

# CEITEC MU OTM-R Checklist

Updated (December 2020)



CEITEC MU was able to improve in the OTM-R checklist considerably (see Table 1 below) when comparing the HR Award application year (2018) and a year of preparation of the Interim Assessment Report (2020). This shift can be mostly attributed to adopting the CEITEC MU recruitment policy that was designed to be fully in line with the OTM-R principles.

Table 1: Comparison of OTM-R checklist in 2018 and 2020

	2018	2020	Difference
Yes, completely	4	10	+6
Yes, substantially	5	6	+1
Yes, partially	9	6	-3
No	5	1	-4

<b>Open, transparent and merit-based recruitment checklist<sup>1</sup></b>					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, <b>completely</b> +/- Yes, <b>substantially</b> -/+ Yes, <b>partially</b> -- No	Suggested indicators (or form of measurement)
<b>OTM-R system</b>					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	<b>++ Yes, completely</b>	<a href="http://muni.ceitec.cz/en/hr-strategy-hrs4r/">http://muni.ceitec.cz/en/hr-strategy-hrs4r/</a> (see "Recruitment Policy" in the left side menu of the web page)
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	<b>-/+ Yes, partially</b>	CEITEC MU has a formal recruitment process established. However, as the official recruitment policy was approved in December 2020, the reality does not yet fully reflect it.  CEITEC MU will adopt an amendment of the Director's Measure 5/2016 on recruitment procedure rules that will help to put the official recruitment policy in practice.

<sup>1</sup> <http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies>

					<p>Indicators:</p> <ul style="list-style-type: none"> <li>- Amendment to the Director's Measure on recruitment procedure rules issued</li> <li>- Methodology guidelines setting out details of the whole recruitment procedure formulated</li> </ul>
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	<b>-/+ Yes, partially</b>	<p>In 2020, 21 hiring managers (group leaders, core facility heads, and heads of departments) were trained in the area of OTM-R – see action no. 20 of the HR Award action plan. The training was obligatory. For future new hiring managers and members of recruitment committees who haven't been trained yet, they have two possibilities of passing the sufficient training – e-learning tool, or personal training, which will be repeated at some point in the future.</p> <p>Our aim is for everyone involved in the recruitment process to be sufficiently trained in the area of OTM-R.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Share/number of hiring managers that participated in OTM-R training</li> <li>- The existence of a training programme for OTM-R</li> </ul>
4. Do we make (sufficient) use of e-recruitment tools?	x	x		<b>++ Yes, completely</b>	<p>Online call interviews are used as a standard tool in the case of applicants from abroad. One of the positive aspects of the coronavirus crisis was an overall increase in the usage of online meeting tools and the ability of employees and candidates to use them effectively.</p> <p>A new e-tool for the collection of applications was developed by the University.</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- Web-based e-tool for the collection of applications</li> </ul>

5. Do we have a quality control system for OTM-R in place?	x	x	x	<b>-- No</b>	<p>The official recruitment policy was approved in December 2020. The internal norm implementing the policy principles is to be approved in 2021. The formulation of the quality control system is addressed by the 2021–2023 HR Award action plan.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Quality control system for OTM-R is defined and adopted</li> <li>- As a part of the HR report for the management, there is a section summarising outcomes of the quality control system implementation, including a proposal of actions to address the results</li> </ul>
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	<b>++ Yes, completely</b>	<p>The share of international research staff is continuously growing at CEITEC MU (39 % in 2019, compared to 33 % in 2017). Specifically, 23 % of group leaders, 74 % of postdocs, and 65 % of CEITEC PhD students are from abroad.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- An increasing trend in the share of applicants from abroad – the HR monitoring includes disaggregation per nationality (Czech applicants / applicants from abroad)</li> <li>- An increasing trend in the share of applicants from outside the organisation</li> </ul>
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	<b>++ Yes, completely</b>	See point no. 6.
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	<b>+/-Yes, substantially</b>	<p>CEITEC MU pays attention to the support of women in research. The Institute issued and implemented its first Gender Equality Plan in 2016 as a part of the LIBRA project (H2020, 2016-2019, <a href="https://www.eu-libra.eu/">https://www.eu-libra.eu/</a>). In 2021, CEITEC MU plans to issue the third GEP for the period of 2021–2023.</p> <p>The recruitment policy was prepared based on recommendations on how to ensure an open,</p>

					<p>transparent recruitment procedure with specific attention to gender equality and equal opportunities as formulated by the LIBRA Recruitment Handbook (available at <a href="https://www.eu-libra.eu/work-packages/recruit-without-gender-bias">https://www.eu-libra.eu/work-packages/recruit-without-gender-bias</a>).</p> <p>Indicator: - An increasing trend in the share of applicants among underrepresented groups (frequently women)</p>
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	<b>+/- Yes, substantially</b>	<p>Indicator: - An increasing trend in the share of applicants from outside the organisation</p>
10. Do we have means to monitor whether the most suitable researchers apply?				<b>-/+ Yes, partially</b>	<p>In 2021, we decided to include as a part of each particular recruitment procedure an inquiry on how satisfied hiring managers were with the quality of candidates – how suitable the researchers applying for a job seemed to them.</p> <p>Indicators: - Regular monitoring, quality control - As part of the recruitment procedure, all hiring managers will be asked to evaluate the quality of applicants</p>
<b>Advertising and application phase</b>					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		<b>+/- Yes, substantially</b>	<p>See action no. 23 of the HR Award action plan: Universal templates for advertising various positions (according to the career system categories) were updated in both Czech and English, and include a frame of advertising with all of the stylistic and informational requirements. The head of the workplace only fills in the part that informs the applicant about the scope of work and the requirements that the candidate should meet. The templates were reviewed for compliance with gender-sensitive language. The action is to be completed after a</p>

					<p>final review by the HR Award Working Group in 1Q 2021.</p> <p>Indicator: - Approved templates for all career system categories (e. g. group leader, postdoc, core facility manager)</p>
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a) of the OTM-R expert report <sup>2</sup> ]	x	x		<b>-/+ Yes, partially</b>	<p>Aspects currently not being implemented:</p> <ul style="list-style-type: none"> <li>• selection criteria (and possibly their respective 'weight'), including knowledge and professional experience (distinguishing the 'required' and 'desirable')</li> <li>• type of contract, salary</li> <li>• professional development opportunities</li> <li>• career development prospects</li> <li>• a reference to the institution's OTM-R policy</li> <li>• a reference to the institution's equal opportunities policy (e.g., positive discrimination, dual careers, etc.)</li> </ul> <p><b>This point relates to the HR Award action plan – action no. 23 with a deadline 1Q 2021.</b></p> <p>Indicator: - Templates of job advertisements implementing the relevant section of the toolkit – chapter 4.4.1 a) of the OTM-R expert report</p>
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		<b>++ Yes, completely</b>	<p>The EURAXESS jobs database is used for the promotion of all research positions.</p> <p>Indicators: - The share of job adverts posted on EURAXESS - An increasing trend in the share of applicants recruited from outside the organisation/abroad</p>

<sup>2</sup> [https://cdn1.euraxess.org/sites/default/files/policy\\_library/otm-r-finaldoc\\_0.pdf](https://cdn1.euraxess.org/sites/default/files/policy_library/otm-r-finaldoc_0.pdf)

14. Do we make use of other job advertising tools?	x	x		<b>++ Yes, completely</b>	We do use all possible job advertising tools.  Indicators: - List of used job advertising tools
15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b) <sup>45</sup> ]  <i>"The request for supporting documents should be strictly limited to those which are really needed in order to make a fair, transparent and merit-based selection of the applicants. Moreover, in cases where certain documents are legally required, applicants should be allowed to make a declaration in which they engage to provide the proof after the selection process is concluded. For example, applicants should not have to provide original or translated certificates related to qualifications with their initial application. It is strongly recommended to allow the transmission of supporting documents by electronic means and possibly to develop an e-recruitment tool."</i>	x			<b>++ Yes, completely</b>	All steps of the recruitment procedure were reviewed regarding the minimisation of the administrative burden and a new e-tool for the collection of applications was developed by the University.  Indicators: - All steps of the recruitment procedure reviewed from the perspective of minimisation of the administrative burden - Web-based e-tool for the collection of applications
<b>Selection and evaluation phase</b>					
16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a) <sup>45</sup> ]		x	x	<b>+/- Yes, substantially</b>	Recruitment policy formulates standards for the recruitment committees' appointment. For the full implementation of point no. 16, the Institute will adopt an internal norm (Director's Measure on recruitment procedure rules).  Indicator: - Issued amendment to the Director's Measure on recruitment procedure rules
17. Do we have clear rules concerning the composition of selection committees?		x	x	<b>+/- Yes, substantially</b>	Recruitment policy formulates standards for the recruitment committees' composition. For the full implementation of points no. 17 and 18, the Institute will adopt an internal norm (Director's Measure on recruitment procedure rules).

					<p>Indicators:</p> <ul style="list-style-type: none"> <li>- Statistics on the composition of panels (internal/external, gender)</li> <li>- Issued amendment to the Director's Measure on recruitment procedure rules</li> </ul>
18. Are the committees sufficiently gender-balanced?		x	x	<b>-/+ Yes, partially</b>	<p>Recruitment policy formulates standards for the recruitment committees' composition. For the full implementation of points no. 17 and 18, the Institute will adopt an internal norm (Director's Measure on recruitment procedure rules).</p> <p>There were three open calls for a group leader position between 2017 and 2019, and two open calls for a core facility head (CF head). Taking the data as a starting point, for the gender composition of the selection committees, CEITEC MU starts with having app. 22 % female members of the selection committees for the group leader position, and more than 57 % female members of the selection committees for the CF head position.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Statistics on the composition of panels (internal/external, gender)</li> <li>- Issued amendment to the Director's Measure on recruitment procedure rules</li> </ul>
19. 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	<b>+/-Yes, substantially</b>	<p>CEITEC MU benefits from its participation in the LIBRA project (H2020) that focused inter alia on the recruitment practices. One of the essential outcomes of the LIBRA project was the LIBRA Recruitment Handbook. The handbook pays explicit attention to recruiting people in line with gender equality principles, and in line with recruiting people without any bias – therefore based on the merit-based approach. The LIBRA Recruitment Handbook was used for the</p>



					<p>formulation of the CEITEC MU recruitment policy. We believe its principles are helping to fulfil the aim of point no. 19 of the OTM-R checklist.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Issued CEITEC MU recruitment policy</li> <li>- Provided training for members of selection committees</li> <li>- Number of participants of training for selection committee members</li> </ul>
<b>Appointment phase</b>					
20. Do we inform all applicants at the end of the selection process?		x		<b>++ Yes, completely</b>	<p>The HR department informs all applicants at the end of each selection procedure. It is also embedded in the recruitment policy.</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- The fulfilment of this point will be under regular quality control</li> </ul>
21. Do we provide adequate feedback to interviewees?		x		<b>++ Yes, completely</b>	<p>Adequate feedback regarding the interview is provided upon a candidate's request. In such a case, the HR department ensures it is in cooperation with the chair of the selection committee.</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- The right to feedback is set up in the recruitment policy</li> </ul>
22. Do we have an appropriate complaints mechanism in place?		x		<b>++ Yes, completely</b>	<p>There is a clear system of submitting and processing complaints at Masaryk University, which applies to and is used by CEITEC MU too.</p> <p>Rector's Directive No. 3/2008, <i>Submitting and processing complaints at MU</i>:  <a href="https://www.muni.cz/en/about-us/official-notice-board/submitting-and-processing-complaints">https://www.muni.cz/en/about-us/official-notice-board/submitting-and-processing-complaints</a></p>

					<p>CEITEC MU has not yet received any complaint regarding the recruitment process during its existence.</p> <p>Indicator:  - Statistics on complaints  - Rector's Directive No. 3/2008, <i>Submitting and processing complaints at MU</i>, in force</p>
<b>Overall assessment</b>					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				<b>-/+ Yes, partially</b>	<p>The system to assess whether OTM-R delivers on its objectives is to be included in the monitoring and quality control system of the HR department.</p> <p>The official recruitment policy was approved in December 2020. The internal norm implementing the policy principles is to be approved in 2021. The formulation of the quality control system is addressed by the 2021–2023 HR Award action plan.</p> <p>CEITEC MU performs regular annual HR reports to the management.</p> <p>Indicators:  - Quality control system for OTM-R is defined and adopted  - As a part of the HR report for the management, there is a section summarising outcomes of the quality control system implementation, including a proposal of actions to address the results</p>