

## OTM-R Checklist

**Case number:** 2020CZ488509

**Name Organisation under review:** Institute of Thermomechanics of the CAS (official name: Ústav termomechaniky AV ČR, v. v. i.)

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### OTM-R Checklist

A specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment (OTM-R). Please report on the status of achievement, also detail on the indicators and the form of measurement used.

<i>OTM-R checklist for organisations</i>					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, <i>completely</i> +/-Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- 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	-/+	The Institute does not have a full-featured OTM-R policy, however, detailed information in both Czech and English about the current recruitment and selection practice can be found in the Career section of the Institute website (for English: <a href="https://www.it.cas.cz/en/career">https://www.it.cas.cz/en/career</a> ). Action: Adopting a recruitment and selection guideline and publishing it on the Institute website.

2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	-/+	<p>Although we do not have an internal OTM-R guide, the current practice for recruitment and selection is described in detail on the Institute website and we have proposed an action in the action plan to develop and adopt an OTM-R policy. We have also recently introduced a job requisition/approval workflow to ensure consistent application of the current practice across all recruitments.</p> <p>Action: Adopting a recruitment and selection guideline with clear procedures for all types of positions.</p>
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	-/+	<p>Several persons from the HRS4R Implementation Team are frequent members of selection committees, and at least one member of the team is always present during interviews with candidates. These persons have gained good understanding of the OTM-R processes and are briefing the other committee members. By Q2/2022 all members of the Workgroup for Recruitment and Selection will attend a training on the best practices for the selection of candidates and interviewing.</p> <p>Action: We have proposed to add guidelines for selection committees and interviewers ensuring a consistent application of the proposed OTM-R policy during the selection process.</p>
4. Do we make (sufficient) use of e-recruitment tools?	x	x		+/-	<p>The Institute advertises its open positions online in the Career section of its website and of the website of the Czech Academy of Sciences and on national online recruitment channels (researchjobs.cz or jobs.cz). A vast majority of full-time positions are advertised on Euraxess.</p> <p>Action: Available solutions for online submission of job applications supporting both Czech and English language will be explored.</p>
5. Do we have a quality control system for OTM-R in place?	x	x	x	--	<p>We do not have a comprehensive quality control system for OTM-R, however, the selections are</p>

					usually supervised internally by staff responsible for recruitment. Action: We have proposed to include a quality control system for OTM-R in the proposed OTM-R guideline, based on the supervision by staff knowledgeable in the Institute's OTM-R policy and archiving selection templates used by selection committees for future reference.
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	+/-	Open positions are advertised on the Institute website (alternatively also on the CAS website) and other recruitment portals including Euraxess. A great majority of candidates are external and for positions advertised on Euraxess almost all of them are from abroad. Action: The proposed recruitment and selection guideline will determine clear rules for advertising positions.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	+/-	Our current practice attracts researchers from abroad. We collaborate with the Euraxess contact point at the Czech Academy of Sciences to enable a streamlined relocation of foreign researchers to the Institute. The recent changes in our recruitment procedures have helped to increase the number of foreign researchers from 4 (1.7 FTE) in 2014, to 20 (16.0 FTE) today. Action: The proposed recruitment and selection guideline will detail our motivations/policies to attract researchers from abroad.
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	-/+	The research field of the Institute is not very attractive for female researchers. However, the Institute provides all candidates with equal treatment and we have an adequate number of female researchers among both applicants and successful candidates. Action: We have proposed to include measures in the OTM-R guideline to consider issues of disadvantaged and underrepresented groups.

9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	+/-	<p>The Institute offers employment benefits and social security provisions which exceed those guaranteed by the national legislation and the wages are comparable with those in other public research institutions in the Czech Republic. The same conditions are offered to all researchers including the newly recruited ones. Practically all applicants to full-time positions are from outside the Institute.</p> <p>Action: We have proposed to introduce a training and development site providing training resources for researchers and the appointment of a contact person for training and development responsible for creating training plans for groups of researchers.</p>
10. Do we have means to monitor whether the most suitable researchers apply?				-/+	<p>The selection process includes several steps: 1) the selection committee reviews the CVs and other materials (motivation and recommendation letters); 2) the candidates are shortlisted for interviews (usually 3-5 candidates); 3) the selection committee ranks the interviewed candidates and recommends the best candidates to the Institute director; 4) the director reviews the recommendation of the selection committee and decides on the winning candidate. A range of candidate qualities are considered including mobility experience, supervision, research project leadership, but also patents and industry experience, if relevant.</p> <p>Action: We have proposed to include a wider range of merits for judging candidates in the selection template provided to selection committees.</p>
<b>Advertising and application phase</b>					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		+/-	<p>We have an intranet job requisition form which serves as a bilingual template for job adverts suitable for advertising on different online platforms including Euraxess and a set of</p>

					standardized e-mails for communication with candidates. Action: The proposed recruitment and selection guideline will determine clear rules for advertising positions.
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		-/+	We include most of the recommended information in the job adverts except: - We do not distinguish between required and desirable competencies. - We do not describe all professional development opportunities or career development prospects. - We do not reference the Institute's recruitment and selection policies. Action: The proposed recruitment and selection guideline will determine rules for advertising positions to add the missing information.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		++	- Practically all full-time positions are posted on EURAXESS. Advertising part-time positions only in Czech is duly justified by the difficulty to attract/keep foreign candidates with less-than-full-time offers. - A majority of applicants to full-time positions are from abroad.
14. Do we make use of other job advertising tools?	x	x		++	Own website (Czech & English), Career website of the Czech Academy of Sciences (Czech), researchjobs.cz (Czech), jobs.cz (Czech)
15. Do we keep the administrative burden to a minimum for the candidate?	x			++	We require only sending a CV before the selection process and an electronic copy of the academic degree after the selection process. For provide assistance to foreign candidates (via the Euraxess contact point at the Czech Academy of Sciences) with obtaining the visa and getting accommodation in the hotel of the Czech Academy of Sciences (if required).
<b>Selection and evaluation phase</b>					
16. Do we have clear rules governing the appointment of selection committees?		x	x	++	In accordance with the Statutes of the Czech Academy of Sciences (umbrella organization of the Institute) the selection committees are appointed

					by the director and must have a minimum of 3 members.
17. Do we have clear rules concerning the composition of selection committees?		x	x	-/+	The composition of selection committees is currently determined by the director (requirement of the current Statutes of the Czech Academy of Sciences) and the current practice is to include members of the research group, the research department head, the project leader/mentor, and a representative of the administrative staff supporting recruitment. Action: We have proposed to include rules for composition of selection committees aligned with the OTM-R toolkit recommendations in the proposed OTM-R guideline.
18. Are the committees sufficiently gender-balanced?		x	x	--	Due to the nature of the Institute's research field, the fraction of female researchers is relatively low and it is sometimes difficult to ensure adequate gender balance in selection committees. Action: We have proposed to create rules for composition of selection committees aligned with the OTM-R toolkit recommendations. The adequate gender balance may be achieved by using external members, if necessary.
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	-/+	The selection committees use a wide range of merits when assessing candidates, however, we do not have clear guidelines. Action: We have proposed to create rules within the proposed OTM-R guideline for judging based on a wide range of merits.
<b>Appointment phase</b>					
20. Do we inform all applicants at the end of the selection process?		x		-/+	We inform applicants who were shortlisted for interviews and applicants who specifically ask us to inform them (by e-mail). Action: We have proposed to create rules for providing feedback to applicants in the proposed OTM-R guideline.

21. Do we provide adequate feedback to interviewees?		x		-/+	The interviewed applicants are informed about the selection process outcome and how the selection committee viewed their responses during the interview. Candidates ranked as 2 <sup>nd</sup> and 3 <sup>rd</sup> best are informed about their success and offered to be informed about the availability of the position should the winning candidate reject the offer. Action: We have proposed to create rules for providing feedback to applicants in the proposed OTM-R guideline.
22. Do we have an appropriate complaints mechanism in place?		x		--	We have no complaints mechanism in place. Action: We have proposed to include a complaint mechanism in the proposed OTM-R guideline.
<b>Overall assessment</b>					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				+/+	We make annual statistics which allow us to assess long-term trends in the structure of the research staff, which can then be related to recruitments and reflected in the annual personnel plans prepared by research department heads and negotiated with the Institute management. As a small institution we make a small number of recruitments per year and any assessments of the delivery of recruitment objectives are considered in long-term perspectives.