

5.3.2. OTM-R Review: UTC

When Université de technologie de Compiègne embarked on the HR Excellence for Research accreditation process, the European Commission had not yet published its recommendation that the application include elements to demonstrate an open, transparent, merit-based recruitment policy.

UTC has long prided itself on having a recruitment policy that is open, transparent, and merit-based, and remains committed to adhering vigorously to the principles of OTM-R.

I – OTM-R strategy

The recruitment of researchers at UTC recognises several categories of researchers:

- tenured academic personnel (Professors and Associate Professors) and academic personnel under contract
- scientific staff (PhD candidates and full-time researchers)
- technical staff who can also be recruited to roles supporting research

All recruitments within the university fall under the responsibility of the recruitment section of the Human Resources Division (with the exception of PhD candidates, recruited by the Doctoral School), with the aim of ensuring that recruitment is done in a secure, professional manner.

There are different recruitment processes corresponding to the different categories of personnel (tenured/non-tenured, academic personnel/full-time researchers/PhD candidates/engineers/technicians). Within a given category, however, the recruitment process is always the same, whether recruiting for a permanent or a temporary post.

For maximum transparency, and to facilitate the task of the administrative units wishing to recruit staff, all the recruitment procedures and corresponding documents and forms (relating to the request to recruit and to the recruitment sheet, or *fiche de recrutement*) can be viewed and downloaded via UTC's digital workspace:

⇒ *PhD candidates under contract:*

<https://webapplis.utc.fr/ent/services/services.jsf?sid=357>

⇒ *all other researchers:*

<https://webapplis.utc.fr/ent/services/services.jsf?sid=328>

Future enhancement:

To help UTC staff find their way through the various rules and procedures surrounding recruitment we are planning to publish a user guide. This will contain comprehensive information about recruitment procedures, from the request to recruit to the drafting and publication of the vacancy and the selection of candidates.

The guide will be in French and English.

⇒ *Recruitment policy*

In view of the several changes of personnel at senior management level in 2017, the Director of Internal services has proposed the following two-stage agenda: global blueprint in 2019, and drafting of an HR strategy in 2020 (to be approved by the university bodies in 2021).

II – Advertising and application phase

a) Advertising of vacancies

⇒ *recruitment of contractual and tenured personnel other than by competitive examination, and not including the recruitment of PhD candidates:*

Any position that is being recruited for must have a **job profile** that is drawn up as follows:

- for engineers, technicians and administrative staff (tenured or under contract, permanent or temporary), the job profile is drawn up jointly by the line manager and the HR recruitment section
- for full-time researchers under contract, the job profile is drawn up jointly by the project head and the HR recruitment section
- for academic personnel (tenured or under contract), the job profile is drawn up jointly by the research unit and the teaching department, subject to initial approval by the functional directors and to an opinion by the Scientific Committee and the Studies and Student Life Committee, and then to approval by a subcommission of the University Supervisory Board, the process being monitored throughout by the HR recruitment section

Regarding the **advertising** of vacancies:

- all vacancies are displayed on UTC's institutional website, under the heading *Recrutement*
- vacancies for contractual positions are advertised by the French Employment Office and the *APEC* agency (concerned with executive recruitment)
- vacancies for researchers (in the broad sense, including academic personnel, full-time researchers, and engineers supporting research) are also published on the Euraxess platform
- vacancies for technical staff are published on the French interministerial public sector job exchange website *BIEP* (which advertises public sector employment vacancies, internships and apprenticeships at state and local authority level, as well as in public hospitals)
- depending on the budget of the recruiting entity (the HR recruitment section does not have a budget for paid advertising), vacancies may be advertised on specialised sites, in other institutions, etc.

When a vacancy is advertised, the following **information** is included:

- candidate profile sought
- place of work
- mode of recruitment, type of contract, duration of contract, anticipated starting date
- experience
- gross monthly salary
- workload
- mission
- principal activities
- qualification required
- work environment and context
- the *scientific contact*, when recruiting researchers
- the *administrative contact* in the HR recruitment section

Researchers may be recruited from outside, from institutional or industrial partners, or from inside the university: finding the best possible person for the job is an integral part of furthering UTC's development, reputation and internationalisation.

⇒ *recruitment of PhD candidates:*

All proposed thesis topics are listed on UTC's institutional website under the *École doctorale* heading, and in some cases they are also listed on the ABG website (*Association Bernard Gregory*, an organisation promoting the career development of PhD holders) and on Euraxess.

b) A simpler administrative procedure for applicants

⇒ *recruitment of contractual and tenured personnel other than by competitive examination, and not including the recruitment of PhD candidates:*

To reduce the administrative burden and make communication easier, applicants may submit their CVs and letters of motivation

- either via one of the dedicated recruitment platforms on the UTC website; for example, if applying for a position as a full-time researcher, the appropriate recruitment platform is <https://candidature.utc.fr/chercheur>
- or by emailing them to the specified contact

Supporting documents (ID, degree certificates, criminal record, etc.) will only be requested after a candidate has been selected in order to complete the recruitment phase and draw up the contract or finalise the appointment.

⇒ *recruitment of tenured personnel by competitive examination:*

There is a centralised procedure for institutions throughout France.

Applications are submitted via the dedicated platform on the UTC website (as indicated by the description of the vacancy on the *Galaxie* platform, accessed via the website of the French government ministry responsible for research and higher education): <https://candidature.utc.fr/mcpr/>

The supporting documents that need to be submitted are set out in ministerial decrees.

⇒ *recruitment of PhD candidates:*

Applicants fill in application forms online and transmit supporting documents by email (or via the postal service).

c) Acknowledgement of receipt, provision of additional information

⇒ *recruitment of contractual and tenured personnel other than by competitive examination, and not including the recruitment of PhD candidates:*

If applicants have questions, they should contact the HR recruitment section (email addresses and telephone numbers can be found at the web address where applications are submitted).

Once an application is submitted the applicant receives a password for accessing his or her application and providing/uploading additional information.

⇒ *recruitment of PhD candidates:*

Applicants receive a mail containing instructions for providing additional information, together with the contact details of the person at the Doctoral School that any questions may be addressed to.

III – Selection and evaluation phase

a) Recruitment panels

For any recruitment the university will appoint a recruitment panel (that is also sometimes referred to as a "selection committee" in the case of tenured academic staff, and as a recruitment "jury" for tenured engineers, technicians and administrative staff). This panel is responsible for ensuring that applicants are treated equally and that there is no unfair discrimination of any kind in the selection process.

Members of the panel are bound by a duty of impartiality, objectivity and neutrality.

⇒ *recruitment of academic personnel:*

A recruitment panel or “selection committee” is appointed for the recruitment of tenured academic personnel (see Decree No 84-431 of 6 June 1984 setting out statutory provisions applicable to academics and in particular to Professors and Associate Professors). A selection committee also gives a positive or negative opinion on the recruitment of certain academic personnel employed under contract.

A selection committee is not an enduring entity, but it is appointed when there is an academic vacancy to be filled.

The regulations require that when a selection committee is appointed, more than half of its members are specialists in the relevant discipline.

In addition, a selection committee must have at least 40% female and 40% male members, and there must be at least two women and two men.

The regulations relating to the appointment and composition of selection committees can be consulted via UTC’s digital workspace:

<http://interne.utc.fr/d-r-h/recrutement/article/comites-de-selection>

For academic personnel under contract, a recruitment panel will also be appointed, but with somewhat different regulations and procedures, described here:

http://interne.utc.fr/IMG/pdf/chercheur_contractuel_processus_recrutement.pdf

⇒ *recruitment of “technical” research personnel under contract:*

For every recruitment of this type an ad hoc recruitment panel is appointed:

http://interne.utc.fr/IMG/pdf/biatss_titulaire_processus_recrutement.pdf

http://interne.utc.fr/IMG/pdf/biatss_contractuel_permanent_processus_recrutement.pdf

⇒ *recruitment of PhD candidates:*

All candidates are interviewed by an ad hoc panel including members from outside the discipline, thesis topic, and research unit concerned, and in some cases representatives of the Doctoral School and the Human Resources Division.

Irrespective of the type of personnel, the composition of a recruitment panel will reflect the following criteria:

- professional competence and personal aptitudes
- gender balance
- the inclusion of members from outside the recruiting entity
- in no circumstances will a recruitment panel have fewer than three members

The Human Resources Division organises a training session for conducting recruitment interviews, open to all UTC personnel who may potentially be part of a recruitment panel.

b) Selection and interview

⇒ *recruitment of tenured personnel by competitive examination:*

The panel examines all applications that have been submitted and that meet the regulatory requirements.

The candidates deemed eligible are then interviewed by the panel.

⇒ *recruitment of personnel under contract (other than PhD candidates):*

All applications are examined by the HR recruitment section and by the recruiting entity.

A shortlist is drawn up of the applicants who appear to best meet the requirements of the vacant position, and these applicants are then interviewed by the recruitment panel, either face to face or via an audio/video link, according to applicants’ availability.

⇒ *recruitment of PhD candidates:*

The panel interviews applicants who have been preselected by the thesis supervisor on the basis of their scientific profile and their knowledge.

Interviews can take place face to face or via an audio/video link, according to applicants' availability.

c) Recognising the merit and potential of applicants

⇒ *recruitment of contractual personnel and tenured personnel by competitive examination:*

The qualifications required are specified in the recruitment notice or the job profile.

⇒ *recruitment of PhD candidates:*

In addition, a number of questions for reflection are published on the UTC Doctoral School's website, designed to provide some useful pointers to potential PhD candidates before they attend an interview

IV – Appointment phase

a) Providing feedback

⇒ *recruitment of tenured personnel by competitive examination:*

Candidates' marks are communicated to them once the competition is over.

Candidates may also ask to see their examination paper, where applicable.

In the case of academic personnel, disappointed candidates who ask to know why their application was unsuccessful are informed of the reasons.

⇒ *recruitment of personnel under contract (other than PhD candidates):*

All applicants are informed via an email whether their application was successful or unsuccessful and, where applicable, how highly they were ranked in relation to other applicants.

⇒ *recruitment of PhD candidates*

In the week following their interview all applicants are sent a letter informing them whether their application was successful or unsuccessful and, where applicable, informing them how highly they were ranked in relation to other applicants.

Future enhancement:

In the case of recruitment to contractual positions a feedback process needs to be put in place whereby applicants who are not offered the position after an interview can ask to know the strengths and weaknesses of their application in relation to the job profile.

b) Complaints procedure

UTC currently has no formalised internal procedure for dealing with possible complaints by applicants.

Future enhancement:

In the case of recruitment to contractual positions, a procedure for dealing with complaints needs to be formalised and made known.

V - Exceptions

Exceptions to the processes and rules described above may be made only in order to retain, reinstate, or extend the employment of an existing researcher, or for the purposes of positive discrimination. Whenever such exceptions are made, the process must be transparent, justified, and documented. In no circumstances may exceptions be made in relation to an applicant's qualification and suitability for the job profile.