

TEMPLATE 3 – OTM-R Checklist

Case number: 2018NO360548

Name Organisation under review: **Norwegian University of Science and Technology (NTNU), NORWAY**

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

<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	➤ Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM-R policy online?	x	x	x	++ Yes, <i>completely</i>	Human Resources Policy for NTNU adopted by the Rector 14 December 2022.
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	++ Yes, <i>completely</i>	NTNUs guidelines for academic positions and NTNUs guidelines for recruitment positions were adopted by the Rector on 2 January 2025. The Regulations are supported by harmonized <u>administrative procedures and checklists</u> (in Norwegian only) at each stage of the recruitment process to ensure compliance with the regulations for the recruitment of temporary academic staff and permanent academic staff respectively. These procedures are the result of development work started in 2018 with the aim of harmonizing quality and speed in the recruitment process. The NTNU HR Recruitment Network, with members from each faculty, continuously works to improve guidelines and harmonize practice based on feedback from applicants and other stakeholders in the recruitment process.

3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	++ Yes, completely	<p>The NTNU Management Training Programme (each 4-year term) introduces all Deans and Heads of Departments to the main OTM-R principles.</p> <p>HR staff at the faculties provide professional services and leadership support to those involved.</p> <p>The NTNU HR Recruitment Network and HR newsfeed on the intranet facilitate competence development and sharing of information across faculties. Training in new procedures is given by HR staff.</p> <ul style="list-style-type: none"> ➤ Average time from the application deadline to appointment decision for permanent academic positions: <ul style="list-style-type: none"> 2016 – 7.4 months (variation 6-9 months) 2021 – 6 months (variation 4-10 months) <p>After 2023, data was no longer systematically collected for all positions. The reason was that the average time turned out to remain at the level achieved by 2021. In 2026, the network reports that this is still the case.</p>
4. Do we make (sufficient) use of e-recruitment tools?	x	x		++ Yes, completely	<p>NTNU has used an online recruitment system for years (JobbNorge), which covers the announcement of positions, reception of applications with attachments, and communication with applicants during the recruitment process.</p> <p>In 2026, HR tested an online system for reference check (RefApp) but has not yet decided if should buy it.</p> <p>From 2027, a new HR system will lead to some changes in administrative procedures, but HR will continue to use an external online recruitment platform to announce positions, collect applications, and correspond with applicants. It is not yet been decided which platform NTNU will buy, but JobbNorge is taken over by Talenttech which uses the recruitment platform Webcruiter.</p>
5. Do we have a quality control system for OTM-R in place?	x	x	x	++ Yes, completely	<p>HR staff ensure that all cases are treated in conformity with the NTNUs guidelines. OTM-R is embedded in Norwegian legislation to ensure that the best-qualified candidate is selected. A two-step process is applied for all academic positions separating the assessment of applicants (Department level) from the appointment decision (Faculty level).</p>

					<ul style="list-style-type: none"> ➤ Applicant satisfaction surveys have been conducted from 2020 to obtain systematic feedback from applicants on the recruitment process. 2025 - 50-60 % of the applicants reported that they received sufficient information and feedback during and after the selection process respectively. <p>The HR Recruitment Network analyses the results for their faculty and develop institutional improvement measures where suitable.</p>
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	<i>++ Yes, completely</i>	<ul style="list-style-type: none"> ➤ The trend in the share of applicants to academic positions from outside NTNU (Source: JobbNorge) 2017: 94 % of applicants from outside NTNU 2021: 96 % of applicants from outside NTNU (81 % of those employed were from outside NTNU) 2025: 96 % of applicants from outside NTNU (% of those employed, is per 2026 not available from the database)
7. Is our current OTM-R policy in line with policies to attract researchers from abroad? (Researchers = PhDs, postdocs, researchers, lecturers, associate and full professors)	x	x	x	<i>++ Yes, completely</i>	<ul style="list-style-type: none"> ➤ The trend in the share of applicants to academic positions from abroad (non-Norwegian nationals) (Source: JobbNorge) 2017: 87 % non-Norwegian applicants 2021: 93 % non-Norwegian applicants (58 % of those employed were non-Norwegian) 2025: 93 % non-Norwegian applicants (% of those employed, is per 2026 not available from the database.
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	<i>++ Yes, completely</i>	<p>NTNU job advertisement templates include clauses to encourage underrepresented groups to apply. NTNUs guidelines stipulate that if there are qualified applicants with an immigrant background or with a disability, at least one of them shall be invited for an interview. To enable moderate gender quotation, the nomination shall make it clear if the qualifications of applicants are approximately equivalent.</p> <ul style="list-style-type: none"> ➤ The trend in the share of applicants among underrepresented groups to academic positions (Source: JobbNorge) 2017: 24 % female applicants 2021: 27 % female applicants (46 % of those employed were female) 2025: 29 % female applicants (43 % of those employed were female)

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>	<p>NTNU HR Policy underlines that the university shall provide internationally competitive working conditions – academically and socially – to attract internationally outstanding researchers and academic staff. NTNU International Researcher Support (Euraxess Service Centre) offers specialized counseling services for international staff, as well as seminars and social activities for the international community at NTNU. NTNU onboarding routines include the appointment of a mentor for new staff members to navigate in the work environment.</p> <p>➤ Newly employed are invited to give feedback via an onboarding survey. Note that the number of respondents is low and may affect the results.</p> <p>2024-25: 65% of new temporary staff agree or partly agree that they had a good start at NTNU (n:81). 45% of new permanent staff reported the same (n:25).</p> <p>The results are currently (spring 2026) analyzed for input to improvement of onboarding at unit and institutional levels.</p>
10. Do we have the means to monitor whether the most suitable researchers apply?				<i>-/+ Partially</i>	The Department will normally have an impression of whether they obtained the most suitable applicants on the job market.
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		<i>++ Yes, completely</i>	<p>Guidelines and templates for the recruitment process are part of the harmonized recruitment procedures and administrative tools mentioned under items 2 and 3.</p> <p>HR encourages “programmatic recruitment”, selecting the most promising channels for advertisements and actively “searching for candidates” in relevant academic environments.</p>
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>	The website for vacant positions , guidelines, and templates for the recruitment process has, in line with recommendations from the external evaluation in 2019 and the OTM-R toolkit, been improved to provide information about the recruitment process (including a YouTube about it) and information about working conditions at NTNU. After the internal review in 2022, better and more relevant information on competence and career development opportunities at NTNU is also provided.

13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		<i>+/- Yes, substantially</i>	<p>Advertisement on Euraxess Jobs is optional unless it is an EU mobility grant position. It is, however, NTNU-policy to post all internationally published positions on the Euraxess Jobs portal.</p> <p>➤ The share of job advertisements posted on EURAXESS (source: JobbNorge): In 2017, 8 % of the 573 advertisements for academic positions were also posted on Euraxess Jobs. Most were PhD and Postdoc posts. In 2021, in line with NTNU policy all relevant academic positions were announced on the Euraxess Jobs portal.</p> <p>In 2025, 78% of the total number of academic positions announced by NTNU that year, were posted on Euraxess Jobs. The main reasons are that some positions do not match the “main research areas” on Euraxess, and that full time teaching positions only are announced in Norwegian.</p>
14. Do we make use of other job advertising tools?	x	x		<i>++ Yes, completely</i>	Multiple channels are used among others uni jobs, researchgate, LinkedIn, but also selected journals and newspapers such as Nature or Die Zeit depending on the research field.
15. Do we keep the administrative burden to a minimum for the candidate?	x			<i>++ Yes, completely</i>	Documentation is limited to what is necessary for the assessment and can be uploaded onto the e-application system. Original documents such as letters of recommendation can be requested at the interview. Certificates in the original language are accepted, but candidates are kindly requested to send a <u>Diploma Supplement</u> or a similar document describing the study and grade system.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees?		x	x	<i>++ Yes, completely</i>	<p>NTNUs guidelines for academic staff:</p> <ul style="list-style-type: none"> - The expert committee (academic assessment) and the recruitment group (interview and teaching skills testing) are appointed by the Head of Department. - The appointment authority is a subgroup of the Faculty Board.
17. Do we have clear rules concerning the composition of selection committees?		x	x	<i>++ Yes, completely</i>	<p>NTNU Staff Regulations for academic positions:</p> <ul style="list-style-type: none"> - The expert committee shall have at least three members of which two are external and of both genders. - The recruitment group must also have at least three members including a student and both genders.

18. Are the committees sufficiently gender-balanced?		x	x	++ Yes, completely	NTNU Staff Regulations for academic positions: Both genders must be represented on expert committees, recruitment groups, and the appointment authority.
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, completely	The required qualifications for various academic positions are defined in the national Regulations to the University Act (in Norwegian only) with institutional supplement, see NTNUs guidelines for academic positions, Section 3 . For specific disciplines, national supplementary qualifications guidelines have been developed by some of the Disciplinary Strategic Units of Universities Norway (UHR). NTNUs guidelines for academic positions, Section 6.6 , stipulate that in the total assessment, the expert assessments shall be emphasized, but the assessment of teaching skills, interviews, and reference checks may provide the basis for changing the ranking or for not nominating an applicant.
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		++ Yes, completely	All applicants are informed about who got the job.
21. Do we provide adequate feedback to interviewees?		x		++ Yes, completely	<ul style="list-style-type: none"> • All applicants receive the list of applicants. • All applicants get feedback from the peer assessment committee about to which extent they meet the qualifications requirements of the position. The best qualified candidates will receive a thorough academic assessment report. • Interviewees get feedback about the interview and teaching skills testing if they ask for it. • Upon request, applicants may be informed about the ranking of candidates in the recommendation to the appointment authority.
22. Do we have an appropriate complaints mechanism in place?		x		-/+ Yes, substantially	Applicants are given a one-week period for comments on the expert committee's report (academic judgment and ranking of candidates). With respect to the overall assessment and final appointment decision, national legislation does not permit insight into the reasons behind the hiring decision and does not open to complaints about the decision (Public Administration Act, Section 3). However, if an applicant sends a complaint or contacts HR or the department, the applicant will get appropriate feedback on factual and procedural matters.

Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				++ Yes, completely	The OTM-R objective of appointing the best-qualified candidate regardless of nationality or gender is firmly embedded in the Norwegian Act relating to universities and university colleges, Section 7 . Firm national and institutional regulations coupled with clear procedures and templates for assessment reports, and professional support from HR staff, contribute to high quality in each step of the recruitment process. The procedures include checkpoints to ensure impartiality in the composition of assessment committees and in the case handling process.