CEITEC MU
OTM-R Checklist

Updated (March 2024)

CEITEC MU has made significant improvements in the OTM-R checklist, as demonstrated in Table 1 below, through comparative analysis across key milestones including the HR Award application year (2018), the year of preparation of the Interim Assessment Report (2020), and the renewal year (2024). The notable enhancements are largely credited to the adoption of the CEITEC MU recruitment policy, meticulously crafted to align with OTM-R principles, and the effective implementation of policy-driven initiatives into practice.

Table 1: Comparison of OTM-R checklist in 2018, 2020 and 2024

	2018	2020	2024	Difference
Yes, completely	4	10	18	+4
Yes, substantially	5	6	3	-3
Yes, partially	9	6	2	-4
No	5	1	0	-1

Open, transparent and merit-based recruitment checklist

	Open	Trans-parent	Merit-based	Answer: ++ Yes, completely +/-Yes, substantially -/+ Yes, partially -- No	Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	**++ Yes, completely**	https://www.ceitec.eu/hr-strategy-hrs4r/t10811 (see "Recruitment Policy" box heading to the document server)
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	**++ Yes, completely**	In 2020, the Institute successfully adopted the recruitment policy (OTM-R policy). As a next step, the internal binding norm (Director's Measure 2/2023 Rules of Selection Procedure and Recruitment Process was adopted to incorporate the policy, specifying particular responsibilities, procedures, quality standards, etc. Link: https://is.muni.cz/do/ceitec/uredni_deska/opatre

					ni_reditele/opatreni_reditele_2023_02_-_pravidla_vyberovych_rizeni_a_naboroveho_procesu/
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	**++ Yes,** *completely*	In 2020, 21 hiring managers (group leaders, core facility heads, and heads of departments) were trained in the area of OTM-R. The training was obligatory for all heads of worksites (hiring managers). In 2023, Masaryk university launched e-learning, which is mandatory for committee members and is traceable in the system. Indicators: - Share/number of hiring managers that participated in OTM-R training = 100 % - The existence of a training programme for OTM-R = Completed
4. Do we make (sufficient) use of e-recruitment tools?	x	x		**++ Yes,** *completely*	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. A new e-tool for the collection of applications was developed by the University. Indicator: - Web-based e-tool for the collection of applications = Completed
5. Do we have a quality control system for OTM-R in place?	x	x	x	**++ Yes,** *completely*	The official recruitment policy was approved in December 2020. The internal norm implementing the policy principles was adopted in 2023. In 2024, we assessed the implementation of the Recruitment Policy and related norm whose results were used for formulation of new HRS4R action plan. HR Department collects feedback from hiring

					managers (group leaders and other heads of worksites). HR Department regularly reports data about the recruitment practice to the management. Gathering feedback from new employees is a part of our standardized onboarding procedure. Indicators: - Quality control system for OTM-R is defined and adopted - Regular reporting of recruitment data to the management
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	**++ Yes,** c*ompletely*	The share of international research staff is continuously growing at CEITEC MU (33 % in 2017, 39 % in 2019, 40 % in 2023). Specifically, 23 % of group leaders, 78 % of postdocs, and 65 % of CEITEC PhD students are from abroad (as of 2023). Indicators: - An increasing trend in the share of applicants from abroad – the HR monitoring includes disaggregation per nationality (Czech applicants / applicants from abroad) - An increasing trend in the share of applicants from outside the organisation
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	**++ Yes,** c*ompletely*	See point no. 6.
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	*+/-Yes, substantially*	CEITEC MU pays attention to the support of gender equality and 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, https://www.eu-libra.eu/). Currently, we concluded implementation of GEP 2021-2023. New GEP for 2024-2027 will be formulated as a part of the HRS4R action plan implementation.

					The recruitment policy was prepared based on recommendations on how to ensure an open, transparent recruitment procedure with specific attention to gender equality and equal opportunities as formulated by the LIBRA Recruitment Handbook (available at https://www.eu-libra.eu/work-packages/recruit-without-gender-bias). Regarding the leaky pipeline monitoring, we are still struggling with reaching gender balance – particularly in the group of research group leaders: 58 % of women PhD candidates, 38 % of women postdoctoral researchers, 57 % women junior staff scientists, 48 % women staff scientists, 19 % women research group leaders. Indicator: - An increasing trend in the share of applicants among underrepresented groups (frequently women)
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	**++ Yes, c*ompletely***	Trend shows slightly increasing average number of candidates for research positions, as well as for admin and technical ones. On average, we received 26 applications for 1 opened research position in 2023 (compared to 21 in 2022). Even though our OTM-R policy is in line with policies to provide attractive working conditions for researchers, the policy is not the only and major factor influencing attractiveness of our institute for researchers. That is why we are strengthening our action in the area of employer branding and marketing. Indicator: - An increasing trend in the share of applicants
10. Do we have means to monitor whether the most suitable researchers apply?				***-/+ Yes, partially***	After issuing the recruitment policy, 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. In 2024, we organised a feedback collection from the hiring managers. Outcomes from these meetings were used to formulate new HRS4R actions for 2024-2027. Indicators: - Regular monitoring, quality control - As part of the recruitment procedure, all hiring managers will be asked to evaluate the quality of applicants
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		**++ Yes, completely**	Universal templates for advertising various positions (according to the career system categories) were reviewed and updated in both Czech and English and include a frame of advertising with all 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. Indicator: - Approved templates for all career system categories (e. g. group leader, postdoc, core facility manager)
12. Do we include in the job advertisement references/links to all the elements foreseen in the	x	x		**-/+ Yes, substantially**	Aspects currently not being implemented: • selection criteria (and possibly their respective 'weight'), including knowledge and professional experience (distinguishing the 'required' and 'desirable') • type of contract, salary

relevant section of the toolkit? [*see Chapter 4.4.1 a) of the OTM-R expert report*[1]]					• career development prospects • a reference to the institution's equal opportunities policy (e.g., positive discrimination, dual careers, etc.) – this will be solved with the next planned update of the templates of job adverts in 2Q 2024 Indicator: - Templates of job advertisements implementing the relevant section of the toolkit – chapter 4.4.1 a) of the OTM-R expert report
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		**++ Yes, c*ompletely***	The EURAXESS jobs database is used for the promotion of all research positions. Indicators: - The share of job adverts posted on EURAXESS - An increasing trend in the share of applicants recruited from outside the organisation/abroad
14. Do we make use of other job advertising tools?	x	x		**++ Yes, c*ompletely***	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)* [45]] *"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*	x			**++ Yes, c*ompletely***	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

---

[1] https://cdn1.euraxess.org/sites/default/files/policy_library/otm-r-finaldoc_0.pdf

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."					
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees? [*see Chapter 4.4.2 a)* [45]]		x	x	**++ Yes, completely**	Standards for the recruitment committees' appointment is defined by the Director's Measure 2/2023 Rules of Selection Procedure and Recruitment Process. 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	**++ Yes, completely**	Standards for the recruitment committees' composition is defined by the Director's Measure 2/2023 Rules of Selection Procedure and Recruitment Process. Indicators: - Statistics on the composition of panels (internal/external, gender) - Issued amendment to the Director's Measure on recruitment procedure rules
18. Are the committees sufficiently gender-balanced?		x	x	***-/+ Yes, partially***	HR Department included composition of selection committee members into the annual report for the management in 2024. In 2024, we organised 53 selection procedures. In case of selection committees for research positions, women established 65 % of members. Indicators: - Statistics on the composition of panels (internal/external, gender) - Issued amendment to the Director's Measure on recruitment procedure rules

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	*+/-Yes, substantially*	CEITEC MU benefited 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 formulation of the CEITEC MU recruitment policy in 2021. We believe its principles are helping to fulfil the aim of point no. 19 of the OTM-R checklist. CEITEC also offered unconscious bias training to group leaders repeatedly (and plans to repeat it again on regular basis). Indicators: - Issued CEITEC MU recruitment policy (completed) - Provided training for members of selection committees (completed) - Number of participants of training for selection committee members (monitored)
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		**++ Yes,** c*ompletely*	The HR department informs all applicants at the end of each selection procedure. It is also embedded in the recruitment policy. Indicator: - The fulfilment of this point will be under regular quality control
21. Do we provide adequate feedback to interviewees?		x		**++ Yes,** c*ompletely*	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.

					Indicator: - The right to feedback is set up in the recruitment policy (completed)
22. Do we have an appropriate complaints mechanism in place?		x		**++ Yes, c**ompletely*	There is a clear system of submitting and processing complaints at Masaryk University, which applies to and is used by CEITEC MU too. Rector's Directive No. 3/2008, *Submitting and processing complaints at MU*: https://www.muni.cz/en/about-us/official-notice-board/submitting-and-processing-complaints CEITEC MU has not yet received any complaint regarding the recruitment process during its existence. Indicator: - Statistics on complaints - Rector's Directive No. 3/2008, *Submitting and processing complaints at MU,* in force
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				**++ Yes, c**ompletely*	See action no. 5. Indicators: - Quality control system for OTM-R is defined and adopted - Regular reporting of recruitment data to the management

Prepared by: E. Handlířová (HRS4R Coordinator, Head of Director's Office), A. Dvořáková (Head of HR Department)
Approved by: P. Plevka (Director)