseen in the relevant section of the toolkit. However, not all the elements are always included and improvements will be done in order to review the appropriate inclusion of the elements mentioned in the toolkit.</p> <p>– A job description template has been created for the publication and dissemination of job offers for research staff and teaching and research staff published in the Join our team section, EURAXESS and other sources if deemed necessary, explaining in the description of each offer that the OTM-R principles apply to all selection processes and providing details of all necessary objective requirements that candidates must meet in order to be eligible for the vacancy.</p> <p>– To improve candidates' experience, the Join our team site for research staff and teaching and research staff vacancies has been adapted to inform them that we apply the OTM-R principles. In this section, candidates can see the details of the necessary objective requirements to be eligible for the vacancy.</p>
<p>13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?</p>	<p>x</p>	<p>x</p>		<p>++ Yes, completely</p>	<p>For each offer, the UOC decides which recruitment websites are most suitable for advertising the position in question, using EURAXESS to publish research offers when, due to the specific characteristics of the position to fill, this may attract potential candidates with the right profile.</p>

<p>14. Do we make use of other job advertising tools?</p>	<p>x</p>	<p>x</p>		<p>++ Yes, completely</p>	<p>The UOC continues to publish its job offers in a specific section of its website. In 2020 it has developed this section and created a careers website. When appropriate, it also advertises its job offers on social media as well as on other recruitment websites such as EURAXESS.</p> <p>The launch of a new selection tool, Selendalia, makes it possible to fully manage all selection processes from a single tool.</p> <p>The selection process is published on the various internal and external portals. When published externally, the procedure for registering internally is explained in order to manage all applications from this same tool.</p>
<p>15. Do we keep the administrative burden to a minimum for the candidate? [see <i>Chapter 4.4.1 b)</i> ^{45]}</p>	<p>x</p>			<p>++ Yes, completely</p>	<p>Yes. The UOC continues to require that candidates who apply for the job offers published on its Careers Website complete only a minimum</p>

					<p>amount of administrative procedures, requesting only the information and documents that guarantee the selection process is transparent and merit-based.</p> <p>When the job offer is published on another external recruitment site, the administrative procedures are the minimum procedures required by the website in question.</p> <p>The agility of the new selection tool allows candidates interested in any selection process to easily carry out these administrative registration procedures. There is also a corporate mailbox (selecció@uoc.edu) for any queries or issues relating to their profile and the UOC's internal portal.</p>
<p>16. Do we have clear rules governing the appointment of selection committees? [see <i>Chapter 4.4.2 a)</i>^{45]}</p>		x	x	++ Yes, completely	<p>The internal procedures for the selection of research staff for projects and teaching staff specify how the selection committee should be formed.</p> <p>Information on the selection procedure is held by the UOC members who regularly participate in such procedures, and is also available on the UOC Intranet to make it public and transparent for the entire organization.</p> <p>As regards the selection of predoctoral and postdoctoral researchers, the call for applications includes details of all the procedures that will be followed during the selection process and how the selection committee will be formed.</p>



<p>17. Do we have clear rules concerning the composition of selection committees?</p>		x	x	++ Yes, completely	<p>The internal procedures for the selection of research staff for projects and teaching staff specify how the selection committee should be formed, who should be involved in the process and in what phases. Information on the selection procedure is held by the UOC members who regularly participate in such procedures, and is also available on the UOC Intranet to make it public and transparent for the entire organization.</p> <p>The selection process is well-defined and well-structured in terms of its phases and the people involved. With regard to the composition of the selection process, its participants are: the Personnel department specialist who publishes the vacancy, makes the curricular choice, carries out the telephone interview and the first online/face-to-face interview, prepares the report and gives feedback to participants; the relevant person of the Personnel department for the department, research group or faculty with the need to hire; and the manager of the team that the person will join, the lead researcher of the research group or director of the faculty; or other professionals of the group to be joined by the selected person who are specialists in the field.</p>
<p>18. Are the committees sufficiently gender-balanced?</p>		x	x	+/-Yes, substantially	<p>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.</p>

<p>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?</p>			<p>x</p>	<p>++ Yes, completely</p>	<p>Internal procedures for the selection of research staff for projects and teaching staff explain how the selection committee is decided, who should be involved in the process and in what phases.</p> <p>Information on selection procedures is held by the UOC members who regularly participate in such procedures, although in the next few months it will also be published on the UOC Intranet to make it public and transparent for the entire organization.</p> <p>In order to improve candidates' experience in terms of the assessment criteria linked to the C&C element identified in the gap analysis (16. Judging merit (Code)), and to improve the merit-based evidence, a number of improvements focusing on the dissemination and application of the OTM-R principles were made to the selection process</p> <ul style="list-style-type: none"> - The dissemination is aimed at potential candidates for a vacancy, new recruits and UOC employees who actively participate in the selection process. - The review of the entire selection process in order to ensure that the necessary objective requirements to be eligible for a vacancy continue throughout the process. - The implementation of a new selection tool, Selendalia, which makes it possible to fully manage all selection processes from a single tool, improve efficiency and effectiveness in the

					<p>comprehensive management of the selection processes of all UOC staff, facilitate candidates' registration, simplify the communication process with each candidate throughout the process until its closing, and improve usability for internal/external candidates participating in the selection process.</p> <p>For all other teaching and research staff recruitment, a briefing is carried out. In this, the requirements to apply for the job are decided between the dean of the faculty or director of the research centre and the Personnel department. The necessary objective requirements to be eligible for the vacancy are set out both in the staff recruitment application form and in the briefing between the dean of the faculty or director of the research centre and the Personnel department.</p> <p>– Improvement of candidates' experience by adapting the Join our team site for job offers for research staff and teaching and research staff informing them that we apply the OTM-R principles. In this section, candidates can see the details of the necessary objective requirements they must meet to be eligible for the vacancy.</p>
<p>20. Do we inform all applicants at the end of the selection process?</p>		<p>x</p>		<p>++ Yes, completely</p>	<p>Yes, at the end of the selection process the candidates are always informed of whether or not they have been successful.</p> <p>The implementation of the new selection tool, Selendalia, enables candidates to use this tool during the selection process to advance through</p>

					<p>different phases (applied; pre-selected; interview). All candidates who submit an application are informed of its status according to the phase of the process they have reached. And, in their candidate space, they can monitor their application, knowing at all times if it has been rejected, it is still in process or they have reached the final phase.</p>
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<p>21. Do we provide adequate feedback to interviewees?</p>		<p>x</p>		<p>++ Yes, completely</p>	<p>Yes. All candidates receive feedback: candidates who have been interviewed for the positions of research staff for projects and research and teaching staff are informed by telephone 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>In the case of postdoctoral candidates, the decision is posted on the UOC website and a period of time is given for submitting appeals and requesting a copy of the evaluation. Any candidate who wish further information on the evaluation received by himself may ask formal access to data.</p> <p>The candidates interviewed maintain telephone and email contact with the UOC staff involved in the various phases of the selection process.</p> <p>Specifically, it is the staff of the Personnel department who inform them of: the status of their application and the date and time of interviews with the Personnel department and the specialist department, research group or faculty.</p> <p>In addition, in their candidate space, they can monitor their application, knowing at all times if it has been rejected, is still in process or they have reached the final phase.</p>
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22. Do we have an appropriate complaints mechanism in place?		x		++ Yes, completely	During the selection process, all candidates can submit complaints and requests via their contact person or via the email address selecció@uoc.edu which has been created for this purpose.
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?	x	x		+/-Yes, substantially	In parallel with the creation of the OTM-R working group, which aimed to review the selection and recruitment processes under the OTM-R principles, the UOC worked on implementing the Internal Quality Assurance System (IQAS).