

HR Excellence in Research

OTM-R Checklist

OTM-R Checklist

Case number

2025PT378442

Name Organisation under review

Reitoria da Universidade de Lisboa

Organisation's contact details

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Date endorsement charter and code

13/10/2025

Submission date to the European Commission

09/10/2026

OTM-R checklist

A specific self-assessment checklist is provided for OTM-R. Please report on the status of achievement, and also detail on the indicators and the form of measurement used.

- The 'Open', 'Transparent' and 'Merit-based' checkboxes are indicative of the types of policies and practices the questions refer to, as detailed in the European Charter for Researchers. They are preset in the HR Excellence in Research e-tool and cannot be changed. Institutions do not need to act in this 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 small 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 over the row dedicated to each question, a small text box will pop up, indicating options of potential indicators to use. However, each institution needs to define its own means of measuring the effectiveness of its OTM-R policy, which should be further reviewed and adapted as necessary.

Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
OTM-R system				

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	++ Yes completely	The ULisboa OTM-R Policy is published on the institutional website, in Portuguese and English (https://www.ulisboa.pt/info/hr-excellence-research and https://www.ulisboa.pt/en/info/hr-excellence-research). The elements regarding the HR Excellence in Research process are available at https://www.ulisboa.pt/info/hr-excellence-research, both in Portuguese and English. The principles set out in this OTM-R Policy are grounded in the applicable national legal framework, the University's strategic priorities, and the institutional regulations currently in force at ULisboa. In 2025, the Portuguese Government approved a new Statute for Scientific Research Careers (ECIC), while the Statute for University Teaching Careers (ECDU) is being revised and is expected to enter into force shortly. In response, ULisboa is preparing a new set of institutional regulations to implement these legislative changes. Beyond ensuring compliance with the new legal framework, these regulations will provide an opportunity to further strengthen the University's alignment with the principles of the European Charter for Researchers, particularly those relating to OTM-R, responsible research assessment and career development. Potential indicator: Adoption and publication of the revised institutional regulations

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					implementing the new career statutes, by Q1 2027 for Scientific Research Careers and by Q1 2028 for University Teaching Careers.
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 guidelines and requirements governing recruitment and selection procedures are publicly available through the vacancy notices published for each competitive procedure. These notices are published on the ULisboa website and on the websites of the respective Schools, together with the information required by the applicable legal and institutional framework. Recruitment procedures are also supported by an internal Procedures Manual, used by the Rectorate and, where applicable, by the Schools to promote consistency in the implementation of recruitment processes. Following the HR Excellence in Research process, this manual will be reviewed and updated, where necessary, to ensure full alignment with the principles of OTM-R, as well as with the new legal framework resulting from the revision of the national career statutes. Potential indicator: Revision, publication and dissemination of the updated Procedures Manual, incorporating the OTM-R principles and the new institutional regulations until Q1 2028.

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Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	-/+ Yes partially	Human Resources staff regularly participate in internal training on recruitment and selection procedures, ensuring the consistent application of the relevant legal and institutional framework. However, training specifically focused on the principles and practices of OTM-R remains limited, and no dedicated training has yet been systematically provided to Selection Panel members. To address this gap, ULisboa is developing new training programmes specifically focused on the implementation of OTM-R principles and practices. Additional training initiatives will also cover the principles of the Coalition for Advancing Research Assessment (CoARA), the implementation of the revised national career statutes (ECDU and ECIC), and the use of the new Electronic Recruitment Platform that will support the management of future recruitment competitions. Potential indicators: Number of training programmes related with OTM-R procedures per year; number of trainees.

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Do we make (sufficient) use of e-recruitment tools?	x	x		-/+ Yes partially	All recruitment competitions are advertised online through the ULisboa website, the websites of the respective Schools, and the specialised national and international platforms required by the applicable legal framework. At present, online submission of applications is available only in some Schools. To promote greater consistency, efficiency and accessibility across the University, ULisboa is developing a new Electronic Recruitment Platform, coordinated by the Rectorate and to be made available to all Schools. The platform will support the entire recruitment process electronically, from the submission of applications to the management of evaluations, communications with candidates and publication of the outcomes. It will be available in both Portuguese and English, ensuring transparency, traceability, data security and a more user-friendly experience for applicants and Selection Panels. Potential indicator: Deployment of the University-wide Electronic Recruitment Platform across all Schools until Q1 2028.

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Do we have a quality control system for OTM-R in place?	x	x	x	+/- Yes substantially	ULisboa is firmly committed to promoting and assessing the quality of its teaching, research, innovation and services to the academic community and society. This commitment is reflected in a culture of continuous improvement, transparency, accountability and institutional excellence. The University's Integrated Quality Assurance System is accredited by the Portuguese Agency for Assessment and Accreditation of Higher Education (A3ES). The quality and integrity of recruitment and selection procedures are ensured through the oversight and validation provided by the Human Resources and Academic Departments of the Rectorate, together with the corresponding services within the Schools. These structures are responsible for ensuring compliance with the applicable legal framework and institutional regulations. Recruitment procedures follow standardised institutional processes designed to promote transparency, consistency, traceability and equal treatment of all candidates. Formal mechanisms for complaints, appeals and conflict resolution are also in place, ensuring that candidates have access to fair and effective procedures for addressing concerns arising during recruitment processes. While these quality assurance mechanisms already provide a robust framework for recruitment

Open Transparent Meritbased Answer:**Suggested indicators (or form of measurement)**

and selection, ULisboa recognises that further work is required to strengthen their explicit alignment with the principles of OTM-R. The implementation of the HR Excellence in Research Action Plan will therefore include measures to review existing procedures, reinforce their consistency with OTM-R standards, and establish appropriate monitoring indicators to support continuous improvement. Potential indicator: Periodic monitoring of recruitment procedures against the OTM-R principles and implementation of improvement measures.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Does our current OTM-R policy encourage external candidates to apply?	x	x	x	++ Yes completely	In accordance with the applicable national legislation and ULisboa's institutional regulations, all recruitment competitions are widely advertised through the ULisboa website, the websites of the respective Schools, the Diário da República (Official Gazette), the Public Employment Portal (BEP), and the EURAXESS portal. Vacancy notices are published in Portuguese and, whenever appropriate, also in English, ensuring broad national and international visibility. Recruitment competitions typically attract a large number of applicants from outside ULisboa, particularly from other Portuguese higher education and research institutions. Although the number of international applicants remains comparatively lower, it has shown a gradual increase in recent years. Factors beyond the University's control, including the country's relative competitiveness in terms of salaries and research funding, may nevertheless limit the attractiveness of Portuguese academic positions to international candidates. ULisboa recognises that further efforts can be made to improve the accessibility and user-friendliness of recruitment procedures, particularly for international and early-career researchers. Ongoing initiatives, including the implementation of a University-wide Electronic Recruitment Platform, the revision

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Suggested indicators (or form of measurement)

of the Procedures Manual and the Application Submission Guidelines, and strengthened dissemination of recruitment opportunities, will contribute to more accessible, transparent and consistent recruitment procedures and strengthen alignment with the principles of OTM-R. Potential indicators: Share of applicants from outside ULisboa; user satisfaction with the accessibility and clarity of recruitment information and procedures; availability of recruitment information and guidance in websites across all Schools by Q1 2028. In accordance with the applicable national legislation and ULisboa's institutional regulations, all recruitment competitions are widely advertised through the ULisboa website, the websites of the respective Schools, the Diário da República (Official Gazette), the Public Employment Portal (BEP), and the EURAXESS portal. Vacancy notices are published in Portuguese and, whenever appropriate, also in English, ensuring broad national and international visibility. Recruitment competitions typically attract a large number of applicants from outside ULisboa, particularly from other Portuguese higher education and research institutions. Although the number of international applicants remains comparatively lower, it has shown a gradual increase in recent years. Factors beyond the University's

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control, including the country's relative competitiveness in terms of salaries and research funding, may nevertheless limit the attractiveness of Portuguese academic positions to international candidates. ULisboa recognises that further efforts can be made to improve the accessibility and user-friendliness of recruitment procedures, particularly for international and early-career researchers. Ongoing initiatives, including the implementation of a University-wide Electronic Recruitment Platform, the revision of the Procedures Manual and the Application Submission Guidelines, and strengthened dissemination of recruitment opportunities, will contribute to more accessible, transparent and consistent recruitment procedures and strengthen alignment with the principles of OTM-R. Potential indicators: Share of applicants from outside ULisboa; user satisfaction with the accessibility and clarity of recruitment information and procedures; availability of recruitment information and guidance in websites across all Schools by Q1 2028.

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Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	+/- Yes substantially	As described above, all recruitment and selection procedures at ULisboa are conducted in an open, transparent and internationally accessible manner, ensuring equal opportunities and encouraging applications from both national and international candidates. In addition, some Schools undertake proactive talent attraction initiatives, including international scouting activities, to identify and recruit outstanding researchers in strategic areas. While the openness of the recruitment system is well established, ULisboa recognises that further improvements can be made to enhance the accessibility and user-friendliness of its recruitment processes, particularly for international applicants. These include the development of more intuitive digital platforms and the provision of clearer and more accessible information on recruitment procedures, institutional regulations, available support services and practical aspects of relocating to and working at ULisboa. Potential indicators: Share of international applicants; user satisfaction with the accessibility and clarity of recruitment information and procedures; availability of recruitment information and guidance in English in websites across all Schools by Q1 2028; Implementation of the University-wide Electronic Recruitment Platform by Q1 2028.

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Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	+/- Yes substantially	Recruitment and selection processes at ULisboa are conducted in full compliance with the principles of equal opportunities and non-discrimination. Candidates shall not be discriminated against on the grounds of gender, sexual orientation, nationality, age, disability, ethnic origin, religion, political opinion or any other protected characteristic. In accordance with Portuguese legislation, all recruitment procedures explicitly include equal opportunity and non-discrimination statements. In 2022, ULisboa adopted its Gender Equality, Inclusion and Non-Discrimination Plan, establishing a strategic framework to promote equality of opportunities, prevent discrimination and reduce structural inequalities across the University. In parallel, the ULisboa Network for Gender Equality, Inclusion and Non-Discrimination was created to support the implementation, monitoring and continuous development of these policies across all Schools. Monitoring carried out to date indicates that gender balance is broadly achieved at the early stages of academic and research careers, while the representation of women progressively decreases at more senior levels. To address this imbalance, the Rectorate and the Schools have implemented a range of initiatives aimed at promoting gender equality, diversity, inclusion and work–

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life balance throughout researchers' careers. In addition, measures to support researchers returning from parental leave, already implemented in some Schools, are currently being extended across the University as part of a broader institutional strategy to promote inclusive career development and equal opportunities. Potential indicators: Share of women across the different research career stages (R1–R4); implementation of post-parental leave support measures across the Schools by Q4 2027; participation in equality, diversity and inclusion initiatives and training activities by Q2 2027.

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Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	+/- Yes substantially	A survey conducted in 2026 as part of the HR Excellence in Research process showed that approximately two thirds of respondents agreed, either partially or fully, that the facilities, resources and overall working conditions provided a favourable environment for conducting research. In addition, 61% of respondents expressed satisfaction with their opportunities to participate in institutional governance, whereas 54% reported satisfaction with remuneration and social protection. These results indicate that, despite the structural challenges affecting the Portuguese higher education and research system, including public-sector employment constraints and the persistent underfunding of universities and research, ULisboa provides a generally positive working environment for researchers. At the same time, the survey highlighted areas requiring further institutional attention and continuous improvement. Over recent years, several Schools have undertaken significant investments to enhance working conditions, including the refurbishment of research infrastructure, laboratories, classrooms, study areas, canteens and common social spaces, contributing to a more attractive and supportive research environment. In parallel, ULisboa has strengthened its commitment to the wellbeing of its community through the

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Suggested indicators (or form of measurement)

implementation of the Health and Well-being Programme, developed across all Schools under the framework of the National Programme for the Promotion of Mental Health in Higher Education. The programme addresses key dimensions of wellbeing, including mental health, psychological support, physical activity, nutrition and artistic expression, through a wide range of initiatives such as mindfulness and meditation sessions, the use of green spaces, volunteering opportunities, workshops, webinars, awareness campaigns, indoor and outdoor activities, and a dedicated podcast series. Complementing these initiatives, several Schools provide local support services tailored to the needs of their communities. In particular, childcare facilities located at the University City Campus and Alameda Campus offer nursery and kindergarten services, supporting researchers and other members of the academic community in balancing their professional and family responsibilities. Potential indicators: Number of new research, teaching and common spaces created or refurbished by Q4 2028

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Do we have means to monitor whether the most suitable researchers apply?			-/+ Yes partially	All recruitment competitions at ULisboa are based exclusively on the merit of the candidates. The University's equal opportunities and non-discrimination policies ensure that recruitment decisions are based solely on professional qualifications, competencies and potential. The eligibility requirements, selection criteria and assessment methods are clearly specified in the competition public notice. In addition, some of ULisboa's larger Schools undertake proactive talent identification and scouting activities to identify and attract highly qualified candidates before the formal launch of recruitment procedures. These initiatives contribute to strengthening the quality and diversity of applicant pools, while improving the alignment between candidates' profiles, institutional priorities and the requirements of the positions to be filled. Following recruitment, newly appointed academic staff and researchers are subject to probationary periods established by national legislation (five years for Assistant Professors, one year for Associate and Full Professors, and five years for Assistant Researcher and three years for Associate and Coordinator Researchers). These probationary periods provide an opportunity to assess performance, support professional integration and monitor career development before

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				confirmation of the appointment. As part of its continuous improvement strategy, ULisboa aims to extend proactive talent identification and international scouting practices to a larger number of Schools, thereby further strengthening the quality, diversity and international competitiveness of recruitment processes. Potential indicators: Development of the Regulation for the Monitoring of Researchers during the Probationary Period until Q4 2027; Increased Number of Schools implementing proactive talent identification or scouting initiatives until Q4 2028.
Advertising and application phase				

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Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++ Yes completely	ULisboa uses standardised templates and procedures for the advertisement of academic and research vacancies, building on well-established institutional recruitment practices, and, in the case of academic positions, using the template set out in the General Regulation for Recruitment Procedures for Full, Associate and Assistant Professors at the University of Lisbon. These templates are used consistently across publication channels, ensuring clarity, transparency and consistency throughout recruitment processes. Vacancy notices are disseminated through institutional, national and international channels using harmonised formats. They include all essential information, namely the professional category, subject area, composition of the Selection Panel, eligibility requirements, required qualifications, assessment criteria for absolute and relative merit, application procedures and deadlines. The use of bilingual vacancy notices (Portuguese and English), together with publication through internationally recognised platforms such as EURAXESS, further enhances the transparency, accessibility and international visibility of recruitment opportunities, facilitating applications from candidates worldwide.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		+/- Yes substantially	Job advertisements provide all essential information required for candidates to prepare and submit their applications successfully. This includes eligibility requirements, required qualifications, selection criteria, assessment procedures, application deadlines, and the applicable legal and institutional framework. Whenever appropriate, vacancy notices also include references and links to relevant institutional regulations, supporting documentation and additional guidance, thereby promoting transparency and facilitating access to information. While the required information is already publicly available, ULisboa recognises that further improvements can be made to enhance its structure, clarity and user-friendliness, particularly for international and early-career researchers. Planned actions include simplifying the presentation of information, strengthening guidance materials and improving digital access through the new University-wide electronic recruitment platform. Potential indicators: Availability of comprehensive recruitment information in Portuguese and English in websites accross schools until Q1 2028; implementation of the University-wide Electronic Recruitment Platform by Q1 2028.

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Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		++ Yes completely	All vacancies are published on the EURAXESS portal, ensuring broad international visibility and facilitating access by researchers worldwide.
Do we make use of other job advertising tools?	x	x		++ Yes completely	All recruitment competitions are regularly advertised through the ULisboa website, the websites of the Schools hosting the vacancies, the Diário da República (Official Gazette), the Public Employment Portal (BEP), and the EURAXESS portal. Vacancy notices are published in Portuguese and, whenever appropriate, also in English, ensuring broad national and international visibility.

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Do we keep the administrative burden to a minimum for the candidate?	x			-/+ Yes partially	The administrative burden placed on applicants remains relatively high, largely as a consequence of the legal requirements governing recruitment procedures in the Portuguese public sector rather than of ULisboa's own institutional practices. Nevertheless, in accordance with the applicable legislation, supporting documentation evidencing compliance with the eligibility requirements for the competition is generally required only from the selected candidate. In addition, in some cases, official documents may be replaced by declarations made on the candidate's honour for application purposes. The administrative burden is expected to be further reduced through the implementation of the new University-wide electronic recruitment platform. By enabling the online submission and management of applications, the platform will simplify administrative procedures, reduce the risk of errors, and improve the overall efficiency and user experience of the recruitment process. Further improvements are also envisaged through the publication of the updated Application Submission Guidelines, available in both Portuguese and English. These guidelines will provide applicants with clear and practical information on the application process, required documentation, eligibility

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					requirements and submission procedures, thereby enhancing accessibility, transparency and consistency across recruitment competitions. Potential indicators: availability of the University-wide Electronic Recruitment Platform until Q1 2028; updated Application Submission Guidelines in Portuguese and English until Q1 2028.
Selection and evaluation phase					
Do we have clear rules governing the appointment of selection committees?		x	x	++ Yes completely	In accordance with national legislation and ULisboa regulations, candidates are assessed and selected by a Selection Committees proposed by the School's Scientific Council. The Panel is composed of a majority of members from outside ULisboa, ensuring the independence, impartiality and objectivity of the evaluation process. Potential indicator: Adoption and publication of the revised institutional regulations for research careers and academic careers, by Q1 2027 for Scientific Research Careers and by Q1 2028 for University Teaching Careers, in line with the updated national legal framework.

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Do we have clear rules concerning the composition of selection committees?		x	x	++ Yes completely	In accordance with national legislation and ULisboa regulations, Selection Committees must be composed of academics from Portuguese public higher education institutions holding a rank higher than that of the position being filled, or the same rank in the case of competitions for Full Professor. Selection Committees may also include other national or international academics or researchers, as well as nationally or internationally recognised experts from public or private institutions. Potential indicator: Adoption and publication of the revised institutional regulations for research careers and academic careers, by Q1 2027 for Scientific Research Careers and by Q1 2028 for University Teaching Careers, in line with the updated national legal framework.

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Are the committees sufficiently gender-balanced?		x	x	++ Yes completely	The principles of equal opportunities and non-discrimination that govern recruitment and selection processes also apply to the appointment of Selection Panel members. Particular attention is given to achieving an appropriate gender balance in the composition of Selection Panels, in line with ULisboa's commitment to promoting gender equality and increasing the representation of women in senior academic and research positions. However, this objective must be reconciled with the specific characteristics of each scientific field, where the availability of eligible experts may vary considerably.

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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	Job advertisements clearly specify the criteria used to assess candidates' merit, together with the documentation required to support a comprehensive and merit-based evaluation. The assessment is conducted in two stages: admission based on absolute merit and ranking based on relative merit. Absolute merit determines whether candidates possess, overall, the qualifications, experience and competencies required to perform the duties of the post. Candidates who meet this threshold are then assessed and ranked on the basis of relative merit through a comparative evaluation against the criteria and weightings defined in the vacancy notice. In line with the principles of transparency and merit-based recruitment, vacancy notices clearly describe the assessment criteria and their respective weightings. Depending on the nature of the position, these criteria may include scientific achievements, research excellence, teaching experience and ability, knowledge transfer and innovation, leadership, societal impact, research integrity, responsible research practices, and the diversity of career paths and contributions, in accordance with the principles promoted by CoARA. Although assessment procedures are well established and fully compliant with the applicable legal framework, further work is required to

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				strengthen their alignment with the principles of responsible research assessment promoted by CoARA. In particular, ULisboa intends to reinforce guidance and training for Selection Panel members, promoting a broader and more responsible approach to the evaluation of research careers. Potential indicators: Number of training sessions on research assessment per year; number of trainees.
Appointment phase				
Do we inform all applicants at the end of the selection process?	x		++ Yes completely	The lists of admitted and excluded candidates, as well as the final ranking list, are communicated in accordance with the applicable legal and institutional requirements at the School's official premises. All candidates, including those excluded on the basis of absolute merit, are formally notified of the outcome of the recruitment procedure in accordance with the applicable legal provisions.

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Do we provide adequate feedback to interviewees?		x		++ Yes completely	In accordance with national legislation and ULisboa regulations, minutes are prepared for all Selection Panel meetings. These include the summary of the proceedings, the decisions taken, the votes cast by each Panel member and the reasons supporting those votes. The minutes are made available to all candidates, including those excluded at the stage of admission based on absolute merit and those not selected following the comparative assessment based on relative merit. All candidates are formally notified of the approval of the final ranking list, including those excluded on the basis of absolute merit. Any appointments resulting from the competition are published in accordance with the applicable legal framework. Candidates are entitled to request access to the recruitment documentation and evaluation records, subject to the applicable legal provisions on the protection of personal data and confidential information. It should also be noted that recruitment competitions for academic staff and researchers are solely based on the documentary assessment of candidates' qualifications and achievements. As a general rule, national legislation does not provide for interviews as part of these recruitment procedures. Where considered necessary, public hearings may be organised exclusively to clarify aspects of the

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					documentation submitted by the candidates. In such cases, all admitted candidates must be treated equally and invited to participate under the same conditions.
Do we have an appropriate complaints mechanism in place?		x		++ Yes completely	Candidates excluded on the grounds of absolute merit, as well as those not selected following the assessment of relative merit (i.e. those ranked below the number of available positions), are entitled to exercise their right to be heard before the final decision is adopted. Where this right is exercised, the Selection Panel reconvenes to consider the observations submitted by the candidates and to issue a reasoned decision, which is subsequently communicated to the interested parties in accordance with the applicable legal provisions.
Overall assessment					

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Do we have a system in place to assess whether OTM-R delivers on its objectives?			+/- Yes substantially	With regard to the recruitment and selection of academic staff, researchers, and technical and administrative staff, ULisboa has established institutional governance mechanisms and management systems that support sound human resources practices. These have been developed over many years through close collaboration between the Rectorate and the Schools, benefiting from institutional learning, the exchange of good practices, and a continuous improvement approach. Two structural constraints should nevertheless be acknowledged. First, as a public higher education institution, ULisboa must operate within the legal and regulatory framework governing public employment. While this framework incorporates many principles consistent with OTM-R, it also limits the flexibility and adaptability available to private institutions. Second, as a large and highly decentralised university, ULisboa must balance the benefits of institutional scale with the diversity of scientific fields, organisational cultures and human resources needs across its Schools. The HR Excellence in Research process provided an opportunity to review these practices through the perspective of the European Charter for Researchers. The analysis confirmed that many of the principles underpinning an effective OTM-R system are

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Suggested indicators (or form of measurement)

already embedded in ULisboa's recruitment and selection procedures. At the same time, it identified areas where further development, greater consistency or more explicit alignment with the Charter's principles is required, covering all stages of the recruitment process, from advertising and application to assessment, selection and appointment. The governance structure established for the HR Excellence in Research process, bringing together representatives of the Rectorate, the Schools, key administrative services, including Human Resources, and representatives from different research career stages, provides an institutional framework for the continuous monitoring and improvement of recruitment practices. It also promotes reflection on existing procedures and encourages their progressive alignment with the OTM-R principles. The OTM-R Checklist, the Gap Analysis and the Action Plan have further strengthened this process by providing a structured assessment of existing regulations and practices and by identifying concrete priorities for improvement. In particular, the Action Plan establishes a roadmap for the progressive implementation of measures that will reinforce the alignment of ULisboa's human resources policies and recruitment practices with the principles of the European Charter

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Suggested indicators (or form of measurement)

for Researchers. Potential indicators:
Percentage of Action Plan measures related to recruitment and selection implemented;
implementation of the follow-up survey to researchers to assess progress in the application of the OTM-R principles until Q4 2028.