

HR Excellence in Research

OTM-R Checklist

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Case number

2022NO837474

Name Organisation under review

Western Norway University of Applied Sciences

Organisation's contact details

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Date endorsement charter and code

03/10/2022

Submission date to the European Commission

19/10/2024

Open, Transparent, and Merit-based Recruitment Check-list: OTM-R

A specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment (OTM-R). Please report on the status of achievement, also detail on the indicators and the form of measurement used.

- The "Open", "Transparent" and "Merit-based" checkboxes are indicative of the type of policies and practices the questions refer to, as detailed in the C&C. They are pre-set in the HRS4R E-tool and cannot be changed. No action is needed from institutions in their respect.
- The difference between "+/- Yes substantially" and "-/+ Yes partially" ratings is that in the first case the volume of the remaining work to be done until completion is little as compared to the effort that has been put so far in that direction, whereas for "-/+ Yes partially", the remaining work is either the same in volume or more than what has been achieved.
- For the "Suggested indicators" column, whenever the user hovers the mouse in the row dedicated to each question, a small text box will pop up, indicating options of potential indicators to use. However, each institution should identify own measurements of the effectiveness of its OTM-R policy which should be further reviewed and adapted.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
<hr/>					
OTM-R system					
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Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	++ Yes completely	https://www.hvl.no/en/work-at-hvl/the-application-process-at-hvl/
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Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	++ Yes completely	HVL has an internal guide setting out clear OTM-R procedures and practices for all types of positions on the intranet – in HVL's "Management handbook", which is available to all employees.
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	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	+/- Yes substantially	In the GAP Analysis and the Action Plan it is elaborated that there is a need for basic training for representatives involved in recruitment processes that not regularly attend these processes. Such a course will be developed. HR employees are thoroughly trained in the area of OTM-R when they start in the job. Managers involved have training on the process through management training. Union representatives involved receive training from HR. These last groups are regularly involved in recruitment processes.
Do we make (sufficient) use of e-recruitment tools?	x	x		+/- Yes substantially	HVL uses a recruitment tool, Jobbnorge*, where applicants apply digitally for the positions. The expert committee then log on to this system, and find all the information on the applicants and their attachments to their applications, like scientific work and others. This system is considered to be very functional to all involved. * https://www.jobbnorge.no/search/en As elaborated in the GAP Analysis and the Action Plan, HVL do not use the Euraxess portal for position advertising, and plan to start using it in 2024.

Open Transparent Meritbased Answer:

Suggested indicators (or form of measurement)

Do we have a quality control system for OTM-R in place?

x

x

x

++ Yes completely

The process of OTM-R in HVL is thoroughly monitored through several measures: There are dedicated, highly qualified HR advisors following each of the recruitments, ensuring that all cases are handled in accordance to all regulations and guidelines. During the processes there are points of approval where several instances check in on the cases. Before the final decision on appointment is made, the appointment committee receive a document from HR, that provides a thorough review of the entire process. OTM-R is embedded in Norwegian legislation and the process has a high degree of transparency. Applicants receive information about the process and how their application is evaluated. Applicants also have access to a complaint mechanism through the Parliamentary Ombudsman: <https://www.sivilombudet.no/en/klage-til-sivilombudet/>

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Does our current OTM-R policy encourage external candidates to apply?	x	x	x	++ Yes completely	<p>HVL's current OTM-R policy do encourage external candidates to apply: The main rule in the Norwegian state enterprises is that vacancies must be advertised publicly. All vacancies are thus published through NAV*, in addition to HVL's own website, on the Jobbnorge**-site, and on Norway's largest job-seeking portal, Finn.no***. NAV is the name of the Labor and Welfare Administration. In NAV, the state and municipality collaborate to offer a single door to the public employment and welfare services. *</p> <p>https://www.nav.no/en/home/work-and-stay-in-norway/work-in-norway **</p> <p>https://www.jobbnorge.no/search/en ***</p> <p>https://www.finn.no/job/browse.html</p>
Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	+/- Yes substantially	<p>HVL's current OTM-R policy is partly in line with policies to attract researchers from abroad: Statistics show that HVL has applicants from all over the world. (Source: Jobbnorge: All of HVL's recruitment processes in 2022 had a total of 4881 applicants, of these 3244 have Norwegian citizenship, this means that 1/3 of applicants do not have Norwegian citizenship.) HVL receive foreign applicants also in processes where the position is only published in Norwegian on Norwegian portals. Still, HVL intends to start using the Euraxess portal, as elaborated in the Action Plan, to even further attract researchers from abroad.</p>

Open Transparent Meritbased Answer:

Suggested indicators (or form of measurement)

Is our current OTM-R policy in line with policies to attract underrepresented groups?

x

x

x

++ Yes completely

In the Norwegian Act relating to universities and university colleges, Section 6-3. Advertisement of and appointments to academic positions, it is stated in (2) that: "(...) If one sex is clearly underrepresented in the position category in the subject area in question, applications from members of that sex must be specifically invited." Furthermore, regarding to other underrepresented groups: For job application in the state sector in Norway, employers are encouraged to add a text stating something along these lines: "If there are qualified applicants with a disability, gaps in their CV or an immigrant background, we will call at least one applicant in each of these groups for an interview. In order to be assessed as an applicant in these groups, that is to say to have affirmative action in this way, the applicants must meet certain requirements. We encourage applicants to tick the box in the job portal if they have a disability, gaps in their CV or an immigrant background. The ticks in the jobseeker portal form the basis for anonymised statistics that all state enterprises report in their annual reports." In HVL's Action Plan for Equality, Inclusion and Diversity at Western Norway University of Applied Sciences (HVL) 2020–2023, there are stated measurements to try to achieve an even gender balance across all subject areas, defined as a distribution of 60/40.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	++ Yes completely	Working conditions are well safeguarded through national legislation. As described in the GAP analysis and in the Action Plan, HVL has an area of improvement concerning how career prospects are communicated in the recruitment processes, and also regarding the balance between time allocation for research and for teaching. HVL will also implement EURAXESS in the OTM-R. Following up on these measures in the Action Plan is likely to further increase HVL's attractiveness for researchers. In 2022, only 9,8% of applicants for positions at HVL were internal applicants, indicating that external applicants really do apply. (Source: JobbNorge)
Do we have means to monitor whether the most suitable researchers apply?				+/- Yes substantially	The Heads of Department and the leaders of the research groups will normally, through their knowledge of the field of research and their professional network, have a good impression whether they obtained the most suitable applicants for vacant positions. There is nevertheless no monitoring system in HVL, to assess whether the most suitable researchers apply.
Advertising and application phase					

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		+/- Yes substantially	HVL has both clear guidelines and templates for advertising positions: As mentioned above, all vacancies are published through NAV*, in addition to HVL's own website, on the Jobbnorge-site**, and on Norway's largest job-seeking portal, Finn.no***. A measure in the Action plan is to start using the Euraxess portal. HVL has several standard templates for different positions. * https://www.nav.no/en/home/work-and-stay-in-norway/work-in-norway ** https://www.jobbnorge.no/search/en *** https://www.finn.no/job/browse.html
Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		-/+ Yes partially	Information on career and professional development opportunities and relevant policies are not sufficiently described in HVL's job announcements today. This is an area of improvement for HVL and is addressed in the Action Plan. When HVL has published the institutions full OTM-R policy on HVL's own website, as elaborated earlier in this document, this too will be linked in HVL's job advertisements.
Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		-- No	As elaborated in the Action Plan, HVL intends to start using the Euraxess portal, to even further attract researchers from abroad.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we make use of other job advertising tools?	x	x		++ Yes completely	As mentioned above, all vacancies are published through NAV, in addition to HVL's own website, on the Jobbnorge-site, and on Norways largest job-seeking portal, Finn.no. On some occasions, other national and international portals are chosen in addition to the mentioned.
Do we keep the administrative burden to a minimum for the candidate?	x			++ Yes completely	The Jobbnorge* tool is very user friendly also for the candidates. In addition, this tool is used in several Norwegian institutions, so that the candidates can save their information and reuse it in different recruitment processes. The administrative process is all digital, and the interviews/trial lectures are often digitally, which further reduces time spent in connection with this. * https://www.jobbnorge.no/search/en
Selection and evaluation phase					
Do we have clear rules governing the appointment of selection committees?		x	x	++ Yes completely	HVL has clear rules governing the appointment of selection committees: The authority of the appointment of the committees is delegated to the dean of the faculty involved.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we have clear rules concerning the composition of selection committees?		x	x	++ Yes completely	HVL has clear rules concerning the composition of selection committees: The composition of the committees is regulated in the national "Regulations concerning appointment and promotion to teaching and research posts"* for most positions, and in the institutional Guidelines for Recruitment and Appointment in Fellowships and Post-Doctoral Positions at HVL (Intranet only). The rules include gender representation and competence, international representation and more. * https://lovdata.no/dokument/SFE/forskrift/2006-02-09-129
Are the committees sufficiently gender-balanced?		x	x	++ Yes completely	HVL meets the requirements to gender balance in committees in the selection and evaluation phase through these mentioned national and institutional regulations for employment in scientific positions. The exceptions from gender balanced committees are being kept to an absolute minimum.

Open Transparent Meritbased Answer:

Suggested indicators (or form of measurement)

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 completely

HVL has clear guidelines for committees in the selection and evaluation phase through national regulations on competence requirements in scientific positions and through the institutional regulations for appointment to scientific positions. The Norwegian Act relating to Civil Servants* regulates the employment conditions for all employees in the state, thus also in the university sector, and in §3 The qualification principle it is determined that: (1) The best qualified applicant must be employed or appointed to a vacant position or office, unless exceptions are made in law or regulations. (2) When assessing who is best qualified, emphasis must be placed on education, experience and personal suitability, compared to the qualification requirements laid down in the announcement. There are in quite thorough guidelines for the selection committees in the national "Regulations concerning appointment and promotion to teaching and research posts"', and the committees receive additional information from HVL upon appointment, in the form of institutional guidelines for expert committees. As stated in the Act relating to Civil Servants, the emphasis should be on comparing the candidate to the requirements defined in the job advertisement. *

<https://lovdata.no/dokument/NL/lov/2017-06-16-67> (Norwegian only)

**<https://lovdata.no/dokument/SFE/forskrift/2006-02-09-129>

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Appointment phase					
Do we inform all applicants at the end of the selection process?		x		++ Yes completely	HVL informs all applicants at the end of the selection process, who all receive a message in the JobbNorge containing information on the name of the candidate who was appointed.
Do we provide adequate feedback to interviewees?		x		++ Yes completely	HVL considers to be providing adequate feedback to interviewees. All candidates receive the expert committees assessment for all of the candidates, and interviewees are selected on the basis of this assessment. HVL inform all interviewees in the interviews on how they can get more information on the further process, through a specified contact person.
Do we have an appropriate complaints mechanism in place?		x		++ Yes completely	In accordance with Norwegian legislation, applicants do not have the right to appeal against the actual employment of the preferred candidate nor permit insight into the reasons behind the hiring decision. However, for administrative issues the applicants may file a complaint to The Parliamentary Sivilombudsman*. Applicants can also file complaints to the Equality and Anti-Discrimination Ombudsman for equality issues. On the other hand, applicants have the right to comment on the expert committee's report. Any comments will be duly taken into account prior to concluding the ranking of candidates for the position. * https://www.sivilombudet.no/en/klage-til-sivilombudet/

Open Transparent Meritbased Answer:

Suggested indicators (or form of measurement)

Overall assessment

Do we have a system in place to assess whether OTM-R delivers on its objectives?

++ Yes completely

Openness, transparency and merit based recruitment is firmly embedded in the Norwegian labor market and regulated by national legislation: Act relating to Universities and University colleges*, Act relating to Civil Servants**, Regulations concerning appointment and promotion to teaching and research posts*** and together; HVL's own guidelines, regulations, quality mechanisms and recruitment tools equates to an OTM-R system. The major achievements of such a system is predictability and transparency for the applicants, the system leads to fair processes avoiding nepotism and the system has an important role in ensuring that the best candidate is appointed based on merit, and irrespective of nationality, gender or other irrelevant matters. *

<https://lovdata.no/dokument/NLE/lov/2005-04-01-15> ** <https://lovdata.no/dokument/NL/lov/2017-06-16-67> (Norwegian only)

***<https://lovdata.no/dokument/SFE/forskrift/2006-02-09-129>