

TEMPLATE 3 – OTM-R Checklist

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Name Organisation under review: ICFO

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OTM-R Checklist

<i>OTM-R checklist for organisations</i>					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, <i>completely</i> +/-Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- No	
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	<i>Yes, substantially</i>	Information about our recruitment policy, which is based in the OTM-R principles, is published in our webpage. Specifically, our online application interface ICFOjobs (http://jobs.icfo.eu/) provides general information about the different stages of the recruitment and hiring process at ICFO. We provide this information in English, given that this is the main working language at the Institute. The portal provides the list of openings available at each moment, and now includes a section about the 'Recruitment Process', as well as 'FAQs' with all detailed information about the application process. Additional to that, our homepage http://www.icfo.eu provides a brief description of the different types of positions available at ICFO, and the general selection criteria applicable to them. Finally, all openings include detailed information about the position, requirements & conditions as well as a description of the specific application process.
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	<i>Yes, partially</i>	We have internal guides with clear OTM-R procedures and practices for all research positions. In addition, we issue specific written guidelines to all selection committee / panel members, participating in undergraduate and PhD Students selection setting clear OTM-R procedures and practices.

3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	<i>Yes, partially</i>	ICFO management staff participating in recruiting (Human Resources and Education –HRE- and Academic Affairs) is sufficiently trained in the area of OTM-R via their extensive expertise in managing selection processes for R+D positions as well as thanks to their participation in several specialized workshops and talks. In addition, before the launch of each call, participating external evaluators are trained in the principles of OTM-R. The same applies to the new Group/ Team Leaders joining the institution who received specific information and training in how selection process is organized at ICFO and, specifically, about the OTM-R principles.
4. Do we make (sufficient) use of e-recruitment tools?	x	x		<i>Yes, substantially</i>	Online application process is fully established at ICFO thanks to our in-house (non-commercial) e-recruitment tool ICFOjobs, which has a front-end and a back-end. Via the front-end, all openings are listed and interested candidates may submit their application data and material. Via the back-end, tracking of applications is possible as well as communication with the participants in the different steps of the selection process. The ICFOjobs online application tool has been significantly improved in the recent years.
5. Do we have a quality control system for OTM-R in place?	x	x	x	<i>Yes, completely</i>	A dedicated ARRC (Academic and Research Recruitment Committee) is in place at ICFO, operating already from several years ago, with clear guidelines describing composition, obligations and responsibilities of the committee. Responsibilities of this committee includes defining the recruiting policies, overseeing the process and

					ensuring quality standards. The committee meets regularly at least four times per year, and the corresponding minutes are compiled.
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	<i>Yes, completely</i>	All available positions at ICFO are publicly and externally announced. ICFO publishes a large number of vacancies every year and according to the compiled stats, the vast majority of the applicants are external. In recent years we have improved the visibility of the organization thanks to the commitment to the OTM-R policy and good practices in recruiting.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	<i>Yes, completely</i>	All available positions at ICFO are publicly and externally announced. We have mechanisms in place to disseminate our opportunities both at a local level as well as internationally. Stats from 2020 show that we recruit 70% of researchers from abroad.
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	<i>Yes, substantially</i>	Our OTM-R is in line with policies to attract underrepresented groups. In line with our commitment with promoting and ensuring a working environment where individuals are treated with respect, equality and courtesy and with promoting diversity, efforts have been made to attract applicants from underrepresented groups in the calls of undergraduate and PhD students. In all calls we ensure that no additional barriers are placed for these applicants, we dedicate efforts in avoiding bias in evaluation and we also dedicate specific calls for women and minorities Information on these can be found at: https://www.icfo.eu/lang/about-icfo/gender-

					equality and https://www.icfo.eu/newsroom/news/4772-spie-announces-a-1-million-endowed-diversity-focused-chair-at-icfo
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers	x	x	x	<i>Yes, completely</i>	Our current OTM-R policy is in line with policies to provide attractive working conditions for researchers as is informed in our website: https://www.icfo.eu/lang/about-icfo/careers Great care is taken at ICFO to nurture optimal conditions for high quality research.
10. Do we have means to monitor whether the most suitable researchers apply?				<i>Yes, substantially</i>	Thanks to our e-recruitment tool ICFOjobs, we are able to gather standardized information on previous studies and experience of applicants among other information. This allows us to compile statistics to evaluate the impact of our calls, the suitability of applications received for each specific position as well as how applicants heard about the call they applied for, among others. As commented this is constantly tracked by dedicated staff in HRE and assessed by our ARRC committee.
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		<i>Yes, completely</i>	Clear templates are in place at ICFO used for all positions advertised as can be observed on http://jobs.icfo.eu . Dedicated staff from HRE Unit manage all recruitment processes, ensuring the necessary standardization, and that the OTM-R principles are always followed.
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		<i>Yes, substantially</i>	Our job advertisements include all necessary information aiming at providing all relevant information and also be as concise as possible. In addition, links to more detailed information

					published in other pages of our webpage are also included.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		<i>Yes, substantially</i>	As laid down above in n. 6 and n.7, the vast majority of the applicants are external and 70% of researchers join from abroad. As can be seen at Euraxess site: https://euraxess.ec.europa.eu/jobs , more than 90% of our job adverts are posted on EURAXESS.
14. Do we make use of other job advertising tools?	x	x		<i>Yes, completely</i>	ICFO makes use of a variety of tools/ channels to disseminate its opportunities apart from our e-recruitment tool ICFOjobs: online advertising in targeted research portals, our corporate social media channels, targeted and strategic distribution of the calls amongst our International academic partners and top universities worldwide and attendance to relevant career fairs. Impact of those is constantly tracked via different mechanisms in place as well as via the information provided by applicants to how they heard about the opportunity.
15. Do we keep the administrative burden to a minimum for the candidate?	x			<i>Yes, completely</i>	Candidates complete the application process entirely online, via http://jobs.icfo.eu . We have improved our online application interface ICFOjobs to keep the administrative burden to a minimum.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees?		x	x	<i>Yes, substantially</i>	Ad-hoc selection committees are appointed for each call for undergraduate students. For PhD Student calls a standing committee is appointed with members serving for one year. Members of the standing committee are recommended by the ARRC committee, ratified by ICFO Director and then correspondingly implemented by specialized staff in HRE. Ad-hoc experts may also be appointed

					for specific calls. These experts are also recommended by the ARRC following clear guidelines, and ratified by the Director
17. Do we have clear rules concerning the composition of selection committees?		x	x	<i>Yes, partially</i>	We have clear internal rules concerning the composition of the selection committees that take into account the minimum number of members, gender balance, diversity of background and experience, and inclusion of external experts from different sectors and with relevant experience, among others.
18. Are the committees sufficiently gender-balanced?		x	x	<i>Yes, substantially</i>	Yes, we make sure that the committees are gender balanced and that there is no less than a third of each gender on each committee.
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	<i>Yes, completely</i>	All selection is fully merit-based. Selection guidelines are handed out to the committee members, specifying the procedure, as well as the criteria to be applied for selection. Standardized committee forms are used during the evaluation.
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		<i>Yes, completely</i>	At all stages, candidates are informed of the outcome in their case.
21. Do we provide adequate feedback to interviewees?		x		<i>Yes, substantially</i>	We inform candidates of the outcome in their case, and answer inquiries for specific feedback on a personal basis. However, only a small percentage ask for specific feedback beyond the notification of rejection in their case.
22. Do we have an appropriate complaints mechanism in place?		x		<i>Yes, substantially</i>	1-5% of candidates ask for specific reasons for rejection in their case. We respond to all candidates' requests of further feedback on demand.

					We have internal guidelines and published information for candidates regarding mechanisms for complaints and appeals.
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				<i>Yes, completely</i>	Assessment regarding the OTM-R is with the ARRC Committee) in place at ICFO whose responsibilities includes defining the recruiting policies, overseeing the process and ensuring quality standards. The committee meets regularly at least four times per year and the corresponding minutes are compiled. The committee members include relevant stakeholders from different positions within ICFO. Mechanisms are in place to compile relevant data and statistics aiming at assessing our KPI in the area.