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Date: February, 14, 2026

## OTM-R Checklist

Mancora Ocean S.R.L.

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*HR Excellence in Research – Initial Phase*  
*Case No. 2025RO338096*

### 1. Introduction

This OTM-R self-assessment has been prepared by Mancora Ocean S.R.L. within the Initial Phase of the HRS4R process, in direct connection with the internal consultation, the final analysis of the 20 principles of the European Charter for Researchers (2023), the final GAP Analysis and the Action Plan developed by the organisation.

The purpose of this document is to assess the current degree of implementation of Open, Transparent and Merit-Based Recruitment principles in a manner proportionate to the organisational reality of Mancora Ocean. As a small private deep-tech company, Mancora Ocean does not operate through a separate Human Resources department or through complex standing committee-based recruitment structures. Recruitment and selection are handled through a compact governance structure, under the responsibility of management, while still respecting relevant legal requirements, internal good practice and the HRS4R logic.

The present checklist therefore reflects both the actual practice of recruitment and selection and the current level of formalisation of OTM-R-related commitments. In several areas, the company already applies relevant principles in practice: recruitment-related communication is carried out through the company website and other available online channels; a standard vacancy announcement model exists and is adapted depending on the project or position; candidates are informed about the main responsibilities, requirements and working conditions; and selection decisions take into account

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qualifications, relevant experience, interdisciplinary profile, mobility, non-formal competences and project-related suitability.

At the same time, the current assessment shows that several OTM-R elements remain only partially formalised. This is particularly the case for the publication of a consolidated OTM-R policy online, the use of EURAXESS, the existence of a structured OTM-R internal guide, the formal clarification of evaluator or committee-related logic and the explicit visibility of certain principles that already exist in practice through contractual annexes, internal conduct and managerial decision-making.

The objective of the checklist is not to create an artificial appearance of institutional complexity, but to describe the current state accurately, identify existing strengths, point out the areas where formalisation is still limited and indicate the practical measures that will be pursued during the implementation of the HRS4R Action Plan.

The status categories used in this document follow the standard OTM-R logic: ++ = fully implemented; +/- = almost but not fully implemented; -/+ = partially implemented; -- = insufficiently implemented. The proposed indicators are intentionally proportionate and focus on observable outputs that can realistically be monitored by a small company, such as adopted internal documents, website publication, standardised templates, records of communication and annual internal monitoring notes.

## 2. OTM-R Checklist

| Issue  | Open | Transparent | Merit-Based | Answer (++ / +/- / -/+ / --) | Suggested indicators (or form of measurement)  |
|--|------|-------------|-------------|------------------------------|--|
| 1. Have we published a version of our OTM-R policy online (in the national language and in English)?         | *    | *           | *           | --                           | A consolidated OTM-R policy has not yet been published online in Romanian or English. Relevant principles are reflected only indirectly in current practice, contractual annexes and HRS4R preparatory documents, but they are not yet grouped in a visible and auditable online format. Publication of a dedicated OTM-R section on the company website will be carried out during the Action Plan implementation period. Indicator: Publication of a dedicated OTM-R section (RO/ENG) on the company website.  |
| 2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions? | *    | *           | *           | -/+                          | The company applies recruitment and selection principles in practice, but there is not yet a distinct internal guide setting out clear OTM-R procedures and practices for all types of positions. Existing elements are dispersed across contractual documents, current practice and HRS4R preparatory documents. A synthetic internal guide will be drafted in order to consolidate OTM-R principles and procedural steps in a proportionate format adapted to the company's size. Indicator: Adoption and internal communication of a structured OTM-R guide or internal procedural overview document. |
| 3. Is everyone involved in the process sufficiently  | *    | *           | *           | -/+                          | Persons involved in recruitment and selection have relevant professional and managerial experience and are familiar with the applicable legal and organisational requirements.   |

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| trained in the area of OTM-R?  |   |   |   |     | However, OTM-R as a distinct conceptual and operational framework has not yet been formalised through specific internal guidance or briefing. OTM-R principles will therefore be explicitly integrated into short internal instructions and future HRS4R-related implementation documents. Indicator: Internal instruction note or documented briefing regarding OTM-R principles.   |
| 4. Do we make (sufficient) use of e-recruitment tools?                                   | * | * | * | -/+ | The company uses online and digital tools to communicate externally and can publish recruitment-related information through its website and other online channels. However, a structured and systematic use of e-recruitment tools has not yet been developed as part of a formal recruitment framework. Wider and more consistent use of online publication tools will be integrated progressively. Indicator: Number of recruitment announcements published online; evidence of publication through digital channels.              |
| 5. Do we have a quality control system for OTM-R in place?                               | * | * | * | --  | No distinct OTM-R quality control system is currently in place. Recruitment and selection are handled directly within the existing management structure and are not yet monitored through OTM-R-specific internal indicators. OTM-R-related monitoring will be integrated proportionately into HRS4R implementation and annual internal monitoring. Indicator: Inclusion of OTM-R references in annual HRS4R progress notes and internal review of recruitment-related practices.  |
| 6. Does our current OTM-R policy encourage external candidates to apply?                 | * | * | * | -/+ | The company does not restrict recruitment to internal candidates and is open to considering external applicants where recruitment is needed. However, there is not yet a consolidated OTM-R statement explicitly addressing openness to external candidates or external attractiveness. This aspect will be clarified through the future internal recruitment and selection framework. Indicator: Publication of vacancies in Romanian and, where feasible, English; record of external applicants per recruitment call.             |
| 7. Is our current OTM-R policy in line with policies to attract researchers from abroad? | * | * | * | --  | The company is not closed to international applicants, but it has not yet adopted specific measures aimed at attracting researchers from abroad. Research vacancies have not yet been systematically advertised in English or through EURAXESS, and no structured international attractiveness approach is currently in place. This dimension will be progressively addressed in future practice. Indicator: Publication of research vacancies on EURAXESS where applicable; availability of key recruitment information in English. |
| 8. Is our current OTM-R policy in line with policies to attract underrepresented groups? | * | * | * | +/- | Equal opportunities, non-discrimination, accessibility and gender-related commitments are already reflected in the annexes to employment contracts and in the company's current practice. The organisational profile also indicates a balanced and inclusive approach in practice. However, these elements are not yet brought together in a dedicated OTM-  |

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|  |   |   |   |     | R-oriented recruitment framework explicitly addressing underrepresented groups. Indicator: Reference to equal opportunities and non-discrimination principles in recruitment-related documentation; integration in the future recruitment and selection framework.  |
| 9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?                   | * | * | * | -/+ | The company offers research-related working conditions that are positively perceived internally and supported by a clean, organised and regulated work environment. Relevant elements exist in practice and in supporting internal documentation. However, there is not yet a consolidated OTM-R-oriented presentation linking working conditions, research environment and recruitment attractiveness within one clear internal framework. Indicator: Reference to working conditions and research environment in recruitment-related information. |
| 10. Do we have means to monitor whether the most suitable researchers apply?   | * | * | * | --  | Eligibility criteria are communicated and verified during recruitment and selection, but the company does not currently operate a structured monitoring system to assess whether the applicant pool includes the most suitable researchers beyond basic compliance and selection-stage assessment. No dedicated analytical tool is currently used. Indicator: Periodic internal review of applicant profiles in relation to selection criteria; simple internal record of applicant profile relevance.  |
| 11. Do we have clear guidelines or templates (e.g. EURAXESS) for advertising positions?  | * | * | * | -/+ | The company uses a standard recruitment announcement model and adapts it depending on the project or position. The announcements communicate the main responsibilities, minimum requirements and working conditions. However, no OTM-R-specific advertising template explicitly aligned with EURAXESS logic has yet been formalised. Indicator: Development of a standardised recruitment announcement template aligned with OTM-R principles.  |
| 12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? | * | * | * | -/+ | Recruitment-related communication includes the main responsibilities, minimum requirements and working conditions. However, vacancy information does not yet systematically include structured references to all relevant supporting elements, such as OTM-R principles, organisational commitments or future HRS4R-related documentation. Indicator: Inclusion of a structured reference section in future vacancy announcements.  |
| 13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?                                     | * | * | * | --  | EURAXESS has not yet been used as a regular dissemination channel for research vacancies. The company is aware of its relevance and will be able to use it in the future where appropriate. At present, its use is foreseen as a future improvement rather than a current standard practice. Indicator: Use of EURAXESS for eligible future research vacancies; record of vacancies disseminated through EURAXESS.  |

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| 14. Do we make use of other job advertising tools?                                     | * | * | * | -/+ | The company makes use of its own website and digital communication channels and can adapt dissemination according to the position or project. However, the use of additional dissemination channels is not yet systematised within a formal OTM-R communication logic. Indicator: Evidence of publication on the company website and use of additional channels where appropriate.  |
| 15. Do we keep the administrative burden to a minimum for the candidate?               | * | * | * | +/- | The company communicates the relevant information directly and clearly and avoids requesting unnecessary documentation beyond what is required for the position or legal compliance. Due to its small size, communication with candidates is generally direct and pragmatic. However, this principle is not yet expressed in a formal OTM-R procedural note. Indicator: Review of requested recruitment documentation; confirmation that only relevant application documents are requested.   |
| 16. Do we have clear rules governing the appointment of selection committees?          | * | * | * | --  | The company is a small private organisation and selection is generally carried out directly by the administrator rather than through formally appointed multi-member committees. This reflects the company's size and current organisational reality. However, no written internal rule currently explains this logic or clarifies under which circumstances additional evaluators or experts could be involved. Indicator: Internal note clarifying the current selection responsibility structure and possible ad hoc support arrangements.   |
| 17. Do we have clear rules on the composition of selection committees?                 | * | * | * | --  | Given the small size of the company, recruitment decisions are not typically based on a standing committee structure. Therefore, no formal internal rules currently exist regarding committee composition. Where needed, the company may involve relevant expertise on an ad hoc basis, but this is not yet described in a synthetic internal OTM-R document. Indicator: Clarification within the future recruitment and selection framework of how evaluation responsibility is organised in a small-company setting.  |
| 18. Are the committees sufficiently gender-balanced?                                   | * | * | * | -/+ | There is no standing selection committee structure, so gender balance is not currently monitored as a formal committee indicator. At the same time, gender equality is respected in the company's practice and employment-related documents, and the current organisational profile is balanced. The issue is therefore not one of discriminatory practice, but of lack of formal monitoring in a committee-based sense. Indicator: Reference to equal opportunities and gender equality principles in recruitment-related documentation; monitoring where multi-person evaluation arrangements are used. |
| 19. Do we have clear guidelines for selection committees, which help to judge 'merit'? | * | * | * | -/+ | Selection decisions take into account qualifications, relevant experience, interdisciplinary profile, mobility, non-formal competences and project-related suitability. However, these merit dimensions are not yet brought together in a single synthetic OTM-R-oriented guidance document. The company  |

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| in a way that leads to the best candidate being selected?                            |   |   |   |     | applies them in practice, but the formulation remains insufficiently structured for audit visibility. Indicator: Clarified merit-related criteria published in recruitment documentation or in the internal recruitment and selection framework.   |
| 20. Do we inform all applicants at the end of the selection process?                 | * | * | * | +/- | Applicants are informed of the outcome of the selection process, including unsuccessful candidates. Communication is usually carried out by e-mail and follows the practical logic of a small organisation. Further clarification of timelines and communication standards could strengthen consistency. Indicator: Evidence of communication of recruitment outcomes to candidates; standard wording or practice note for communication of results. |
| 21. Do we provide adequate feedback to interviewees?                                 | * | * | * | -/+ | Feedback is provided when appropriate and generally by e-mail, especially in cases where clarification is useful. However, the company does not yet operate a fully standardised feedback protocol applicable in all recruitment situations. The practice exists, but it remains flexible rather than formally structured. Indicator: Simple internal note on candidate feedback practice; documentation of feedback where provided.                 |
| 22. Do we have an appropriate complaints mechanism in place?                         | * | * | * | -/+ | The company has not faced complaints so far, but given its size, candidates can address concerns directly to the administrator. This means that an informal complaints route exists in practice. However, no short internal note currently explains this route in an explicit OTM-R format. Indicator: Reference to the complaints/contact route in recruitment-related communication or in the internal OTM-R framework.                            |
| 23. Do we have a system in place to assess whether OTM-R delivers on its objectives? | * | * | * | --  | There is no distinct OTM-R evaluation system yet in place. Monitoring will be integrated into the HRS4R implementation cycle and annual progress notes, in line with the proportional governance model adopted by Mancora Ocean. The future system will remain light but auditable. Indicator: Inclusion of OTM-R references in annual HRS4R monitoring; periodic internal review of recruitment and selection practices.                            |