

Self-assessment checklist for Open, Transparent and Merit-Based Recruitment (OTM-R)

Status OTM-R at HOGENT

Approved by the Executive Board 24 June 2022

Update on 29 June 2023 based on the recommendation of the site visit of 21 April 2023

The described status regarding Open, Transparent and Merit-based recruitment of Researchers in HOGENT is currently specifically focused on the recruitment and selection of contractual researchers in line with the regulations on recruitment and selection approved by the Executive Board (18 May 2018). (Also see Strengths and weaknesses Recruitment and selection, HRS4R 2022-2025).

There are two staff categories within HOGENT who carry out research, namely teaching staff and contractual researchers. On the one hand, there are members of the teaching staff, (practice) lecturers or lecturers, who have been appointed with an educational mandate and also carry out research within their position. In addition, there are contractual researchers who are engaged to carry out research projects. Therefore, two regulations for recruitment and selection (R&S) apply to researchers: one for teaching staff and one for contractual researchers. The regulations describe the different steps and phases in the recruitment and selection process and integrate the principles of the appreciative staff policy, the provisions of the Code of Conduct for the Recruitment of Researchers and the principles of OTM-R (Action 32 in the HRS4R) as much as possible.

Score grid used to describe the degree of implementation:

Yes, completely: >90%

Yes, substantially: 70-90 %

Yes, partially: 50-70%

No: < 50%

xxxxxxx: Status OTM-R reported at Interim Assessment

OTM-R principle	Answer Internal Review Award Renewal	Description	Suggested indicators (or form of measurement) (timing)
OTM-R system			
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	Yes, partially	See the recruitment and selection (R&S) regulations, approved by the Executive Board on 18 May 2018, in which several principles of an OTM-R policy are described. Compliance with these principles is ensured through continuous support and quality control by the Human Resources Office of all the steps in the R&S process, from the preparation of the publication of a vacancy to the administrative reception of the new employee. The application of the OTM-R principles is also included in the templates used for each step of the process. For example, certain aspects are visible in the published vacancies (project description, job description, selection process and criteria, ...).	<p>INDICATORS</p> <ul style="list-style-type: none"> - Relevant aspects of the R&S process for contractual researchers are included in every job description and can be consulted on the job page of the HOGENT website. (2022) - Information on the OTM-R policy for contractual researchers is published on the HOGENT job page in Dutch and English. (2023): - The OTM-R checklist for contractual researchers can be requested in Dutch and English via the job page of the HOGENT website. (2024)
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	Yes, substantially	The recruitment and selection regulations, approved by the Executive Board on 18 May 2018 for the R&S of contract researchers, are available on the internal HOGENT website. For each vacancy, they are explained in detail to the members of the selection committee and all relevant information, templates etc. are made available. See also question 3.	<p>INDICATORS</p> <ul style="list-style-type: none"> - The R&S regulations for contractual researchers are made available to all staff members via the internal HOGENT website. (2022) - All relevant information and documents are made available to the members of the selection committee for each vacancy through the CVWarehouse management tool, e-mail, etc. (2022) - The OTM-R policy and all related supporting templates are made available to the managers through an internal team channel after approval of the new regulations (Action 32 HRS4R 2022-2025, Q1 2024) - The regulations, the templates and the use of the internal information and management tools (team channel, CVWarehouse) are explained annually and their use is showcased during one or more interactive training sessions for supervisors and members of selection committees.

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3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	Yes, partially	<p>Members of selection committees are trained on the job during the entire R&S process by an expert from the Human Resources Office. (2022)</p> <p>Every year, supervisors can participate in various R&S professionalisation initiatives, for example focusing on the STARR methodology. (2022) This offer is being expanded and deployed to all staff involved in R&S. (2023)</p> <p>The regulations, the templates and the use of the internal information and management tools (team channel, CVWarehouse) are explained annually and their use is showcased during one or more interactive training sessions for managers and staff involved in R&S. (2023)</p>	<p>INDICATORS</p> <ul style="list-style-type: none"> - Number of participants and their profiles participating in the various information and training initiatives.
4. Do we make (sufficient) use of e-recruitment tools?	Yes, completely	<p>HOGENT manages all vacancies and related communication to applicants via the e-recruitment tool CVWarehouse, both in Dutch and English. This includes publication of the vacancy, management of applicant data, follow-up of the applicant status during the selection process and sending of related e-mails to applicants. (2023)</p> <p>https://jobpage.cvwarehouse.com/HOGENT</p>	<p>INDICATORS:</p> <ul style="list-style-type: none"> - Number of vacancies for contractual researchers published via CVWarehouse.
5. Do we have a quality control system for OTM-R in place?	Yes, completely	<p>The R&S process is centrally managed by the Human Resources Office, which extensively monitors all the steps in the R&S process: the content of the vacancy (eligibility requirements, job description and profile, conditions, etc.), the selection process and composition of the selection committee, the assessment of the selection criteria and reporting, the recognition of useful professional experience, communication to candidates, formalisation of employment, etc.</p> <p>The dean and the president approve all vacancies before their publication on the basis of a start-up decision (eligibility criteria, job description and profile, selection procedure, selection committee, etc.), they validate the quality at the end of the process and decide on the recruitment of the suitable candidate (recruitment decision).</p>	<p>INDICATORS:</p> <ul style="list-style-type: none"> - Description of an integrated internal quality control system in these regulations and procedures.
6. Does our current OTM-R policy encourage external candidates to apply?	Yes, substantially	<p>All vacancies approved by the president are published on the HOGENT job site or distributed via various other relevant channels (12 job channels in the management tool, social media, etc.) in view of the target group, for example, specialised platforms for scientists. Attention is paid to attract external candidates. Certain vacancies are also published in English on the HOGENT job site and on mainly European platforms.</p>	<p>INDICATORS:</p> <ul style="list-style-type: none"> - Publication of all relevant English-language vacancies for researchers on EURAXESS and on the HOGENT job site. - Regular newsletter with vacancies for potentially interested parties.

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		<p>Potentially interested parties can register for 'job alerts' to receive notifications about vacancies on a regular basis. Moreover, they can also apply spontaneously via the jobs page. They are then included in a database that is available to the departments and the Human Resources Office looking to find potential candidates.</p> <p>The HOGENT website has a section '<u>Werken aan HOGENT</u>'/'<u>Work @ HOGENT</u>' which contains relevant information for potential candidates, including a section 'Excellence in research'.</p> <p>See also Action 22 HRS4R 2022-2025.</p>	
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	Yes, partially	<p>The vacancies are open to candidates from within the European Union and, if justified, also to candidates from outside the EU who possess the required degree or equivalent foreign qualification.</p> <p>The vacancies are disseminated through various job channels and are also published in English for specific target groups.</p> <p>See also Action 22 HRS4R 2022-2025.</p>	<p>INDICATORS:</p> <ul style="list-style-type: none"> - Publication of all relevant English-language vacancies for researchers on EURAXESS and on the HOGENT job site.
8. Is our current OTM-R policy in line with policies to attract under-represented groups?	Yes, partially	<p>HOGENT is developing an institution-wide diversity policy that includes inclusion and gender (also see Action 34 HRS4R 2022-2025). Specifically, HOGENT wants to reflect the society it serves as best as it possibly can and states in all vacancies approved by the president that candidates are selected on the basis of their qualities and skills, irrespective of gender, origin or disabilities.</p>	<p>INDICATORS:</p> <ul style="list-style-type: none"> - Determine the available figures for monitoring diversity and gender. - Awareness-raising actions and participation rates.
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	Yes, substantially	<p>HOGENT strives to offer all staff the same high-quality working conditions and to optimise well-being at work in terms of work-life balance (schedules, leave entitlement and absences, teleworking, etc.), a pleasant and ergonomic working environment, catering facilities, sports facilities, educational and social activities, learning and development opportunities, etc.</p> <p>Moreover, the seven principles of an appreciative staff policy serve as a framework for the further optimisation of all HR areas.</p> <p>Specifically for contractual researchers, whose employment is often linked to projects and related funding, HOGENT uses the</p>	<p>INDICATORS:</p> <ul style="list-style-type: none"> - Equal working conditions for all employees, embedded into various regulations, procedures, etc.

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		salary scales that correspond to the salary scales for teaching staff. HOGENT wants to address this by elaborating a vision on sustainable employment for contractual researchers in the R&S regulations for contractual researchers. HOGENT also wishes to investigate the possibility of aiming for an equivalent pension for contractual researchers (See also Action 32, 36 and 37 HRS4R 2022-2025).	
10. Do we have means to monitor whether the most suitable researchers apply?	Yes, completely	Also see the answer to question 5. The R&S process, the verification of eligibility conditions, pre-selection and selection are all done on the basis of specific predefined selection criteria and corresponding selection tools and an objectively defined evaluation scale. This process is monitored and validated by the Human Resources Office, the dean and the president through an internal quality system and results in the recruitment of the most suitable candidate for the position concerned.	INDICATORS: - Figures: number of employment contracts for contractual researchers terminated prematurely because of the functioning and performance of the employee, number of positive evaluations of researchers whose employment contracts are extended, ...
Advertising and application phase			
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	Yes, substantially	The Human Resources Office provides standard templates for all job descriptions and thus also for research staff. These templates are continuously improved in line with the principles of the appreciative staff policy, employer branding policy, OTM-R guidelines, etc.	INDICATORS: - Templates for vacancies are available for all staff categories.
12. Do we include in the job advertisement reference/links to elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a)]	Yes, completely	See the recruitment and selection regulations, approved by the Executive Board on 18 May 2018. All vacancies, approved by the president, contain the requested information in the vacancy description or a link to the relevant information is provided. Every job description includes: the name of HOGENT, the entity where the vacancy is located, the job title, number of available positions, the volume, specifications and starting date, a career profile, selection criteria, working conditions, workplace, entitlements (salary, other benefits, etc.), type of contract, a gender and diversity statement and contact details.	INDICATORS: - Templates for vacancies are available for all staff categories.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	Yes, partially	Since April 2020 vacancies have been published via the e-tool CV Warehouse. Fellowships for researchers in the arts are published in English and featured on the online platforms Art & Education and Callforcurators. At the moment, HOGENT is not yet using EURAXESS to publish vacancies. However, the HRS4R 2022-2025 provide for HOGENT to use EURAXESS in	INDICATORS: - Number of vacancies published on EURAXESS and other international job boards.

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		<p>the future for those vacancies where this is appropriate (see also Action 22 HRS4R 2022-2025).</p> <p>Within HOGENT, in addition to research in the arts, applied research takes place in which cooperation with relevant stakeholders may call for decisive criteria (language, network, knowledge of culture and customs, ...). In this case, careful consideration is given to the recruitment channels used. Apart from publishing the vacancies in English on the HOGENT job site and via various other channels, there are other channels besides EURAXESS that will be used for international vacancies.</p>	
14. Do we make use of other job advertising tools?	Yes, completely	HOGENT uses various advertising tools: its own job page, 12 job channels that are integrated into the e-recruitment system CVWarehouse, the HOGENT job site, specialised national and international job channels and also specific (social media) channels linked to the training courses, industry, etc.	<p>INDICATORS:</p> <ul style="list-style-type: none"> - Number of job channels used per vacancy in CVWarehouse. - See also number 6.
15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b)]	Yes, completely	Candidates apply via the e-recruitment tool CVWarehouse, which requests minimal personal information and allows candidates to easily upload documents. The curriculum vitae and cover letter are usually compulsory documents and all additional documents can be submitted after completing the selection procedure in preparation for employment. For example: degree, certificate of good conduct, employment certificates, etc.	<p>INDICATORS:</p> <ul style="list-style-type: none"> - Standard templates for all job descriptions. - Various templates in the e-recruitment tool CVWarehouse with a limit number of mandatory fields in function of the 'mandatory' documents to be added.
Selection and evaluation phase			
16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a)]	Yes, completely	<p>See the recruitment and selection regulations, approved by the Executive Board on 18 May 2018.</p> <p>The Human Resources Office submits – in consultation with the relevant departmental council – a proposal for the composition of the selection committee to the dean. The dean takes the final decision, which is confirmed by a written agreement.</p>	
17. Do we have clear rules concerning the composition of selection committees?	Yes, completely	<p>See the recruitment and selection regulations, approved by the Executive Board on 18 May 2018.</p> <p>A selection committee is appointed at the start of a recruitment and selection process. The selection committee consists of at least three members including:</p> <ul style="list-style-type: none"> - the head of department (chairman of the selection committee); - an internal and/or external expert; 	

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		- an HR employee from the Human Resources Office. A spouse, partner or a relative by blood or marriage up to and including the third degree cannot be part of a selection committee.	
18. Are the committees sufficiently gender-balanced?	Yes, completely	See the recruitment and selection regulations, approved by the Executive Board on 18 May 2018. A maximum of two thirds of the members of the selection committee are of the same 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?	Yes, completely	See the recruitment and selection regulations, approved by the Executive Board on 18 May 2018. The selection committee examines the application files with respect to one or more selection criteria as described in the vacancy description. Only the application files showing that the candidate meets those selection criteria are taken into account for the possible pre-selection test or for the further steps in the selection procedure. An elimination (professional) technical pre-selection test is organised. The selection committee assesses the test. Only the candidates who pass the (technical) pre-selection test are invited to participate in the selection test(s). The selection must consist of at least one selection interview. In addition, one or more of the following selection tests can be used: - One or more generic tests: ICT tests, language tests, intelligence tests, personality tests or other tests; - One or more specific tests: case studies, trial lessons, written tests, assessment centre or other tests.	
Appointment phase			
20. Do we inform all applicants at the end of the selection process?	Yes, completely	See the recruitment and selection regulations, approved by the Executive Board on 18 May 2018. The proposal of the selection committee for the candidate selected for the job is always submitted to the Executive Board for approval. After approval by the Executive Board, the selection committee informs all candidates who have applied for the job in writing (by letter or mail) about their results.	
21. Do we provide adequate feedback to interviewees?	Yes, completely	See the recruitment and selection regulations, approved by the Executive Board on 18 May 2018. All candidates who have applied for the job are informed in writing (by letter or mail) about their results. At the request of	

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		the candidate, the selection committee gives feedback on the achieved result.	
22. Do we have an appropriate complaints mechanism in place?	Yes, completely	Applicants for a contractual vacancy have the possibility to lodge an appeal for annulment with the Employment Tribunal of the judicial district of Ghent.	
Overall assessment			
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?	Yes, substantially	There is no systematic follow-up yet of the filling of vacancies in line with the OTM-R policy, but there are a number of indicators that we can follow up on a yearly basis in order to check whether the OTM-R policy is achieving its goals.	INDICATORS: - Determine which indicators to monitor in order to measure the effects of the OTM-R policy. For example: the number of candidates per vacancy, the number of procedures in which a candidate is retained (suitable), the number of recruited foreign-language candidates, the average time taken to open a vacancy that leads to employment, the number of contract researchers who receive a successive contract after a positive evaluation), the number of employees whose employment contract is terminated prematurely due to poor performance, the number of formal complaints after the completion of the selection procedure. (2024)