

## Open, Transparent, and Merit-based Recruitment Check-list: OTM-R

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

- The "Open", "Transparent" and "Merit-based" checkboxes are indicative of the type of policies and practices the questions refer to, as detailed in the C&C. They are pre-set in the HR Excellence in Research E-tool and cannot be changed. No action is needed from institutions in their 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 little as 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 in the row dedicated to each question, a small text box will pop up, indicating options of potential indicators to use. However, each institution should identify own measurements of the effectiveness of its OTM-R policy which should be further reviewed and adapted.

	Open	Transparent	Meritbased	Answer: ++ Yes, completely +/-Yes, substantially -/+ Yes, partially -- No	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	+/-Yes, substantially	The Ss. Cyril and Methodius University in Skopje adheres to the OTM-R policy. The University's main acts that have elements incorporated from this policy are the <i>Statute of the Ss. Cyril and Methodius University in Skopje</i> ( <a href="https://ukim.edu.mk/wp-content/uploads/2024/11/statut_na_ukim-2019.pdf">https://ukim.edu.mk/wp-content/uploads/2024/11/statut_na_ukim-2019.pdf</a> ); the

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					<p><b>Rulebook on the special conditions and the procedure for selection into teaching-scientific, scientific, teaching-professional and associate titles and demonstrators at the Ss. Cyril and Methodius University in Skopje</b> (University Gazette No. 411/2018 and No. 426/2019) - <a href="https://ukim.edu.mk/wp-content/uploads/2024/10/67_292059973.pdf">https://ukim.edu.mk/wp-content/uploads/2024/10/67_292059973.pdf</a>, and the <b>Collective Agreement of the Ss. Cyril and Methodius University in Skopje</b> (Official Gazette of the Republic of North Macedonia No. 287 of December 29, 2022).</p> <p>The Rulebook sets the criteria of the OTM-R policy for open, transparent and merit-based system of recruitment of academics and researchers (Teaching and Scientific, Scientific, Teaching and Associate Titles and Demonstrators).</p> <p>The Ss. Cyril and Methodius University in Skopje will publish the Rulebook on the special conditions and the procedure for selection into teaching-scientific, scientific, teaching-professional, and associate titles and demonstrators at the Ss. Cyril and Methodius University in Skopje on its website in English. We will publish version of OTM-R policy online in Macedonian and in English.</p>

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Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	<b>+/-Yes, substantially</b>	<p>The University has internal guide for the procedures and practices for all types of academic positions and researchers as envisaged in the <i>Law on Higher Education</i> (Official Gazette of the Republic of Macedonia No. 82/18 and Official Gazette of the Republic of North Macedonia No. 178/21 and No. 58/24.</p> <p>The internal guide of the University is the <i>Rulebook on the specific conditions and procedure for election to teaching-scientific, scientific, teaching-professional, and associate titles and demonstrators at the 'Ss. Cyril and Methodius' University in Skopje</i> (University Gazette No. 411/2018 and No. 426/2019). It clearly defines the procedures for recruitment of the Teaching and Scientific (Full Professors, Associate Professors and Assistant Professors); Scientific (Teaching Assistants); Teaching-professional and Associate titles (Scientific Advisors, Senior Research Associates, Research Associates); and Demonstrators; publishing public job advertisements; criteria, recruitment and selection procedures for deferent positions; timeline; evaluation; scoring; and decision-making process.</p>
Is everyone involved in the process sufficiently	x	x	x	<b>+/-Yes, substantially</b>	The procedure for OTM-R at the University is set up in the Law on Higher Education and the Rulebook on the specific conditions and procedure for election to teaching-scientific, scientific, teaching-professional, and associate titles and

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trained in the area of OTM-R?					<p>demonstrators at the Ss. Cyril and Methodius University in Skopje.</p> <p>The members of the Review Committee are familiar with the basic OTM-R principles. The Teaching and Scientific Councils' members at the Faculties, i.e. the Scientific Council's members of the Institute Institutes, guarantee the fulfilment of the conditions of the process. They are most professional and competent; they have gained their experience through the practice itself and are available to handle any open issue.</p>
Do we make (sufficient) use of e-recruitment tools?	x	x		-/+ Yes, partially	<p>According to the national Law, the job advertisement must be published in at least two daily newspapers, at least one of which is published in the Macedonian language and in the newspapers published in the language spoken by at least 20% of the citizens who speak an official language other than the Macedonian language. The job advertisements are published at the Employment Service Agency of the Republic of North Macedonia webpage.</p> <p>The Review committee of the faculty, i.e. the scientific institute, submits a written report for all applicants. The report contains: a proposal for the selection of the candidate(s) for appointment to the academic title; or a proposal not to select any of the applicants. The proposal is</p>

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					<p>adopted by a majority vote of the members of the committee. This report is published in the University Bulletin and on the University webpage.</p> <p>The University will recommend the job advertisements to be published at the Faculties/Institutes webpages. The University will undertake initiative for potential publishing of open positions on Euraxess.</p>
Do we have a quality control system for OTM-R in place?	x	x	x	++ Yes, completely	<p>The quality control system is part of the University system for recruitment. This has been already envisaged in the <i>Rulebook on the special conditions and the procedure for selection into teaching-scientific, scientific, teaching-professional and associate titles and demonstrators at the Ss. Cyril and Methodius University in Skopje</i>. The Review Committee (the Selection committee) submits a full report for all the applied candidates to the University for publication at the University Bulletin and on the University webpage.</p> <p>The selection of the Full professor/Scientific advisor is made by the <i>Teaching and Scientific Council</i> of the Faculty, i.e. the <i>Scientific Council</i> of the Institute, based on the proposal in the abstract of the selected <i>Review Committee</i>. The election of a Full professor/Scientific advisor, made by the Teaching and Scientific Council of the faculty, i.e. the Scientific</p>

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					<p>Council of the Institute, is then confirmed by the <i>Senate</i>. The Senate does not have the right not to confirm the election of a Full professor/Scientific advisor if he/she meets the requirements set forth by law and the Rulebook, and if the election procedure has not been compromised.</p> <p>The selection of the candidates for Teaching-scientific, Scientific, Teaching-professional and Associate titles is made by the <i>Teaching and Scientific Council</i> of the Faculty, i.e. the <i>Scientific Council</i> of the Institute, based on the proposal in the abstract of the Review Committee.</p>
Does our current OTM-R policy encourage external candidates to apply?	x	x	x	<b>++ Yes, completely</b>	Yes, the Ss. Cyril and Methodius University in Skopje encourages all potential applicants to apply for the open positions. They are publicly published in at least two daily newspapers, at least one of which is published in the Macedonian language and in the newspapers published in the language spoken by at least 20% of the citizens who speak an official language other than the Macedonian language.
Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	<b>++ Yes, completely</b>	Foreign researchers are free to apply for open positions at our university still they need to adhere to the rules of the Law on Higher Education, Statute and the Rulebook. The University has opened a <i>Center for Advanced Interdisciplinary Research</i> , which connects scientists and

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					<p>researchers who work and create abroad, and are native to our country. The University actively participates at international projects, which provides foreign researchers with opportunities to collaborate with the University on joint research and engage in academic and research mobilities.</p> <p>The University will develop policy to attract researchers from abroad that will include a recommendation for the job offers to be published on the Faculties and Institutes website in both English and Macedonian and possible publications on Euraxess will be envisaged.</p>
Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	<b>++ Yes, completely</b>	<p>The recruitment and open positions are made publicly and are open to all groups. Articles 16-21 of the Statute of the Ss. Cyril and Methodius University in Skopje already regulate and guarantee the Equality, Non-discrimination and Inclusiveness where the protection from discrimination and guarantees for equal opportunities at the University have been envisaged. The Article 17 of the Statute explicitly foresees that at the University and the units it is prohibited any form of direct and indirect discrimination and harassment in employment, career advancement, selection into positions and termination of employment, in accordance with the Law. The Code of Ethics (<a href="https://ukim.edu.mk/wp-content/uploads/2024/11/248_eticki_kodeks.pdf">https://ukim.edu.mk/wp-content/uploads/2024/11/248_eticki_kodeks.pdf</a>) envisages that it is forbidden any kind of direct or indirect</p>

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					discrimination based on race, skin colour, origin, nationality and ethnicity, sex, gender, sexual orientation, gender identity, belonging to a certain group, language, citizenship, social origin, education, religion or religious belief, political belief, other belief, disability, age, marital status, property status, health status, social status or any other basis stipulated in a Law or ratified international agreement.
Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	<b>++ Yes, completely</b>	The University provides attractive working conditions that are described in the <i>Statute</i> and the <i>Collective Agreement of the Ss. Cyril and Methodius University in Skopje</i> ("Official Gazette of the Republic of North Macedonia" No. 287 of December 29, 2022). It regulates the working conditions, salaries, the rights to a portion of the salary based on work performance, salary supplements (supplement based on work experience and functional salary supplement, supplement based on working hours, supplement for specific working conditions, supplement for employees of the Faculty of Medicine, supplement for scientific degree, pre-retirement supplement), and salary compensations. The University guarantees healthy and safety working conditions.
Do we have means to monitor whether the				<b>++ Yes, completely</b>	Each job advertisement includes clear and detailed job description along with the specific selection criteria as to attract the most suitable candidates. The selection procedures are done at the Faculty/Institute level and the

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most suitable researchers apply?					confirmation of the selected candidate is done by the <i>Senate</i> , or <i>Teaching and Scientific Council</i> of the Faculty, i.e. the <i>Scientific Council</i> of the Institute. They monitor the process at all levels.
Advertising and application phase					
Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		<b>+/-Yes, substantially</b>	<p>Yes, we have clear guidelines for advertising positions which are stipulated by the Law on Higher Education and Rulebook. We don't use Euraxess templates.</p> <p>Pursuant to Article 172, paragraph (4) of the Law and Article 28 of the Rulebook, the Call for Election to an Academic Title and Establishment of Employment must include the corresponding academic-scientific field for which the candidate is being elected, as determined by the Classification of Scientific Research Areas, Fields, and Disciplines (the International Frascati Classification), the type of employment, its duration, the general and specific conditions for the election, the documentation relevant to the election, and other conditions stipulated by law or by a general act of the university and its unit, or by a general act of the independent higher vocational school. When submitting the documentation, candidates shall also submit a declaration confirming fulfillment of the general and specific conditions for the election.</p> <p>The Faculties and Institutes will be offered a template for advertising with the recommended content of information.</p>

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Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		<b>+/-Yes, substantially</b>	<p>In the job advertisements, we usually do not include links, instead, all required elements are listed in the call as it has been envisaged in the Law on Higher Education and the Rulebook. However, when the call specifically requires it, and when it is necessary for the elements to be more easily accessible, direct links may be included in the calls.</p> <p>The procedures will be unified by university wide recommendations for implementation at the Faculties and Institutes and recommendations to the Faculties/Institutes will be provided.</p>
Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		<b>-- No</b>	<p>No, we don't make full use of EURAXESS or any other platform for enhancing the recruitment process, as the process is being stipulated by the national Laws and Internal acts.</p> <p>The University will explore possibilities for advertising job announcement on Euraxess.</p>
Do we make use of other job advertising tools?	x	x		<b>++ Yes, completely</b>	<p>Yes, the job advertisement must be published in at least two daily newspapers, at least one of which is published in the Macedonian language and in the newspapers published in the language spoken by at least 20% of the citizens who speak an official language other than the Macedonian language.</p>

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					<p>The job advertisements are published at the Employment Service Agency of the Republic of North Macedonia webpage.</p> <p>The procedure for selection of the candidates requests the Review Committee (the Selection committee) to submit a full report for all the applied candidates to the University for publication at the <i>University Bulletin</i> and on the <i>University webpage</i>.</p>
Do we keep the administrative burden to a minimum for the candidate?	x			++ Yes, completely	Yes, the procedure for announcement of job advertisement, the process and selection are clearly well described in the Law and University internal acts and the applicants are expected to provide only the mandatory documents as stipulated by the law for employment commencement.
Selection and evaluation phase					
Do we have clear rules governing the appointment of selection committees?		x	x	++ Yes, completely	Yes, there are clear rules governing the appointment of the Review Committee described in the <i>Rulebook on the special conditions and the procedure for selection into teaching-scientific, scientific, teaching-professional and associate titles and demonstrators at the Ss. Cyril and Methodius University in Skopje</i> .

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Do we have clear rules concerning the composition of selection committees?		x	x	<b>++ Yes, completely</b>	Yes, there are clear rules concerning the composition of the Review Committee described in the <i>Rulebook on the special conditions and the procedure for selection into teaching-scientific, scientific, teaching-professional and associate titles and demonstrators at the Ss. Cyril and Methodius University in Skopje.</i>
Are the committees sufficiently gender-balanced?		x	x	<b>+/-Yes, substantially</b>	This is not envisaged in the acts, but is applied in the practice. The Article 9 of the Code of Ethics envisages the Principle of Equality and Justice. The University has adopted Gender Equality Plan and Declaration on Gender Equality that envisages the declared decision to support equal opportunities for women and men in research and innovation on student, academic and staff level at the whole University. Additionally, the University has committed to support equal balance in leadership and decision-making positions and strives to secure non-discrimination and bans gender-based violence.
Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best			x	<b>+/-Yes, substantially</b>	The rules for the Review committees to judge the merit for selection of best candidates are prescribed in the Law and the Rulebook.  Guideline will be developed that will have clarifications on the criteria.

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candidate being selected?					
<b>Appointment phase</b>					
Do we inform all applicants at the end of the selection process?		x		<b>++ Yes, completely</b>	The procedure for selection of the candidates requests the Review Committee (the Selection committee) to submit a report for the selected candidate to the University for publication at the <i>University Bulletin</i> and on the <i>University webpage</i> . The candidates that are not being selected have a right on objection/appeal.
Do we provide adequate feedback to interviewees?		x		<b>++ Yes, completely</b>	Feedback for interviewed candidates is provided in paper form, by mail or electronically. The candidates that are not being selected have a right on objection/appeal.
Do we have an appropriate complaints mechanism in place?		x		<b>++ Yes, completely</b>	Yes, candidates that are not being selected have a right on objection/appeal. This is regulated in the Rulebook of the University (Articles 45-48).
<b>Overall assessment</b>					
Do we have a system in place to assess whether				<b>--No</b>	No, the university doesn't have a system in place to assess whether OTM-R delivers on its objectives.

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OTM-R delivers on its objectives?					The University will develop a comprehensive monitoring and evaluation system that will track the progress and areas of improvements of the implementation of the objectives of the OTMR-policy.

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