

Institut Barcelona d'Estudis Internacionals (IBEI) GAP ANALYSIS

Case number: 2018ES342730

Name of Organisation under review: Institut Barcelona d'Estudis Internacionals (IBEI)

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SUBMISSION DATE: NOVEMBER 8TH, 2018

DATE ENDORSEMENT CHARTER AND CODE: NOVEMBER 9TH, 2017

PROCESS

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. ¹ These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4², as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide evidence of how the above groups were involved in the GAP-analysis: e.g. names, meeting dates, or consultation format. In addition, indicate how the Committee and Working Group are composed.

IBEI set up a Steering Committee and a Working Group to deal with all the HRS4R process.

The IBEI Direction Committee oversaw all the process related to HRS4R. The IBEI Direction Committee meets once a month to monitor progress in ongoing projects and to provide strategic direction to the institution. It became in fact the IBEI Steering Committee for HRS4R without a formal appointment.

The HRS4R Steering Committee is composed of:

1. **Jacint Jordana**, Director
2. **Anna Ricart**, General Manager
3. **Robert Kissack**, Head of Studies and Head of Studies
4. **Matthias Vom Hau**, Academic Research Coordinator and Associate Professor

This Committee dealt with the IBEI HRS4R process in 3 meetings:

16/10/2017: Engage IBEI in the HRS4R process and communicate this decision to the IBEI Community.

26/04/2018: Review the Gap Analysis elaborated by the Working Group.

05/11/2018: Review the Action Plan elaborated by the Working Group.

¹ The term 'Human Resources' is used in the **largest possible sense**, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career ,level', type of contract etc. etc.

² For a description of R1-R4, please see http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

Apart from that, the Steering Committee accepted the proposal made by the Working Group to include the administrative support staff in the Gap Analysis and the Action Plan in order to ensure a positive work environment and good working conditions for everyone. In this sense, it was decided that the IBEI Human Resources Strategy will apply the 40 principles of Charter and Code to the whole IBEI community, researchers and administrative staff.

The IBEI HRS4R Working Group had the goal to design and perform an internal Gap Analysis according to the Charter for Researchers and the Code of Conduct for the Recruitment of Researchers and to elaborate the consequent Action Plan. This HRS4R WG was representative of the IBEI research community. Its members work in different positions and research areas at the institute:

1. **Esther Barbé**, Research Programme Coordinator and Member of the Scientific Council. (HRSR WG's Chair)
2. **Robert Kissack**, Associate Professor and Head of Studies
3. **Elisabeth Johansson-Nogués**, Associate Professor
4. **Andrea C. Bianculli**, Assistant Professor
5. **Martijn Vlaskamp**, Postdoctoral Fellow with external funds
6. **Lesley-Ann Daniels**, Postdoctoral Fellow with external funds
7. **Juan Carlos Triviño**, Postdoctoral Fellow under IBEI research project
8. **Carlos Bravo**, Predoctoral Researcher
9. **Anna Ricart**, General Manager
10. **Glòria Alegret**, Administrative Staff – Communications
11. **Carlos Sánchez**, Administrative Staff – Research Coordination
12. **Laia Mestres**, Administrative Staff – Institutional Relations (HRS4R WG'S Manager)

The WG met 7 times during the HRS4R process:

- 06/11/2017:** Kick-off meeting: Present the HRS4R goal to the members of the WG.
- 20/11/2017:** Work on the survey following the Charter and the Code.
- 04/12/2017:** Reach a consensus about the survey to be launched to the IBEI community.
- 05/03/2018:** Review the results of the survey and work on the Gap Analysis.
- 16/04/2018:** Reach a consensus on the Analysis Gap and work on the priorities to be included in the Action Plan.
- 09/07/2018:** Work on the Action Plan.
- 29/10/2018:** Approve the final version of the Action Plan and present it to the Steering Committee.

The WG prepared a survey based on the template of the European Commission that includes the 40 principles. The on-line survey was anonymous and written in English. The collection of the answers was made through the Google Drive tool. During a month the IBEI community could answer the survey (January 2018). It was answered by 37 respondents out of 47 (32 researchers at all career stages and 15 administrative staff members). The participation rate was **78,7%**.

IBEI HRS4R Gap Analysis (and the Action Plan) relates to researchers at all stages of their career and also to the whole administrative staff of IBEI irrespective of the person's position or contractual situation.

GAP ANALYSIS

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

<p>Status: to what extent does this organisation meet the following principles?</p>	<p>++ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented -- = insufficiently implemented</p>	<p>In case of -, -/+, or +/-, please indicate the actual “gap” between the principle and the current practice in your organisation. If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation</p>	<p>Initiatives already undertaken and/or suggestions for improvement</p>
<p>Ethical and Professional Aspects</p>			
<p>1. Research freedom</p>	<p>++</p>		<p>Very positive feedback, no action needed.</p>
<p>2. Ethical principles</p>	<p>--</p>	<p>Respondents felt that IBEI does not provide adequate information and training (where relevant) regarding the applicability of codes of ethics relevant to research.</p>	<p>Initiatives already undertaken:</p> <ul style="list-style-type: none"> - A working group on ethics has been convened and initial report submitted to the Director, and soon to the Scientific Council. - Students’ dissertations (TFM) in 2017-2018 will need an ethical evaluation for risk, data handling and general project. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> - For faculty research, to provide better linkages to the UPF ethics committee.
<p>3. Professional responsibility</p>	<p>+/-</p>	<p>Generally, IBEI researchers showed a high level of agreement that IBEI promotes a strong awareness regarding professional responsibility, such as abiding by the principle of intellectual property, the avoidance of</p>	<p>Suggestions for improvement:</p> <ul style="list-style-type: none"> - To improve professional responsibility awareness among administrative staff and researchers, in order to reconcile faculty and non-faculty views.

		plagiarism and the accurate attributing of all scholarly input into research projects by assistants.	
4. Professional attitude	++		No need for action
5. Contractual and legal obligations	--	Both faculty and, especially, the administrative staff only partially agreed that IBEI informed its staff sufficiently about the national, sectoral or institutional regulations governing training and/or working conditions. Both, and again especially the administrative staff, saw some need for change and considered this as an important issue. A number of respondents criticized the absence of a Human Resource person at IBEI.	Suggestions for improvement: - To clarify the tasks of the General Manager, that is in charge of Human Resource management.
6. Accountability	++	In general, respondents supported the statements concerning accountability at IBEI. They confirmed that IBEI has already established mechanisms to ensure that researchers fulfil the research agenda contractually agreed on with either public or private funders; that IBEI manages public and private research funding in a sound, transparent and efficient way; and that IBEI supports transparency in research by encouraging data and other output to be made available for scrutiny.	No need for action
7. Good practice in research	--	Most researchers (who are probably more affected by this issue than administrative staff members) did not confirm the statements that IBEI has established sufficient mechanisms to protect confidential data obtained during research; and that IBEI ensures that researchers obtain all legally required approvals to gather data before starting their research. Moreover, the response rate to these questions was conspicuously low and only around half of the researchers gave a score. One possible explanation could be that a part of the faculty (correctly or not) thought that these questions did not apply to their research techniques. The respondents that did answer	Suggestions for improvement: - On-going Training concerning Data Protection Regulation - To develop a best-practices document for diffusion among all faculty members.

		did only express medium need for change and did not see these issues as particularly important. There is apparently a lack of both information and awareness concerning many data-related aspects of research.	
8. Dissemination, exploitation of results	++		Very positive feedback, no action needed. According to results, IBEI encourages researchers to contact Communication Office with publications and activities that might be appropriate to broad dissemination. Generally, there is a high level of agreement among researchers and administrative staff that the IBEI research is disseminated, communicated and exploited.
9. Public engagement	--	The research activities are not made known to society at large in such a way that they can be understood by non-specialists. Public engagement has to be improved according the agreement rate of both researchers and administrative staff.	Suggestions for improvement: - To consider offering academic staff media training or courses on the dissemination of information to public audiences. - To clarify on whether high media visibility is regarded as career-enhancing. - To start public engagement initiatives, as science for girls, create relations with schools, etc.
10. Non discrimination	++		Very positive feedback, no action needed. The respondents overwhelmingly confirmed that IBEI does not discriminate against academic and administrative staff in any way "on the basis of ideology; religious or other beliefs; ethnicity, race or nationality; gender; sexual orientation; civil status; sickness or disability; union membership; family relationships with other members of the institute; or the use of any of the (co-)official languages of Spain".

11. Evaluation/ appraisal systems	--	IBEI's evaluation systems for assessing administrative staff & researchers' professional performance has to be more transparent according to the results. The agreement rate is low, especially of administrative staff.	<p>Suggestions for improvement:</p> <ul style="list-style-type: none"> - To prepare a document on the evaluation system for assessing non-tenure track researchers. Up to now, IBEI has established a clear mechanism of evaluation for assistant professors (tenure track) and a more informal annual evaluation of activities report and working plan for all post-docs working full-time at the institute. - To introduce an evaluation system for assessing administrative staff members and to link the evaluation to an incentive system.
Recruitment and Selection – please be aware that the items listed here correspond with the Charter and Code. In addition , your organisation also needs to complete the checklist on Open, Transparent and Merit-Based Recruitment included below, which focuses on the operationalization of these principles.			
12. Recruitment	+/-	Ideally, the advertisement of new positions in any research institution should have full information on the conditions. Currently, the job advertisements from IBEI do not include complete information regarding salaries or teaching responsibilities.	<p>The job advertisements have gone through important changes throughout the years to disclose as much information related to the position as possible.</p> <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> - To include more acute information on the teaching responsibilities in all job vacancy. - To discuss in the academic staff committee which also deals with recruitment processes the convenience or not of including salary conditions in any advertisement related to research and teaching positions.
13. Recruitment (Code)	++		No need for action
14. Selection (Code)	++		No need for action
15. Transparency (Code)	++		No need for action

16. Judging merit (Code)	+/-	Ideally, the candidate should receive full information on why he/she is a suitable candidate (or not) for the position advertised. However, it seems that an extra effort should be made in providing more information about the candidates' assessment. Currently, every candidate receives an email whether he/she was selected or not for the next stage in the recruitment process. When it comes to a more detailed assessment, information is sent upon request of the interested party.	Suggestions for improvement: - To create templates with indicators on several areas assessed by the selection committee. These templates should be sent to all the shortlisted candidates and those who request information on the reasons to reject his/her candidacy. This template would take the example of similar documents done for competitive research grants (e.g. Ramón y Cajal Programme in Spain).
17. Variations in the chronological order of CVs (Code)	++		No need for action
18. Recognition of mobility experience (Code)	++		No need for action
19. Recognition of qualifications (Code)	++		No need for action
20. Seniority (Code)	++		No need for action
21. Postdoctoral appointments (Code)	++		No need for action
Working Conditions and Social Security			
22. Recognition of the profession	++		No need for action
23. Research environment	++		No need for action
24. Working conditions	+/-	In general, faculty and administrative staff members were satisfied with the working conditions at IBEI. Having said that, some gaps have been identified in the fields of occupational health or the sabbatical leaves	Suggestions for improvement on occupational health: - To ask the private firm in charge of the management of occupational health at IBEI

		<p>policies. Due to the fact that IBEI expects those researchers who go on sabbatical to move abroad during that period, researchers with families find themselves in a disadvantaged position in this regard, since the possibility to move abroad is not always feasible for them.</p> <p>There also appears to be a lack of information regarding the distribution of roles regarding Human Resources within the institution. IBEI personnel does not receive enough information about relevant changes in labour legislation, professional categories as well as salary conditions. Faculty and administrative staff members do not seem to know who is in charge of the management of leaves of absence (for administrative staff members), medical and vacation leave procedures, the response to queries regarding conflict resolution, the creation of specific procedures for remote and overtime work, etc.</p>	<p>to provide IBEI personnel with regular tests on this subject.</p> <p>Suggestions for improvement on sabbatical leaves:</p> <ul style="list-style-type: none"> - To review the rules and conditions for sabbatical leaves. <p>Suggestions for improvement on human resource management:</p> <ul style="list-style-type: none"> - To design and disseminate a document that describes the distribution of roles in the field of Human Resource Management at IBEI. - To communicate such information in the regular faculty and administrative staff meetings.
<p>25. Stability and permanence of employment</p>	<p>--</p>	<p>Both researchers and especially administrative staff members mostly felt that IBEI does not guarantee appropriate and attractive conditions and incentives, in terms of salary, for academic and administrative staff at all stages of their career and regardless of the type of contract. Even though, IBEI has already established an incentives system related to publications for researchers, there is no clear regular evaluation and incentive system for administrative staff members.</p>	<p>Initiatives already undertaken:</p> <ul style="list-style-type: none"> - Incentives Plan for publications in Journals and/or in prestigious Academic Presses. - Non-consolidating rewards programme for academic staff, linked to management. <p>Initiatives to be implemented starting 2018-2019 academic year:</p> <ul style="list-style-type: none"> - Consolidating incentives programme for permanent academic staff. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> - To introduce an evaluation system for assessing administrative staff members and to link the evaluation to an incentive system.

26. Funding and salaries	-/+	Both researchers, especially predoctoral fellows, and administrative staff members felt that salaries should be revised upwards.	
27. Gender balance	+/-	IBEI lacks a Gender Equality Action Plan	Suggestions for improvement: - To elaborate and circulate a document indicating all provisions of an action plan to be implemented with the aim to promote gender equality within the institution
28. Career development	-	<p>IBEI has established a clear mechanism of promotion for assistant professors (tenure track), however, a career development strategy should be developed for other academic categories and specially for administrative staff.</p> <p>According to respondents, IBEI does not provide either guidance or mentoring for the personal and professional development of researchers and administrative staff, in order to contribute to the reduction of the insecurities in the professional future.</p>	<p>Suggestions for improvement:</p> <ul style="list-style-type: none"> - To integrate, update and distribute a document on career development strategies for all researchers at all stages of their career. Up to now, IBEI has established a clear mechanism of promotion for assistant professors (tenure track) and a mechanism of incentives for the permanent academic staff. There is the need to develop a path for the lower stages of the research career. This support will be situated within the framework of the human resources management, under the supervision of the director. - To reach a consensus on the need of mentors involved in providing support and guidance for the personal and professional development of researchers, helping to motivate them and guiding them about their professional future. - To define a specific career development strategy for administrative staff members.
29. Value of mobility	++		No need for action
30. Access to career advice	--	According to respondents, IBEI does not ensure that career advice and job placement assistance is offered to researchers and administrative staff at all stages of their careers, regardless of their contractual situation.	<p>Suggestions for improvement:</p> <ul style="list-style-type: none"> - To integrate, update and distribute a document with the different career development strategies for all researchers at

			<p>all stages of their career, which would include career advice perspectives.</p> <ul style="list-style-type: none"> - To define a specific career development strategy for administrative staff members.
31. Intellectual Property Rights	--	<p>There is a lack of information on intellectual property rights of publications among the faculty and administrative staff members.</p>	<p>Suggestions for improvement:</p> <ul style="list-style-type: none"> - To convene a committee that would bring in different stakeholders. Such committee would design a document on intellectual property rights that would later be distributed to all faculty and administrative staff members. - To communicate such information in the faculty and administrative staff meetings.
32. Co-authorship	-/+	<p>Co-authorship is increasingly viewed as positive by IBEI in the evaluation process. IBEI has already started a process of reviewing co-authorship in the incentives programme for faculty.</p>	<p>Suggestions for improvement:</p> <ul style="list-style-type: none"> - To re-evaluate co-authorship and how it affects the academic ranks.
33. Teaching	-/+	<p>There is little information available regarding the assessment guidelines for assistant professors as well as regarding training for teaching and coaching activities offered on a regular basis. Moreover, researchers complained that time devoted to the training of early-stage researchers was not counted as part of their teaching commitment at IBEI.</p>	<p>Suggestions for improvement:</p> <ul style="list-style-type: none"> - To review the assessment guidelines for assistant professors - To enhance and systematize diffusion of information regarding activities at the UPF Center for Learning Innovation and Knowledge (CLIK) through the IBEI Academic Office.
34. Complaints/ appeals	--	<p>Respondents felt that there is a lack of information about the established procedures to deal with complaints/appeals of researchers and administrative staff with confidential and informal assistance as well as those for resolving work-related conflicts, disputes and grievances.</p>	<p>Suggestions for improvement:</p> <ul style="list-style-type: none"> - To design and distribute a document with information on the procedures to deal with complaints/appeals for academic and administrative staff. - To communicate such information in the faculty and administrative staff meetings.

35. Participation in decision-making bodies	++		No need for action
Training and Development			
36. Relation with supervisors	-/+	IBEI is at an initial stage of supervising pre-doctoral students. Those who supervise students follow the guidelines of their separate institutions.	Looking to the future, IBEI anticipates more internal pre-doctoral students. Suggestions for improvement: - To develop guidelines on how to establish a structured and regular relationship between supervisors and students. This will include keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.
37. Supervision and managerial duties	+/-	There is a good degree of contentment with the IBEI support for project management. There is some desire for more support for supervision and mentoring.	Suggestions for improvement: The guidelines listed in section 36 will clarify the tasks and methods for supervision and mentoring. - To develop guidelines on how to establish a structured and regular relationship between supervisors and students. These guidelines, listed also in section 36, will clarify the tasks and methods for supervision and mentoring.
38. Continuing Professional Development	++		No need for action
39. Access to research training and continuous development	++		No need for action

40. Supervision	+/-	IBEI is at an initial stage of supervising pre-doctoral students. Those who supervise students follow the guidelines of their separate institutions.	<p>Suggestions for improvement:</p> <ul style="list-style-type: none"> - To designate the Academic Research Coordinator as the person to whom early-stage researchers can refer for the performance of the professional duties. This person will be sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.
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Annex: Open, Transparent and Merit-based Recruitment Check-list³

OTM-R checklist for organisations

	Open	Trans- parent	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	--	Web link when available
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	--	Internal guide when available
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	--	Future training programmes for OTM-R and number of participants
4. Do we make (sufficient) use of e-recruitment tools?	x	x		++	IBEI does not use a web-based tool for the recruitment process but all the process is via e-mail

³ <http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies>

5. Do we have a quality control system for OTM-R in place?	x	x	x	--	Quality control system when available
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	++	In the last job opening at IBEI as Assistant Professor (full-time tenure-track position) in 2017, 99,4 % of applicants were from outside the organisation.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	++	In the last job opening at IBEI as Assistant Professor (full-time tenure-track position) in 2017, 90,8% of applicants were from abroad.
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++	In the last job opening at IBEI as Assistant Professor (full-time tenure-track position) in 2017, 36% of applicants were women.
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	++	In the last job opening at IBEI as Assistant Professor (full-time tenure-track position) in 2017, 99,4 % of applicants were from outside the organisation.
10. Do we have means to monitor whether the most suitable researchers apply?				+-	Even though IBEI has not systematised means to monitor whether the most suitable researchers apply, our Research unit has checked in every job opening that some of the candidates come from the most prestigious universities in our disciplines and that their recommendation letters are signed by renown university professors that know IBEI and our research areas of expertise. IBEI also regularly publish the job advertisements on the web pages of the main international associations for Political Science, Social Sciences and International Studies where the most suitable candidates for IBEI search job opportunities.
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++	IBEI follows EURAXESS guidelines.
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) of the OTM-R expert report]	x	x		+-	The last job advertisement from IBEI (2017) included all the elements foreseen in the OTM-R expert report except information regarding entitlements.

13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		++	<p>Example of IBEI job advert posted on EURAXESS: https://www.euraxess.lu/jobs/199650</p> <p>In the last job opening at IBEI as Assistant Professor (full-time tenure-track position) in 2017, 99,4 % of applicants were from outside the organisation.</p> <p>In the last job opening at IBEI as Assistant Professor (full-time tenure-track position) in 2017, 90,8% of applicants were from abroad.</p>
14. Do we make use of other job advertising tools?	x	x		++	<p>Any IBEI job advertisement is published on our official web pages (http://www.ibei.org) and our newsletter IBEInews.</p> <p>We also regularly publish them on the web pages of the main international associations for Political Science, Social Sciences and International Studies, such as: ISANET – International Studies Association (www.isanet.org); ECPR – European Consortium for Political Research (www.ecpr.eu); APSANET – American Political Science Association (www.apsanet.org); IPSA – International Political Science Association (www.ipsa.org); H-NET – Humanities and Social Sciences Online (www.h-net.org); EISA – European International Studies Association (www.eisa-net.org); Jobs.ac.uk - Jobs in Research, Science, Academic & Related Professions (www.jobs.ac.uk); ALACIP – Latin American Association of Political Science (www.aclcpa.com); AECPA – Spanish Association of Political and Administrative Science (www.aecpa.es)</p>
15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b) ^{45]}	x			++	All the required documents must be transmitted to IBEI by electronic means and no original or

					translated certificates related to qualifications are required in the initial application. Applications, electronically submitted, include: A letter of interest; Complete curriculum vitae; A sample of previous research; An outline of a proposed research project; Two letters of recommendation.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a) ⁴⁵]		x	x	+-	The selection committee is permanent, the Academic Staff Committee formed by senior academic staff. There is no nomination or appointment. We do not make public the members of the Committee, except for the short-list candidates that meet personally the members of the Committee.
17. Do we have clear rules concerning the composition of selection committees?		x	x	++	There are written guidelines.
18. Are the committees sufficiently gender-balanced?		x	x	++	Our selection committee is formed by 4 women and 7 men.
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	--	Written guidelines when available
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		++	Currently, every candidate receives an email whether he/she was selected or not for the next stage in the recruitment process.
21. Do we provide adequate feedback to interviewees?		x		+-	One of the foreseen actions is the creation of templates with indicators on several areas assessed by the selection committee. These templates should be sent to all the shortlisted candidates and those who request information on the reasons to reject his/her candidacy.
22. Do we have an appropriate complaints mechanism in place?		x		--	Guidelines for the complaint mechanism when available
Overall assessment					

23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				--	Another of the foreseen action is the design of an assessment system of the implementation of the OTM-R policy
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