OTM-R CHECKLIST

OTM-R checklist for organisations					
	Open	**Transp arent**	**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	*++ Yes, completely*	OTM-R policy for researchers is published on the external website (both in the national language, as in English) **Indicators**: The OTM-R checklist published on the website on a visible place
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	*-/+ yes partly*	There are currently already clear guidelines in the form of a toolkit on the intranet available already to hiring managers with the aim of supporting them in a more qualitative and merit-based screening of their research staff, focusing on good recruitment and hiring procedures. **Indicators**: - OTM-R policy validated and published on a visible place - Updated recruitment toolkit with OTM-R policy available for management

3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	*-/+ yes partly*	Every year HR organizes an introduction/training session for new leaders in which the recruitment process is explained. This session is also open for already experienced leaders. Guidelines are clearly explained in a specific section on the intranet for leaders. **Indicators:** -Guidelines updated and communicated - Integration of guidelines in the new onboarding program 2.0 for managers - Training/information sessions for selection committee members, e.g. via an e-learning -Communication plan evaluated for toolkit usage (e.g. by monitoring of completion of training) -Positive evaluation of the hiring process and onboarding by new hires. We aim to investigate the possibility of monitoring the employee experience, and more specifically the hiring process & onboarding, via a survey to recent hires (to check if this is possible in a more automated way via the new tool) Q2 2026
4. Do we make (sufficient) use of e-recruitment tools?	x	x		*+/- yes substantially*	UCLL uses CV warehouse as e-recruitment tool which covers all steps in the hiring process. Via CV warehouse the vacancy is standardly published on different external channels (the website of the UCLL itself and 14 general recruitment platforms). No publication yet on Euraxess **Indicators:** - Use of additional and international recruitment channels as Euraxess: all R&E vacancies published in

					English unless Dutch knowledge is an absolute requirement -Use of CV- warehouse or an alternative tool for a more optimal use Q4 2025 by evaluation
5. Do we have a quality control system for OTM-R in place?	x	x	x	*--no*	Recruitment of (R&E) staff is mainly a decentralized process. As there was initially no institution-wide OTM-R policy, not all elements of OTM-R are systematically monitored for all staff, and an overseeing quality control system is not available. However, hiring managers of research, together with HR, monitor relevant aspects of OTM-R, such as the content of the vacancies. **Indicators:** -Use of CV- warehouse or an alternative tool by hiring managers and HR for a more optimal use -Positive evaluation of the hiring process and onboarding by new hires. We aim to investigate the possibility of monitoring the employee experience, and more specifically the hiring process & onboarding, via a survey to recent hires (to check if this is possible in a more automated way via the new tool)
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	*+/-yes substantially*	UCLL publishes vacancies (research missions of 40% and more) firstly internally, in order to check the availability and suitability of its researchers (which are under unlimited contract or are employed as statutory). Unless specific expertise is required, which cannot be found inhouse, the vacancy can exceptionally be published immediately externally. For managerial functions within research internal and external publication happens always in parallel (internally and externally).

					UCLL uses CV warehouse as e-recruitment tool which covers all steps in the hiring process. Via CV warehouse the vacancy is standardly published on a broad range of external channels. Information about working at UCLL can be found on the university website and/or in the vacancy. Arbeidsvoorwaarden | UCLL **Indicators:** -Positive trend in the share of applicants from outside UCLL for R&E vacancies -OTM-R policy validated and published on a visible place (recruitment section website UCLL)
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	*-/+ yes partly*	In the new UCLL OTM-R policy, we stipulate that we aim to focus gradually more on attracting international researchers, by e.g., publishing the vacancies in English (e.g., publication on Euraxess) and by means of a new employer branding program. **Indicators:** -Positive trend in the share of applicants from abroad for R&E vacancies -Increased use of additional and international recruitment channels as Euraxess: all R&E vacancies published in English unless Dutch knowledge is an absolute requirement - Employer branding project with attention to diversity

| 8. Is our current OTM-R policy in line with policies to attract underrepresented groups? | x | x | x | +/-yes, substantially | UCLL, and so as well the R&E centers, adheres to the principles of 'inclusive education' and has a clear vision and policy on this on for which a dedicated and elaborated section is foreseen on the internet.

A diversity and gender statement are included in all vacancies approved by the university board which is mentioned in every vacancy: '*UCLL aims to create an environment in which all talents can develop to their maximum potential. We select candidates based on their competencies, passions, and talents - regardless of gender, cultural origin, nationality, age, disability, etc.*'.

Inclusion and diversity have been explicitly mentioned in the OTM-R policy. This topic, as stipulated in the OTM-R policy, has been retaken as one of the main elements in the new UCLL strategy 2025-2030. In achieving inclusion goals, we consider the advice that has been formulated in the context of a recent external audit that has taken place. We are also collaborating with experts from the R&E team 'inclusive society' to analyze the 'as is' with regards to HR processes and to formulate actions.

Indicators:
-Positive trend in the share of applicants of underrepresented groups
- Increased number of publication channels to reach a more diverse audience.
- Updated and more extensive use of a set of competences to objectify selection. |

| 9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers? | x | x | x | +/-yes, substantially | With the new OTM-R policy in place, UCLL aims to create an inclusive, sustainable and fair learning, working and living environment which starts on the moment of the hiring.

Several actions have been taken already to offer attractive working conditions to Researchers.

UCLL promotes multidisciplinary collaboration environments https://intranet.ucll.be/nl/medewerker/research-expertise/visie-en-beleid/beleid-en-visie-onderzoek-dienstverlening The UCLL comprehensive internationalization strategy aims to embed internationalization at all levels of the institution. https://intranet.ucll.be/nl/content/comprehensive-internationalisation-ucll

CPBW and code of conduct are in place, conform Belgium legislation R&E has a manifest on how researchers collaborate with each other (https://www.youtube.com/watch?v=eGhct1iNSxU)

In Belgium there is a strong legislation with regards to labour for colleges/universities (a comprehensive labour legislation for the 'contractual employees, and the codex higher educations for the 'statutory employees), which gives a good base/framework for the colleges/universities about their HR policies/practices.

UCLL offers a lot of flexibility in work organisation: flexible working hours, and remote and hybrid work, see also recent Belgian legislation on this, 'right on |

| | | | | | disconnection' which has set the scene in organisations for a better and more structured approach & framework. This can help us in attracting and retaining talent from different regions or countries by offering flexible working options.

UCLL regularly conducts well-being surveys among its employees to monitor this and develop policies and action plans.

UCLL offers a wide range of training and career development (e.g., by offering internal career coaching). We will improve our performance appraisal process by introducing a 'continuous feedback' culture. Since Q2 2025 there is a new process in place to foster regular follow-up moments between employee and N+1, depending on individual needs (not limited to 1x year anymore) where there is a shared responsibility and the initiative can be taken by both manager as employee.

By including inclusion and diversity in the strategy 2025-2030 UCLL aims to create an inclusive, sustainable and fair learning, working and living environment for all staff.

We are currently not yet fully equipped to be able to organize the onboarding and support of non-Dutch speaking researchers.

Indicators
-Maintaining a good scoring on the wellbeing survey
-Successful implementation of open feedback culture |
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				-Trainings to HR professionals to give adequate HR-support and advice to English speaking/international candidates -Translation of the HR intranet and HR related documents in English
10. Do we have means to monitor whether the most suitable researchers apply?				*--no*	Not yet fully (see also question 5) Our OTM-R policy and additionally, the updated recruitment toolkit, will enhance selecting the right candidate, with the right competencies for the job **Indicators** -Updated toolkit for hiring managers -New competencies in place -Monitor performance after hiring
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		*-/+ yes partly*	There are currently training courses and guidelines available for hiring managers. HR provides a standard vacancy template for each internal/external publication. These templates will be fine-tuned when further implementing the OTM-R principles in our standard practices. UCLL will develop and implement updated and function-specific vacancy templates tailored to the various roles within the research domain. These templates will reflect the diversity of research positions (e.g., junior researcher, project coordinator,…) and will include clear and transparent information on job content, required competencies, career perspectives, and selection criteria. The aim is to improve the quality and consistency of job

				postings, enhance transparency in the recruitment process, and strengthen UCLL's employer branding, with a particular focus on inclusive and gender-neutral language. These can serve as a base but still can be finetuned in function of the specific requirements. **Indicators** -Development of additional R&E vacancy templates based on new employer branding and EVP, with particular focus on inclusive and gender-neutral language for the different research functions which can be used as a base for writing vacancies.
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		*--no*	Not yet, toolkit still to update/review **Indicator** (updated) templates available and used for each vacancy
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		*--no*	Not yet **Indicators** -Increased use of additional and international recruitment channels as Euraxess: all R&E vacancies published in English unless Dutch knowledge is an absolute requirement - Increased share of applicants from outside UCLL by monitoring internal/external and international candidate ratios
14. Do we make use of other job advertising tools?	x	x		*-/+ yes partially*	CV warehouse for publications and follow-up. Via CV warehouse the vacancy is published on different channels besides the university's corporate website. No publication yet on Euraxess **Indicator**

					-Increased use of additional and international recruitment channels as Euraxess: all R&E vacancies published in English unless Dutch knowledge is an absolute requirement
15. Do we keep the administrative burden to a minimum for the candidate?	x			*++ yes, completely*	The e-recruitment tool CV warehouse makes the application procedure standardized and communication & follow-up efficient
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees?		x	x	*--no*	To organize. UCLL will formalize the process of appointing selection committees and publish clear guidelines. This will ensure consistency and transparency in recruitment. The guidelines will outline the composition of selection committees, the roles and responsibilities of committee members, and the procedures for conducting interviews and evaluations **Indicator** - Guidelines updated developed and communicated
17. Do we have clear rules concerning the composition of selection committees?		x	x	*--no*	To organize. UCLL stipulates in the OTM-R policy that at most 2/3 of the members of the selection committee for researchers may be of the same gender. Managers are encouraged (but this is not mandatory) to invite external experts to be a member of a selection committee. UCLL will further formalize the process of appointing selection committees and publish clear guidelines. This will ensure consistency and transparency in recruitment. The guidelines will outline the composition of selection committees, the roles and responsibilities of committee members, and the procedures for conducting interviews and evaluations **Indicators**

					- Monitoring of the composition of the selection members - Guidelines updated and communicated
18. Are the committees sufficiently gender-balanced?		x	x	*--no*	To organize, see question 17. **Indicator** - A more diverse and representative composition of the selection 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	*-/+ yes partly*	UCLL has developed a guidance for selection interviews which is available on the intranet and in trainings to support the managers (advice on the structure of interview, the type of questions that could be asked during the interview, STARR methodology…). This guideline should be updated according to the principles of the OTM-R policy. Article V,134 of the Decree of the Flemish Government codifying the provisions of the decree relating to higher education stipulate that an appointment must be justified. Within UCLL, we strive for equal treatment of all employees and this framework also serves to facilitate recruitment for ATP and contractual staff to be motivated. **Indicator** -Update recruitment toolkit/ written guidelines in accordance with the OTM-R policy.
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		*++ yes, completely*	At the end of the process, all candidates are informed of the outcome. Candidates who do not pass the CV

					selection process will receive an email in which is mentioned that they can reach out to receive feedback on their application. Candidates who had an interview and did not make it to the next stage will receive individual feedback by phone. All internal employees that apply will always receive individual feedback.
21. Do we provide adequate feedback to interviewees?		x		++ yes, completely	Candidates who do not pass the CV selection process will receive an email in which is mentioned that they can reach out to receive feedback on their application. Candidates that had an interview and did not make It to the next stage will receive individual feedback by phone. All internal employees that apply will always receive individual feedback. **Indicator** Guidelines or training to all selection committee members (see indicator question 3)
22. Do we have an appropriate complaints mechanism in place?		x		+/- Yes, substantially	Concerning the use of personal data in general (GDPR): candidates have the right to send a complaint about the processing of personal data directly to the UCLL (contact form available on the intranet) or to take contact with the Belgian Data Protection Authority. At UCLL, an internal mechanism and procedure for complaints is in place. For external applicants, UCLL does not have an official complaint mechanism, but they are referred to the Council of State. Also, the contact person mentioned in the vacancy is always the first point of contact with regards to complaints.

					Indicators -Complaints procedure published online -Complaints procedure and point of contact added in each vacancy -Regular monitoring of complaints
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				--*no*	UCLL does not yet have an overseeing and comprehensive monitoring system for OTM-R. Establishing the objectives of OTM-R and building a monitoring system will be part of action plan. **Indicators** -Evaluating the use of CV warehouse or an alternative tool by hiring managers and HR for a more optimal use -Positive evaluation of the hiring process and onboarding by new hires. We aim to investigate the possibility of monitoring the employee experience, and more specifically the hiring process & onboarding, via a survey to recent hires (to check if this is possible in a more automated way via the new tool)