

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 University applies the principles of open, transparent and merit-based recruitment through the national legal framework and its internal acts, notably the Statute of the Ss. Cyril and Methodius University in Skopje, the Rulebook on the special conditions and the procedure for selection into teaching-scientific, scientific, teaching-professional and associate titles and demonstrators (University Gazette No.

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					411/2018 and No. 426/2019), the Collective Agreement and the Code of Ethics. These documents are publicly available in Macedonian; however, a consolidated OTM-R policy is not yet available online in both Macedonian and English. Planned improvement and measurement: The official English version of the Rulebook and the supplementary university-wide OTM-R guidelines will be published on the University website and made accessible through the HRS4R and relevant recruitment/research-career webpages. Progress will be verified through the published documents and URLs, website download statistics and annual monitoring reports.
Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	+/-Yes, substantially	The University has clear internal procedures for academic and research appointments, primarily set out in the Rulebook on the special conditions and the procedure for selection into teaching-scientific, scientific, teaching-professional and associate titles and demonstrators (University Gazette No. 411/2018 and No. 426/2019). The Rulebook regulates public calls, eligibility and selection criteria, required documentation, timelines, appointment of Review Committees, evaluation, reporting and decision-making for the positions within its scope. Supplementary operational guidance explicitly addressing the consistent

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					application of OTM-R principles across the University is not yet available. Planned improvement and measurement: A set of supplementary university-wide OTM-R guidelines for selection procedures will be developed, published and communicated to 100% of faculties and institutes. Evidence will include the published guidelines, communication and dissemination records and, where applicable, attendance lists.
Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	+/-Yes, substantially	Members of Review Committees and the competent University and unit-level bodies apply the requirements of the Law on Higher Education and the University Rulebook and have relevant academic and professional experience in recruitment and selection procedures. To further support the consistent operational application of OTM-R principles, the supplementary university-wide OTM-R guidelines will be made accessible to the relevant bodies and administrative services and communicated and disseminated to all faculties and institutes. Implementation will be evidenced by the published guidelines, communication and dissemination records,

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					attendance lists where applicable, and annual monitoring reports.
Do we make (sufficient) use of e-recruitment tools?	x	x		-/+ Yes, partially	The legally prescribed recruitment channels are in place. Job advertisements are published through the channels required by national legislation, including the Employment Service Agency of the Republic of North Macedonia, while Review Committee reports are published in the University Bulletin and on the University website. Nevertheless, online publication of academic and research vacancies across faculty and institute webpages and the central University webpage is not yet systematic, and EURAXESS is not yet used consistently. Planned improvement and measurement: From Year 2 onwards, at least 60% of academic and research vacancies intended for international recruitment will be published in English on the official webpages of faculties and institutes and on the central University webpage. At least 60% of vacancies open to international competition will be published on EURAXESS. Progress will be measured through vacancy URLs, channel-specific publication data, website analytics and annual monitoring reports.

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Do we have a quality control system for OTM-R in place?	x	x	x	++ Yes, completely	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. 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 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. 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,

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					i.e. the <i>Scientific Council</i> of the Institute, based on the proposal in the abstract of the Review Committee.
Does our current OTM-R policy encourage external candidates to apply?	x	x	x	++ Yes, completely	The University's recruitment policy encourages external candidates to apply. Vacancies are announced through publicly accessible channels in accordance with national legislation, including the legally prescribed newspapers and the Employment Service Agency of the Republic of North Macedonia. Applications are open to all candidates who meet the general and specific requirements for the position, irrespective of whether they are currently employed by the University or the recruiting faculty or institute. All applicants are assessed according to the same legally prescribed criteria and procedures. The Review Committee prepares a reasoned report covering all applicants, and the report is published in the University Bulletin and on the University website. The planned publication of vacancies on faculty and institute webpages, the central University webpage and, where applicable, EURAXESS will further increase their accessibility and reach among external candidates.
Is our current OTM-R policy in line with policies to attract	x	x	x	+/-Yes, substantially	Foreign researchers may apply for academic and research positions at the University provided that they meet the requirements established by national legislation and the

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researchers from abroad?					University's internal acts. The University also supports international research cooperation and mobility through international projects, institutional partnerships and joint research activities. These arrangements provide an institutional basis for attracting and engaging researchers from abroad. However, recruitment information is not yet systematically available in English across the University, academic and research vacancies open to international competition are not systematically published on EURAXESS, and data on applications submitted by candidates from abroad are not centrally collected and monitored. In addition, relevant University regulations and procedures require further review to support more effective international recruitment and the employment of foreign researchers. As part of the HRS4R Action Plan, the University will review the relevant regulations and procedures, introduce the online publication in English of vacancies intended for international recruitment, and publish at least 60% of vacancies open to international competition on EURAXESS from Year 2 onwards. The University will also monitor the number of applications submitted by candidates from

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					abroad, with targets of at least 5 applications in Year 2 and at least 10 in Year 3.
Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++ Yes, completely	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 (https://ukim.edu.mk/wp-content/uploads/2024/11/248_eticki_kodeks.pdf) envisages that it is forbidden any kind of direct or indirect 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	x	x	x	++ Yes, completely	The University provides attractive working conditions that are described in the <i>Statute</i> and the <i>Collective Agreement of</i>

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policies to provide attractive working conditions for researchers?					<i>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 most suitable researchers apply?				++ Yes, completely	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 confirmation of the selected candidate is done by the <i>Senate, or 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					

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Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		+/-Yes, substantially	Clear requirements concerning the content of vacancy announcements are established by the Law on Higher Education and the University's internal acts. Pursuant to Article 172, paragraph 4 of the Law on Higher Education and Article 28 of the University Rulebook, a call for election to an academic or research title must specify the relevant academic or scientific field, the type and duration of employment, the general and specific eligibility conditions, the required documentation and other conditions prescribed by the applicable legislation and institutional acts. However, a standardized university-wide English-language template for the online presentation of researcher vacancy information has not yet been developed, and EURAXESS templates are not systematically used. The University will develop and implement a standardized English-language vacancy announcement template containing information on the position, eligibility criteria, selection procedure, required documentation, working conditions, career-development opportunities, contact details and relevant links. The template will be applied in at least 90% of relevant researcher vacancy announcements published by faculties and institutes.
Do we include in the job advertisement references/links to all	x	x		+/-Yes, substantially	Job advertisements generally do not include direct links, as the information required by the Law on Higher Education and the University Rulebook is provided directly in the call.

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the elements foreseen in the relevant section of the toolkit?					Where appropriate, direct links may be included to make additional information and relevant documents more easily accessible to applicants. To support clearer and more consistent online presentation of vacancy information, the University will develop and implement a standardized university-wide English-language vacancy announcement template. The template will include the legally required information, contact details and relevant links concerning the position, selection procedure, working conditions and career-development opportunities. Its application will be monitored through published vacancy announcements, with a target of its use in at least 90% of relevant researcher vacancy announcements.
Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		-- No	The University does not currently make systematic use of EURAXESS for the publication of academic and research vacancies. From Year 2 onwards, the University will publish on the EURAXESS portal at least 60% of academic and research vacancies open to international competition, including relevant project-funded research positions advertised through open calls. Progress will be verified through URLs to the published EURAXESS vacancies and annual monitoring reports

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					containing data on the total number of academic and research vacancies open to international competition and the number and percentage published on the EURAXESS portal.
Do we make use of other job advertising tools?	x	x		++ Yes, completely	The University uses the job-advertising channels prescribed by national legislation. Vacancy announcements are published in at least two daily newspapers, in accordance with the applicable language requirements, and through the Employment Service Agency of the Republic of North Macedonia. These legally prescribed channels will be complemented by the online publication of vacancies intended for international recruitment on the official webpages of faculties and institutes and on the central University webpage. Academic and research vacancies open to international competition will also be published on EURAXESS in accordance with the targets established in the HRS4R Action Plan.
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.

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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> .
Do we have clear rules concerning the composition of selection committees?		x	x	++ Yes, completely	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	-/+ Yes, partially	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

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					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 candidate being selected?			x	+/-Yes, substantially	The Law on Higher Education and the University Rulebook prescribe the criteria and evidence to be considered by Review Committees when assessing candidates. The Review Committee is required to evaluate all applicants and prepare a reasoned written report containing a proposal for the selection of the candidate(s) or a proposal not to select any of the applicants. To support the consistent and documented application of OTM-R principles in selection procedures, the University will develop supplementary university-wide OTM-R guidelines, in accordance with national legislation and the University's internal acts. The guidelines will provide practical clarification for Review Committees without modifying the legally prescribed selection criteria, competences or decision-making procedures. The supplementary OTM-R guidelines will be published on the University website and communicated and disseminated to 100% of faculties and institutes.
Appointment phase					

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Do we inform all applicants at the end of the selection process?		x		++ Yes, completely	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		++ Yes, completely	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		++ Yes, completely	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).
Overall assessment					
Do we have a system in place to assess whether OTM-R delivers on its objectives?				--No	The University does not currently have a dedicated university-wide system for assessing whether OTM-R delivers on its objectives. In particular, the online publication and international visibility of academic and research vacancies are not yet systematically monitored and documented in a format aligned with HRS4R/OTM-R principles and EURAXESS practices.

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					As part of the HRS4R Action Plan, the University will establish an annual monitoring mechanism for the online publication and international visibility of academic and research vacancies. The mechanism will be established in Year 1, followed by the preparation and publication of annual monitoring reports in Years 2 and 3. The reports will include data on compliance with online publication and international-visibility requirements, publication on the EURAXESS portal, applications submitted by candidates from abroad, and relevant website analytics.