

	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	+/- Yes substantially	https://institutminestelem.com An internal version of the IMT Recruitment Charter is currently available on the institution's Intranet (last updated in September 2024), The English version has not yet been published but is currently ongoing.
Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	+/- Yes substantially	An external version of the IMT Recruitment Charter is available on both the IMT Career website and the institutional IMT website (last updated in February 2024). This document provides clear guidance on OTM-R procedures and practices for all types of positions.
Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	-/+ Yes partially	Training on OTM-R practices has been provided to HR professionals, managers, and recruitment experts, although not all stakeholders have been trained yet, and the institution is fully aware of the need to train external jury members, given their significant involvement in IMT's recruitment processes. In 2024, alignment with OTM-R principles and complementary awareness actions have also been implemented: a Recruitment Interview Support Guide is available as an annex to the IMT Recruitment Charter, and awareness sessions on gender bias were conducted through immersive virtual reality workshops (Revero system). Further improvement is planned under Action 18, which aims to develop a bilingual guidance document for external experts participating in recruitment panels, in order to strengthen consistency and inclusiveness across all selection procedures.
Do we make (sufficient) use of e-recruitment tools?	x	x		++ Yes completely	IMT makes extensive use of e-recruitment tools through the group-wide Applicant Tracking System (ATS) Recrutee, which supports transparent and efficient recruitment processes across all schools. In addition, a joint recruitment media purchase is conducted at the group level to ensure visibility and consistency in communication. For 2025, this includes Academic Positions, LinkedIn, Hellowork, and AssessFirst platforms.
Do we have a quality control system for OTM-R in place?	x	x	x	-/+ Yes partially	IMT has established several quality control mechanisms related to OTM-R implementation. Recruitment publication processes are fully traceable through the Recrutee platform. Candidate selection is documented through interview reports and meeting minutes; however, these practices are currently being strengthened under Action 17, which aims to implement, finalise, and generalise a standardised recruitment evaluation grid specifically for researchers across all IMT schools. An annual recruitment review is also presented to the staff representative bodies, including indicators on gender equality and recruitment trends, ensuring continuous improvement in transparency and consistency across all recruitment procedures.
Does our current OTM-R policy encourage external candidates to apply?	x	x	x	++ Yes completely	IMT's current OTM-R policy systematically ensures both internal and external publication of all recruitment opportunities, thereby encouraging applications from a wide pool of candidates. According to the 2024 IMT recruitment report, 85% of new hires in teaching and research positions came from outside the IMT network, demonstrating the institution's strong commitment to openness, transparency, and competitiveness in its recruitment processes.
Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	-/+ Yes partially	IMT's OTM-R policy supports efforts to attract international researchers through systematic publication of job offers on external international recruitment platforms such as Academic Positions and EURAXESS, in both French and English. Further improvements are planned under Action 16 of the HRS4R action plan to enhance the visibility and attractiveness of job advertisements.
Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	++ Yes completely	IMT's OTM-R policy is fully consistent with efforts to attract and support underrepresented groups. All job offers are written in a gender-neutral manner, and awareness sessions on gender bias are regularly conducted to foster inclusive recruitment practices. In addition, an annual Gender Equality Report is presented to the staff representative bodies, including detailed statistics on gender distribution throughout the recruitment process, ensuring continuous monitoring and improvement.
Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	+/- Yes substantially	The IMT's "Attractiveness" working group is actively addressing this dimension as part of its institutional roadmap. Its mandate is to strengthen the attractiveness of working conditions for researchers through coordinated measures fully aligned with OTM-R and HRS4R principles. In addition, IMT has planned a specific action (Action 20) to implement the Quality of Work Life (QWL) action plan for researchers, based on the results of the 2025 social barometer. This action further demonstrates IMT's commitment to fostering supportive, healthy, and attractive working conditions across all its schools.
Do we have means to monitor whether the most suitable researchers apply?				-/+ Yes partially	IMT monitors applicant statistics and compares them with the profiles shortlisted and interviewed to assess whether suitable researchers are applying. The institution also tracks the completion rate of recruitment processes as an indirect indicator of applicant suitability.
Advertising and application phase					
Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++ Yes completely	The IMT Recruitment Charter provides clear guidelines and procedures for advertising positions, in full alignment with applicable regulations and tailored to the different staff categories and researcher profiles.
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	Job advertisements systematically include all relevant information such as application procedures, contact details, and key administrative information, in line with the requirements of the OTM-R toolkit. This information is standardised across all IMT schools through the Recrutee platform to ensure consistency.
Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		++ Yes completely	The IMT Recruitment Charter specifies the obligation to systematically publish all teaching and research positions on the EURAXESS platform to ensure broad visibility and attract a diverse pool of candidates at the international level.
Do we make use of other job advertising tools?	x	x		++ Yes completely	In addition to EURAXESS, IMT primarily uses mainly "Academic Positions" and also the Association Bernard Gregory (ABG) platforms to advertise its research vacancies. Secondary channels such as Hellowork, Indeed, and LinkedIn are also used to increase visibility and reach a broader and more diverse pool of candidates.

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Do we keep the administrative burden to a minimum for the candidate?	x			+/- Yes substantially	Candidates are required to submit their application only once through the group-wide Applicant Tracking System (ATS), ensuring a simplified and efficient process. Further improvement is planned, as a dedicated working group on the optimisation and harmonisation of the researcher application files will be launched by the end of 2025.
Selection and evaluation phase					
Do we have clear rules governing the appointment of selection committees?		x	x	++ Yes completely	The IMT Recruitment Charter sets out clear rules for the composition of selection committees, emphasising gender balance and specifying the functions to be represented within the panel. Compliance statistics regarding the composition of committees are monitored through the annual IMT Recruitment Report, which is presented to the staff representative bodies.
Do we have clear rules concerning the composition of selection committees?		x	x	++ Yes completely	The composition of selection committees is governed by clear rules detailed in Instruction 15-2016 for contractual researchers and by ministerial decrees for tenured Professors and Associate Professors. These provisions are recalled in the IMT Recruitment Charter and made available on the institutional Intranet. A standard form for declaring jury members has also been implemented as an annex to the Recruitment Charter to ensure consistency and transparency across all recruitment procedures.
Are the committees sufficiently gender-balanced?		x	x	-/+ Yes partially	Gender balance within selection committees is regularly monitored as part of the IMT Recruitment Report and the Gender Equality Plan. In 2024, among all teaching and research recruitment processes that led to interviews, 43% of committees met IMT's commitment to ensuring that at least one-third of each gender is represented. Efforts are ongoing to further strengthen gender balance across all recruitment panels.
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	The IMT Recruitment Charter provides guidance to selection committees on evaluating candidates based on merit and objective criteria. Awareness-raising actions on gender bias have also been implemented, including the use of educational videos, to strengthen fairness and objectivity in the assessment process. Interview reports are systematically completed by the committees to ensure transparent and evidence-based decision-making. Further improvement is planned under Action 17, which aims to implement, finalise, and generalise a standardised evaluation grid for researcher recruitment.
Appointment Phase					
Do we inform all applicants at the end of the selection process?		x		++ Yes completely	All applicants are informed of the outcome of the selection process through the Recrutee Applicant Tracking System (ATS). This practice is also recalled in the IMT Recruitment Charter to ensure transparency and systematic communication with all candidates.
Do we provide adequate feedback to interviewees?		x		+/- Yes substantially	Standard notification messages are sent to candidates via the Recrutee Applicant Tracking System (ATS), specifying that additional feedback may be provided upon request. When requested, a more detailed and individualised exchange is organised to provide constructive feedback on the candidate's performance.
Do we have an appropriate complaints mechanism in place?		x		++ Yes completely	IMT has a formal complaints and appeals mechanism in line with the French legal framework. Depending on the type of position (civil service competition, public-law contract, or private-law contract), candidates may challenge a recruitment decision when there is a procedural irregularity or a discriminatory element. Three appeal routes are available: 1. Administrative appeal (recours gracieux) to the authority that made the decision. 2. Hierarchical appeal (recours hiérarchique) to the higher authority (School Director or Director General). 3. Judicial appeal (recours contentieux) before the competent French courts. These mechanisms ensure that candidates can contest decisions in a transparent and legally secured manner, in accordance with OTM-R principles.
Overall assessment					
Do we have a system in place to assess whether OTM-R delivers on its objectives?				++ Yes completely	The IMT Recruitment Report includes objective indicators that monitor key aspects of the recruitment process, such as traceability, openness, and the objectivity of selection decisions. These indicators are produced and reviewed annually to assess progress and ensure that OTM-R objectives are being effectively achieved.