



HR EXCELLENCE IN RESEARCH

# OTM-R Policy

## Nebrija University

**Open, Transparent and  
Merit-based Recruitment**



UNIVERSIDAD  
**NEBRIJA**

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## 1. Introduction

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Nebrija University, as part of its commitment to academic and research excellence, adopts the principles of Open, Transparent and Merit-based Recruitment (OTM-R), promoted by the European Commission within the framework of the Human Resources Strategy for Researchers (HRS4R) and the EURAXESS initiative.

The purpose of this Policy is to ensure that the recruitment, selection and promotion of Academic and Research Staff are conducted in accordance with the principles of openness, transparency, equal opportunities, merit, competence and objective assessment, thereby fostering the attraction, development and retention of national and international talent.

Nebrija University regards talent attraction, development and retention as a strategic priority, directly linked to the quality of research, educational innovation, professional development, and the consolidation of an international, diverse, inclusive and continuously improving academic environment.

This Policy is inspired by the principles set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, as well as by the University's institutional regulations, procedures and policies relating to human resources management, professional development, academic career progression and its Internal Quality Assurance System.

Furthermore, Nebrija University is committed to ensuring equal opportunities and non-discrimination throughout all recruitment and promotion processes, guaranteeing that these are conducted free from discrimination on the grounds of gender, age, ethnic or national origin, nationality, disability, sexual orientation, religion, or any other personal or social circumstance.

The University also ensures the confidentiality of all applications, compliance with the applicable legislation on the protection of personal data, and the responsible, secure and ethical management of all information processed throughout the recruitment and selection process.

## 2. General Considerations

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This Policy has been developed in accordance with the applicable Spanish and European regulatory framework.

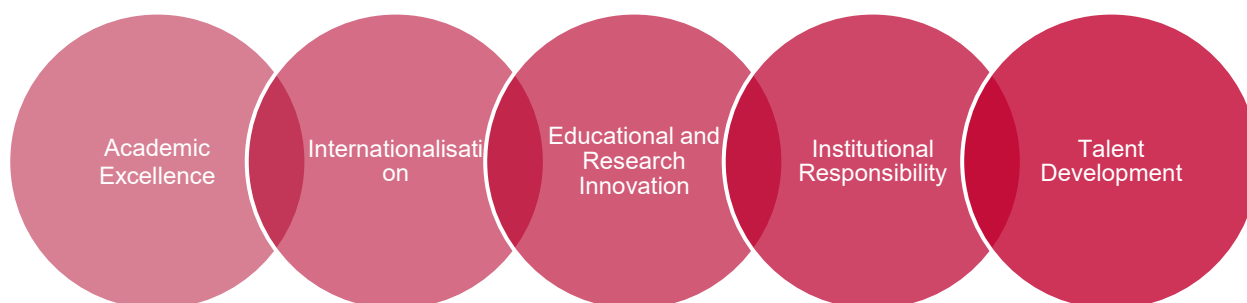
### **National legislation**

- Organic Law on the University System (LOSU).
- Science, Technology and Innovation Act.
- Spanish Workers' Statute.
- Collective Agreement for Private Universities in the Community of Madrid.

### **European framework**

- European Charter for Researchers.
- Code of Conduct for the Recruitment of Researchers.
- European Commission's Human Resources Strategy for Researchers (HRS4R).

The OTM-R Policy is integrated into Nebrija University's strategic and organisational framework and is aligned with its core institutional principles of:



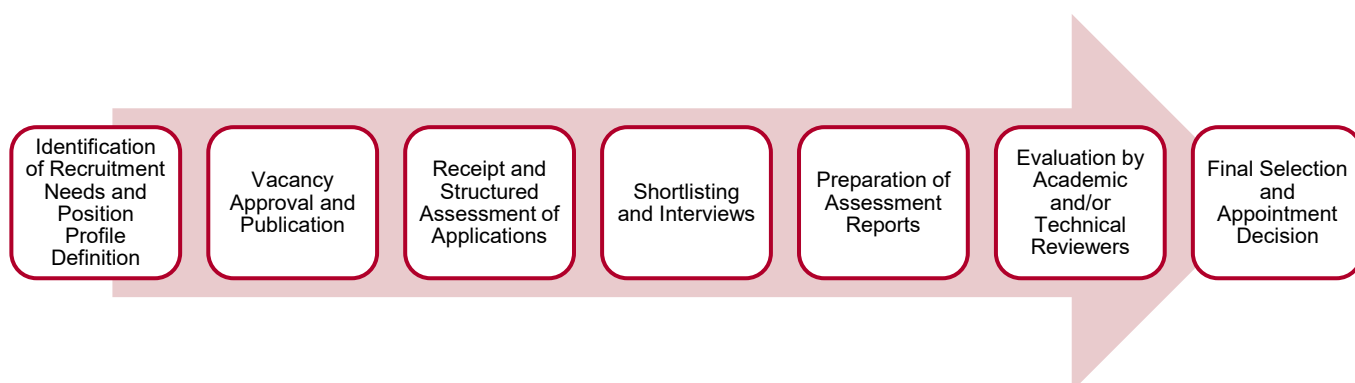
Nebrija University has established a structured career development framework for both Academic and Research Staff (ARS) and Professional Services Staff (PSS), based on clearly defined academic and professional categories, objective promotion criteria and performance evaluation mechanisms.

The University has also established internal recruitment and assessment procedures, together with supporting policies, guidelines and tools related to career development, talent management, and the operation of selection committees and assessment panels. These instruments ensure the effective implementation of the OTM-R principles and their consistent application across the institution. Recruitment processes incorporate digital tools and management systems that facilitate the publication of vacancies, communication with applicants, the organisation of interviews and/or objective assessment exercises, and the traceability of decisions, while ensuring the appropriate retention of evidence generated throughout each recruitment process.

Recruitment processes are coordinated jointly by the Selection and Talent Unit within the Human Resources Department and the relevant academic units, ensuring that candidate profiles meet the University's teaching, research and strategic needs. Each recruitment process includes at least three stages of assessment, consisting of an initial screening followed by at least two interviews, which may be complemented, where appropriate, by additional assessment exercises, presentations or evaluation by a selection committee.

### 3. Recruitment Procedure and General OTM-R Principles

Recruitment processes at Nebrija University follow a structured and documented procedure.



The composition of selection committees and assessment panels is based on principles of technical expertise, diversity and balance, promoting balanced representation and preventing conflicts of interest. Individuals involved in the evaluation process shall act in accordance with consistent, objective and pre-established assessment criteria.

The University ensures the confidentiality of all applications, compliance with the applicable data protection legislation, and the appropriate traceability and retention of all documentation generated throughout the recruitment process.

### 3.1 Open Recruitment

Nebrija University ensures the wide dissemination and accessibility of its employment opportunities through the publication of vacancies on the [Nebrija Careers Portal](#), specialised recruitment platforms and relevant national and international professional networks, including the Community of Madrid Employment Portal, RedIRIS, LinkedIn, and the systematic publication of research-related positions on EURAXESS.

All vacancies are publicly advertised and clearly specify the position profile, main responsibilities, eligibility requirements and terms and conditions of employment.

### 3.2 Transparency

Recruitment processes are conducted in accordance with pre-defined, objective and transparent criteria.

The University ensures that position profiles and assessment criteria are established in advance and that clear information is provided regarding the terms and conditions of employment and the characteristics of each position. In addition, clear and timely communication is maintained throughout the different stages of the recruitment process, ensuring the documentation and traceability of decisions taken, as well as the retention of assessment reports associated with each recruitment procedure.

Nebrija University is committed to providing a clear, accessible and respectful candidate experience by facilitating effective communication channels with applicants. The University also endeavours to provide timely and appropriate information on the status and outcome of recruitment processes, as well as mechanisms through which candidates may submit enquiries or suggestions related to the recruitment process.

### 3.3 Merit-based Assessment

Applications are assessed through structured procedures, which may include the evaluation of qualifications and experience, interviews, and assessment methods specifically tailored to the requirements of the position. Selection decisions are based on objective and comparable criteria, taking into account:



The University also recognises the value of diverse career paths, international mobility, interdisciplinarity, professional experience outside academia, and justified interruptions to academic or research careers.

### **Initial Assessment**

During the initial assessment, evaluators will determine whether applicants meet the requirements established for the vacancy and demonstrate sufficient merit to progress to the next stage of the recruitment process.

### **Merit Assessment**

The selection committee or designated evaluators will assess candidates objectively on the basis of their teaching, research, management, professional activities or services, and any other merits relevant to the position. Depending on the nature of the vacancy, recruitment processes may also include the public presentation of achievements or work plans, as well as objective assessment exercises at subsequent stages of the process.

### **Candidate Interviews**

Candidates who successfully pass the previous stage will be invited to an interview, which may be conducted during the same session or at a separate stage of the recruitment process. The purpose of the interview is to assess candidates' transversal competencies, as well as their motivation, commitment and alignment with Nebrija University's institutional mission and values.

Where considered appropriate by the selection committee, candidates may also be invited to complete aptitude and personality assessments in order to provide a more objective evaluation of their suitability for the position and their alignment with the University's values and mission.

### **Selection Decision**

Upon completion of the assessment process, the selection committee or designated evaluators will prepare a reasoned assessment report on the suitability of the candidates. This report will be incorporated into the internal recruitment records for the selected candidate(s).

Throughout the recruitment process, applicants will be provided with appropriate information regarding the different stages of the process, its outcome, and the communication channels available to them, with the aim of ensuring a transparent and respectful candidate experience.

## 4. Talent Management and Career Development

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Nebrija University regards recruitment, talent selection and talent development as strategic drivers for strengthening its academic and research ecosystem. These activities form part of a comprehensive framework for human resources management, career development and continuous improvement.

The University has established career development, promotion and performance evaluation systems designed to recognise and assess, in an objective and transparent manner, teaching performance, research activity, knowledge transfer, university management, institutional commitment and professional development potential.

Within this framework, Nebrija University has developed a structured academic and professional career model for its Academic and Research Staff, aligned with the applicable national and European standards. This model defines academic career categories, merit- and competence-based promotion criteria, performance evaluation systems, and mechanisms that support the progressive career development of researchers throughout the different stages of their careers (R1–R4).

Furthermore, Nebrija University promotes policies and initiatives aimed at identifying, attracting, recognising, developing and promoting internal talent, fostering a working environment based on merit, equal opportunities and sustainable professional development.

### **Onboarding and Integration of New Academic and Research Staff**

The University promotes onboarding, integration and professional support initiatives designed to facilitate the successful incorporation and adaptation of newly appointed Academic and Research Staff, encouraging their academic, research and organisational integration from the earliest stages of their employment.

Academic Departments, in coordination with the relevant Vice-Rectorates and the Human Resources Department, develop onboarding plans and initiatives for newly appointed staff and those promoted internally. These initiatives may include welcome sessions, mentoring or initial guidance, institutional information, orientation on internal procedures, and support in becoming familiar with the University's academic and research environment.

In addition, the University may assign newly appointed Academic and Research Staff a mentor or academic adviser, preferably from the same field of expertise and with established academic experience, in order to facilitate their integration, support their professional development, and assist their adaptation to the University's teaching, research and institutional environment.

## 5. Monitoring and Continuous Improvement

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Within the framework of the Human Resources Strategy for Researchers (HRS4R), Nebrija University is committed to:

- Implementing electronic recruitment (e-recruitment) practices.
- Periodically reviewing its recruitment and selection processes.
- Incorporating European best practices in recruitment.
- Gathering feedback from applicants and evaluators.
- Promoting continuous improvement initiatives.
- Further enhancing the quality, fairness and transparency of its recruitment processes.

To evaluate the effectiveness of this OTM-R Policy and support continuous improvement, the University may use monitoring indicators related to the dissemination of vacancies, international participation, diversity of applicants, recruitment timelines, candidate experience, satisfaction of the participating

academic and administrative units, and the quality of new appointments. Improvement actions will be implemented through the corresponding HRS4R Action Plans.

In line with the HRS4R strategy and the University's internal quality assurance and continuous improvement procedures, this Policy will be subject to regular evaluation, review and updating to ensure its continued alignment with European recommendations, the applicable regulatory framework, and Nebrija University's organisational and strategic objectives.

## 6. Accessibility and Dissemination of the Policy

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This Policy was approved on 28<sup>th</sup> May 2026 and shall be publicly available, accessible and easily identifiable through Nebrija University's institutional website, as well as through international platforms such as EURAXESS. It shall be available in both Spanish and English and may be accessed through the University's webpages relating to research, talent, career development, and academic and research employment opportunities.

This Policy applies to:

- The attraction, recruitment, selection, appointment, evaluation and promotion of Academic and Research Staff (ARS).
- The recruitment of researchers at all stages of the research career (R1–R4).
- Academic and research positions linked to research, innovation, knowledge transfer and scientific development activities.

Furthermore, the principles set out in this Policy also inform, on a cross-cutting basis, the recruitment and promotion processes for Professional Services Staff (PSS), contributing to the implementation of consistent standards of quality, objectivity, transparency and equal opportunities throughout the University.

The implementation, development, oversight and monitoring of this Policy shall be the responsibility of the Selection and Talent Unit, in coordination with the academic units, the bodies responsible for academic staff and research, and the various departments involved in human resources management and organisational development.