

Since IRTA was awarded the *HR Excellence in Research* seal in January 2015, prior to the publication of the report of the Steering Group of Human Resources Management of the European Research Area on the Open, Transparent and Merit-based Recruitment of Researchers (OTM-R), the actions carried out, being undertaken or pending on the OTM-R checklist are given below.

	Open	Transp arent	Merit- based	Answer: Yes completely/ Yes substantially/ Yes partially/ No	Suggested indicators (or forms of measurement)
<b>OTM-R system</b>					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	X	X	X	<b>Yes completely</b>	Link: <a href="http://www.irta.cat/en-US/Persones/HRS4R/Pages/default.aspx">http://www.irta.cat/en-US/Persones/HRS4R/Pages/default.aspx</a>
2. Do we have internal guidelines setting out clear OTM-R procedures and practices for all types of positions?	X	X	X	<b>Yes completely</b>	The internal guidelines of the PG-77 procedure for staff selection (technical instructions and protocols) have been revised and updated and made available to IRTA research staff on 11 <sup>th</sup> November 2016
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	X	X	X	<b>Yes substantially</b>	Two members of the Human Resources Department have attended selection-training programmes. In addition, a video from CERCA on “ <b>Recruitment Bias in Research Institutes</b> ” has been circulated to all staff.

4. Do we make (sufficient) use of e-recruitment tools?	X	X		<b>Yes completely</b>	Acquisition and implementation of the “DENARIO Selection Module” computer programme, which can be accessed through the IRTA website (link: <a href="http://www.irta.cat/en-US/Persones/TreballarIrtta/Pages/default.aspx">http://www.irta.cat/en-US/Persones/TreballarIrtta/Pages/default.aspx</a> )
5. Do we have a quality control system for OTM-R in place?	X	X	X	<b>Yes substantially</b>	The internal staff selection guidelines (PG-77 procedure) are integrated into the quality system; therefore, no external quality control has been anticipated for the time being.
6. Does our current OTM-R policy encourage external candidates to apply?	X	X	X	<b>Yes substantially</b>	Trend in the share of applicants from outside the institute (first data from 2016).
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	X	X	X	<b>Yes substantially</b>	Trend in the share of applicants from abroad. More open calls. (First data from 2016).
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	X	X	X	<b>Yes substantially</b>	Trend in the share of applicants from underrepresented groups (frequently women and handicapped people). First data from 2016.
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	X	X	X	<b>Yes substantially</b>	Certain flexibility in working conditions according to the needs of the applicant.

10. Do we have the means to monitor whether the most suitable researchers apply?				<b>No</b>	Currently, we do not have a monitoring system that allows tracing.
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<b>Advertising and application phase</b>					
11. Do we have clear guidelines or templates (e.g. EURAXESS) for advertising positions?	X	X		<b>Yes completely</b>	An example of a model vacancy for research staff is attached. Publication in three languages.
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)	X	X		<b>Yes partially</b>	The HRS4R section of IRTA's web page provides the salary tables and working conditions, advantages of our collective agreement with respect to most Spanish R&D centres, etc.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	X	X		<b>Yes partially</b>	Virtually 100% of research staff vacancies are published on EURAXESS.
14. Do we make use of other job advertising tools?	X	X		<b>Yes completely</b>	IRTA also uses its Twitter and LinkedIn applications. In certain cases, paid adverts are placed in Naturejobs, Academic Positions, etc.
15. Do we keep the administrative burden to a minimum for the candidates? (see Chapter 4.4.1.b)	X			<b>Yes completely</b>	When applying for a vacancy, candidates have to present only his/her CV.

<b>Selection and evaluation phase</b>					
16. Do we have clear rules governing the appointment of selection committees? (see Chapter 4.4.2.a)		X	X	<b>Yes completely</b>	The selection committees are comprised of a representative of the SD, who will chair the Committee, the Head of Programme where the new post will be attached, and two D or higher level researchers agreed by the SD and the Head of Programme
17. Do we have clear rules concerning the composition of selection committees?		X	X	<b>Yes completely</b>	Procedure PG-77 concerning staff selection (technical instructions and protocols).
18. Are the committees sufficiently gender-balanced?		X	X	<b>Yes completely</b>	Given the gender balance in IRTA, committees regularly include people of both sexes.
19. Do we have clear guidelines for selection committees that help to judge “merit” in a way that leads to the best candidate being selected?			X	<b>Yes completely</b>	Written guidelines and a video from CERCA on “ <b>Recruitment Bias in Research Institutes</b> ” has been circulated to all staff.

<b>Appointment phase</b>					
20. Do we inform all applicants at the end of the selection process?		X		<b>Yes completely</b>	Candidates are informed according to the different phases (pre-

					selection - eligible or unqualified candidates) based on the requirements stipulated in each vacancy; pre-selection of suitable candidates by the selection committee based on their merits and individuals who will be interviewed.
21. Do we provide adequate feedback to interviewees?		X		<b>Yes substantially</b>	Template and communication circuit for the strengths and weaknesses of the interviewees.
22. Do we have an appropriate complaints mechanism in place?		X		<b>No</b>	Providing interviewees with an interview evaluation form has been considered so they can give their opinion about the process.

<b>Overall assessment</b>					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				<b>Yes substantially</b>	Evaluation of the degree of satisfaction of the researcher once incorporated into his/her new job.