OTM-R Checklist

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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	++	Utrecht University determines the meaning of 'merit' within the context of job applications as follows: UU determines in advance what the position requires based on the UFO profiles. These requirements are subsequently compared with the candidate's qualities. - A standard template for vacancy texts is available, which it is mandatory to use. - In addition, the UU website contains a lot of information on such matters as terms of employment, development opportunities and HRS4R under the heading 'Working at'. - The recruitment process is explained for each vacancy (as a default component of all vacancy texts; see https://www.uu.nl/organisatie/werken-bij-de-universiteit-utrecht/vacatures).

					- As part of the Recruitment & Selection project launched in 2018, we have developed a document on open recruitment and selection (which will be online by 1 March 2020 at the latest). This document explains what candidates can expect when applying at UU, such as the standard response time of one day, the rejection procedure, the individual feedback on rejection after any interview and the aim of having advisers trained in avoiding bias.
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	++	Yes, the HR department has published a UU-wide manual on recruitment and selection via https://intranet.uu.nl/werving-en-selectie-0. A 'Toolkit W&S' ['R&S tool kit'] intranet page was launched in January 2020 as an extension of the existing page.
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	-/+	1. In June 2019, UU HR Advisers received training in international recruitment and selection. They are also encouraged to take the training course in 'Diverse recruitment and selection'. This course highlights the STAR method and an awareness of bias during recruitment. 2. All professors take the training course in 'Diverse recruitment and selection' as well. It has also been agreed that each Appointments Advisory Committee for academic staff should contain at least two academic staff members (professors) who have taken this course. 3. Digital instructions for all aspects of management are available, covering recruitment and selection as well as appointments. 4. Three recruitment experts have been hired, whose help can be enlisted by vacancy holders during R&S.
4. Do we make (sufficient) use of e-recruitment tools?	x	x		++	Yes, we have an Applicant Tracking System (ATS) called PeopleXS, which all candidates use in order to apply. This procedure ensures that data are stored and

					applicants always receive an email response, among other things.
5. Do we have a quality control system for OTM-R in place?	x	x	x	+/-	Our quality assurance system is PeopleXS, which also complies with the European GDPR legislation. This system operates in accordance with the 'four eyes principle', as dedicated PeopleXS staff continually monitor the stage of the process that applicants are currently in. Strategic workforce planning is an area for improvement. A project plan has been made, training courses have been held and a provisional working method has been agreed. Due to the imperfections in this working method, UU would like to monitor and reflect on it, which requires coming up with a plan.
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	+/-	A new UU policy touching on this matter was put in place on 1 December 2019. It has been agreed that internal employees whose positions are threatened by a reorganisation and staff with long-term sickness will have priority. Vacancy holders may also decide only to offer the vacancy internally (within a trial launched on 1 November 2019) or via the 'Working at' site for both external and internal candidates. External candidates can set up a job alert, informing them about new vacancies immediately. Of all vacancies appearing, 95% is published externally.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	++	Yes, nearly all of our vacancies for academic staff appear on the 'Working at Utrecht University' website in English. Moreover, these vacancies are always published on Academic Transfer and on Indeed via a basic placement. Academic vacancies are additionally published on Euraxess and NRC Carrière (from the academic level). All vacancies also appear on the UU LinkedIn page. The employee tasked with job advertisements recommends that vacancy holders publish vacancies on ResearchGate as well.

8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++	Yes, UU has a Diversity and Inclusion Task Force: https://www.uu.nl/organisatie/diversiteit-en-inclusie-bij-de-universiteit-utrecht. This task force is charged with promoting diversity and inclusion at UU. According to policy, this task force awards 50,000 euros on an annual basis to projects or activities that promote diversity and inclusion among students and staff. An inclusiveness statement is added at the end of all vacancies, and application committee members can take training courses to boost diversity in recruitment. The 'Working at' site includes a Participation Act page: https://www.uu.nl/organisatie/werken-bij-de-universiteit-utrecht/vacatures/participatiewet
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	+/-	The UU website details the terms of employment as well as the opportunities for professional development, international cooperation and leadership under the heading 'Working at'. Staff who have entered into employment can access the Development Guide for development opportunities. In 2020, a revised onboarding programme for new employees will be launched, comprising a welcome package, a buddy programme and introductory meetings. We will also start a project in which the terms of employment at UU are compared with international terms of employment in 2020.
10. Do we have means to monitor whether the most suitable researchers apply?				+/-	Yes, we do so by ensuring open recruitment and appealing to minority groups. One area for improvement is to match better candidates by drafting vacancies text differently. The Faculty of Science has launched a pilot to explore this option. It has enlisted experts to help draft the texts.
Advertising and application phase					

11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++	A fixed template is applied to all vacancies. A Communications Officer subsequently uses this template to check all vacancies and edit them where required before they are published.
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, the advertisement contains a link to the UU website under the heading 'Working at'.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		++	Yes, all vacancies appear on Euraxess. As the number of international staff starting work was 250 in 2018 and 430 in 2019, these figures show an apparent increase.
14. Do we make use of other job advertising tools?	x	x		++	Yes; see also question 7. All advertisement opportunities are listed on the following job boards: file:///C:/Users/moone004/AppData/Local/Packages/Microsoft.MicrosoftEdge_8wekyb3d8bbwe/TempState/Downloads/overzicht_jobboards_en_kosten_11-2019%20(1).pdf For example, we use NRC Carrière, LinkedIn, ResearchGate and other parties, depending on the vacancy. A Communications Officer has central responsibility for advising on advertisements and arranging their publication.
15. Do we keep the administrative burden to a minimum for the candidate?	x			++	Yes, the ATS has enabled us to design a succinct application form, to which a CV and a letter of motivation can be attached. Generally speaking, candidates are invited to an appointment by telephone.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees?		x	x	++	The procedure for the recruitment and appointment of professors at UU is described in the Hoofdlijnen hooglerarenbeleid (Professor Policy in Brief) document on the intranet: file:///C:/Users/moone004/AppData/Local/Packages/Microsoft.MicrosoftEdge_8wekyb3d8bbwe/TempState/D

					ownloads/ubd_hoofdlijnen_hooglerarenbeleid_2015%20(1).pdf The members of the selection committee must also be recorded in PeopleXS for all candidates. At least one committee member must be stated in addition to the vacancy holder. https://fd21.formdesk.com/universiteitutrecht/aanmeldformulier_vacature/?action=100&sidn=ff7d4fbd82ae40a09d37142199144836&nextstep=15
17. Do we have clear rules concerning the composition of selection committees?		x	x	+/-	See question 16. The vacancy holder decides and specifies on the form who will be part of the committee. This information is subsequently recorded in our Applicant Tracking System.
18. Are the committees sufficiently gender-balanced?		x	x	+/-	- By means of the Manual on inclusive and diverse recruitment and selection, we have communicated across UU that diversity in the selection procedure is enhanced by composing a diverse committee (in terms of age, sex and cultural background) to write a vacancy text and select a candidate. - Training courses aimed at increasing awareness are also used to promote more diversity in committee composition as well as in selection and recruitment procedures. - The Diversity and Inclusion Task Force also provides training courses in avoiding unconscious bias, with a specific focus on selection committees and managers. This training course will continue in the 2020-2021 academic year. - The Appointments Advisory Committee for professors aims to include at least one female professor.
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, we offer training courses in the STAR method. The Recruitment & Selection project also developed a tool kit with instructions in 2019.

Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		++	Yes, our PeopleXS system takes care of this matter.
21. Do we provide adequate feedback to interviewees?		x		++	Yes, this information is recorded in PeopleXS. The tool kit also recommends a specific working method (Tips and Tricks), which encourages people to get in touch with each other in good time and keep each other up to date, among other things.
22. Do we have an appropriate complaints mechanism in place?		x		+/-	Most complaints about the application procedure are reported to the selection committee.
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				-/+	Not specific for OTM-R but we do have various components of a quality assurance system. However, we cannot provide any numbers or figures at this time. We intend to create policy on this matter, as we presently intend to hire greater numbers of international staff. An area for improvement could be a system of measurement for OTM-R, if -because of changes in priorities and circumstances- our quality assurance systems would turn out to be insufficient.