

## HR Excellence in Research

# OTM-R Checklist

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**Case number**

2025LV348295

**Name Organisation under review**

Latvijas Organiskas Sintezes Instituts

**Organisation's contact details**

Aizkraukles 21, Riga, LV1006, Latvia

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## OTM-R checklist

A specific self-assessment checklist is provided for OTM-R. Please report on the status of achievement, and also detail on the indicators and the form of measurement used.

- The 'Open', 'Transparent' and 'Merit-based' checkboxes are indicative of the types of policies and practices the questions refer to, as detailed in the European Charter for Researchers. They are preset in the HR Excellence in Research e-tool and cannot be changed. Institutions do not need to act in this respect.
- The difference between '+/- Yes substantially' and '-/+ Yes partially' ratings is that, in the first case, the volume of the remaining work to be done until completion is small compared to the effort that has been put so far in that direction, whereas for '-/+ Yes partially', the remaining work is either the same in volume or more than what has been achieved.
- For the 'Suggested indicators' column, whenever the user hovers the mouse over the row dedicated to each question, a small text box will pop up, indicating options of potential indicators to use. However, each institution needs to define its own means of measuring the effectiveness of its OTM-R policy, which should be further reviewed and adapted as necessary.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
OTM-R system					
Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	-- No	LIOS does not have a formalized document that clearly defines the organization's OTM-R policy. Some aspects are partially included in the recruitment procedures of individual projects according to EC and Libra guidelines. Output: An OTM-R policy document in Latvian and English, published online. Measurement: Created OTM-R policy document in Latvian and English.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	-- No	The recruitment process in LIOS varies depending on the funding scheme (e.g., national, bilateral or EU-funded projects), each with its own rules and practices. Output: Internal guide in Latvian and English published in the internal system (HoP); increase awareness. Measurement: created an internal guide in Latvian and English, published in the internal system (HoP); number of staff introduced with the documents.
Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	-/+ Yes partially	Persons responsible for recruitment are experts who assess candidates' qualifications and skills. To further improve the process, a document with OTM-R guidelines (e.g. interview conduct, dos and don'ts) will be prepared, and training will be provided to strengthen recruitment staff skills. Output: An internal guidance document in Latvian and English, including recommendations published in the internal system (HoP) and training seminar. Measurement: number of staff introduced to the documents and attended the training seminar; trained the recruitment panel; standardized recruitment panel.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we make (sufficient) use of e-recruitment tools?	x	x		-- No	A specific quality of e-recruitment tools is not currently in place. It is not practical to maintain this at the moment in LIOS, given the limited number of vacancies available during the year. All job offers are advertised online depending on the project funding requirements (e.g., EURAXESS job portal, Nature Careers and ResearchGate portal, social media, State Employment Agency (NVA, nva.gov.lv)). The EURAXESS portal is used for selected positions. The application process is simple: candidates submit CVs and relevant documents already stored in the system. Output: not expected. Measurement: not applicable.
Do we have a quality control system for OTM-R in place?	x	x	x	-/+ Yes partially	A specific quality OTM-R control system is not currently in place. Personnel selection is mainly managed by the Recruitment committee, while the HR department oversees the technical aspects. The Institute's director has the final authority, including responsibility for quality control. Output: Quality control checklist as an internal guide in Latvian and English, published in the internal system (HoP), including the quality control system. Measurement: created checklist internal guide in Latvian and English, published in the internal system (HoP), including a quality control system.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Does our current OTM-R policy encourage external candidates to apply?	x	x	x	+/- Yes substantially	All job offers are advertised online depending on the project funding requirements (e.g., EURAXESS job portal, Nature Careers and ResearchGate portal, social media, State Employment Agency (NVA, nva.gov.lv)). The EURAXESS portal is used for selected positions. The application process is simple: candidates submit CVs and relevant documents already stored in the system. Output: OTM-R policy online document underlining supports and encourages external applications. Measurement: number of external candidates.
Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	+/- Yes substantially	All job offers are advertised online, depending on the funding/project funding requirements (e.g., EURAXESS, Nature Careers and ResearchGate portal, job portal, social media, State Employment Agency (NVA)). The EURAXESS portal is used for selected positions. The application process is simple: candidates submit CVs and relevant documents already stored in the system. LIOS welcomes and seeks to attract researchers from both Europe and non-European countries. Output: Required documents, forms and regulations in English, published on the intranet. Measurement: The number of candidates from abroad.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++ Yes completely	LIOS follows national recruitment laws and promotes inclusion by offering flexible and part-/full-time work. Staff with family responsibilities or special needs are encouraged to apply. A gender equality committee addresses discrimination and supports underrepresented groups. Output: not expected. Measurement: not applicable
Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	++ Yes completely	LIOS offers a supportive, attractive and flexible work environment, including adaptable hours, part-/full-time options, paid/unpaid leave, facilities for disabled persons, health insurance, other bonuses and parking space. However, there are some specific aspects that go beyond LIOS responsibility and area of action, and may affect the working conditions for researchers. For example, in comparison with institutions located abroad, LIOS is less competitive in terms of salaries, due to national law constraints. This means that monthly salaries may not be as attractive as foreign researchers would expect. Output: not expected. Measurement: not applicable.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we have means to monitor whether the most suitable researchers apply?				+/- Yes substantially	LIOS does not have a specific mechanism. Candidate evaluation is carried out by a Recruitment committee, formed by experts in the field, using tests, interviews, and other methods to ensure scientific quality and job suitability. At present, the process is performed manually owing to the small number of vacancies. Output: not expected. Measurement: not applicable.
Advertising and application phase					
Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		+/- Yes substantially	The template varies by project and is promoted via EURAXESS, the organization's website and social media, academic networks, and the State Employment Agency. Output: Chapters in the internal guide in Latvian and English published in the internal system (HoP). Measurement: created and distributed clear guidelines as chapters of internal guide in Latvian and English published in internal system (HoP).
Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		++ Yes completely	Advertisements include key vacancy details such as job title, description, qualifications, start date, benefits, and usually a link to the workplace's website. Output: not expected. Measurement: not applicable.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		+/- Yes substantially	Although the organization has a procedure to advertise new job offers via EURAXESS, we must ensure that all vacancies are consistently included. Output: Include main recommendations in OTM-R policy. Measurement: Created recommendations in the OTM-R policy; monitoring the number of advertisements in EURAXESS.
Do we make use of other job advertising tools?	x	x		++ Yes completely	All job offers are advertised online, depending on the funding/project funding requirements (e.g., social media, university websites, State Employment Agency (NVA), Nature Careers and ResearchGate portal, individual job offers for talented students). Output: not expected. Measurement: not applicable.
Do we keep the administrative burden to a minimum for the candidate?	x			++ Yes completely	Where possible, we comply with the requirements by sending the required documents electronically. Where necessary, especially for international applicants, selection interviews are held online, trying to accommodate time zone differences if needed. The interviews are conducted in rounds. In the initial stages, candidates are asked to provide basic information in a free format, without the need for specific data, documents, certificates or special forms. Output: not expected. Measurement: not applicable.
Selection and evaluation phase					

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we have clear rules governing the appointment of selection committees?		x	x	-/+ Yes partially	LIOS do not have clear rules governing the appointment of selection committees. Personnel selection and evaluation are mainly managed by the institutional panel, unless there is a specific requirement and a specially defined composition. Output: Rules of appointment of selection committees in the internal guide in Latvian and English published in the internal system (HoP). Measurement: Written rules of appointment of selection committees in the internal guide in Latvian and English published in internal system (HoP).
Do we have clear rules concerning the composition of selection committees?		x	x	-/+ Yes partially	LIOS do not have clear rules concerning the composition of selection committees. Personnel selection and evaluation are mainly managed by the Recruitment committee. Output: Rules of composition of selection committees in the internal guide in Latvian and English published in the internal system (HoP). Measurement: statistics on the composition of panels.
Are the committees sufficiently gender-balanced?		x	x	-/+ Yes partially	The composition of selection committees should be addressed to ensure equal opportunities for all genders. Output: Include recommendations for gender balance of selection panels in the internal guide in Latvian and English published in the internal system (HoP). Measurement: Monitoring the gender composition of selection panels.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
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 partially	LIOS does not have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected. The assessment of candidates' suitability and performance needs to be conducted using criteria based on a defined set of measurable, qualitative and quantitative qualifications. For scientific staff, the project-dependent selection committee makes final decisions based on their expertise and experience in the relevant field. Output: Pay attention to the section on merit assessment in the internal guide in Latvian and English published in the internal system (HoP). Measurement: not applicable.
<b>Appointment phase</b>					
Do we inform all applicants at the end of the selection process?		x		++ Yes completely	All participants in the selection procedure are informed by e-mail once the process is completed. Successful applicants are also notified separately. Output: not expected. Measurement: not applicable.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we provide adequate feedback to interviewees?		x		+/- Yes substantially	LIOS provides general feedback indicating whether the applicant was successful or unsuccessful. Detailed feedback (including strengths and weaknesses) is provided only to interviewees. Output: Include recommendations for providing feedback in internal guide in Latvian and English published in internal system (HoP), Measurement: Created recommendations for providing feedback in internal guides in Latvian and English published in internal system (HoP).
Do we have an appropriate complaints mechanism in place?		x		-- No	LIOS does not have an appropriate complaints mechanism in place. Until now, no complaints have been received regarding the outcome of the selection procedure at the Institute. Output: Complaint's mechanism will be established. Measurement: Created complaint's mechanism, performed statistics of complaints.
Overall assessment					

Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we have a system in place to assess whether OTM-R delivers on its objectives?			-- No	LIOS has not developed a centrally designed institutional system to assess all aspects of the OTM-R policy or to monitor targets and objectives, due to the absence of a formal OTM-R policy. Output: Checklist and internal guide in Latvian and English published in internal system (HoP) including quality control system; An internal guidance document in Latvian and English, including recommendations published in internal system (HoP). Measurement: In the future, the implementation of recruitment and selection rules will be monitored using the indicators defined for each of the above actions.