



## **Czech Technical University in Prague**

**Open, Transparent, and Merit-based Recruitment – OTM-R**

Case number: 2018CZ329037

Name Organisation under review: Czech Technical University in Prague

Organisation's contact details: Jugoslávských partyzánů 1580/3, Prague, Czech Republic, 160 00

Pavel Koudelák, Ph.D., Pavel.Koudelak@cvut.cz, +420-22435-3676

SUBMISSION DATE: 16.8.2019

DATE ENDORSEMENT CHARTER AND CODE: 22/08/2018

Please provide the date when your organisation officially endorsed the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

OPEN, TRANSPARENT, AND MERIT-BASED RECRUITMENT CHECK-LIST: OTM-R

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.

The "Open", "Transparent" and "Merit-based" checkboxes are indicative of the type of policies and practices the questions refer to, as detailed in the C&C. They are pre-set in the HRS4R E-tool and cannot be changed. No action is needed from institutions in their 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 little as 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 in the row dedicated to each question, a small text box will pop up, indicating options of potential indicators to use. However, each institution should identify own measurements of the effectiveness of its OTM-R policy which should be further reviewed and adapted.

**Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list**

**OTM-R checklist for organisations**

	<b>Open</b>	<b>Transparent</b>	<b>Merit-based</b>	<b>Answer: ++ Yes, <i>completely</i> +/-Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- No</b>	<b>Suggested indicators (or form of measurement)</b>
<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	No	<p>CTU has not published an OTM-R policy document. Rules of Selection Procedure to Appoint Academic Workers at CTU document (<a href="https://www.cvut.cz/en/internal-ctu-regulations">https://www.cvut.cz/en/internal-ctu-regulations</a>) only covers certain aspects of the OTM-R policy (e.g. recognizing mobility experience, composition of selection committees), therefore, current recruitment procedures of CTU faculties and institutes will be reviewed, unified, and described in an internal document compliant with OTM-R principles, referred to as the Guidelines in what follows. Relevant parts will be published online on our job website.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• The overview of current faculty-level recruitment procedures</li> <li>• The Guidelines published on the CTU website job section</li> </ul>
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	No	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• An internal guide setting out OTM-R procedures and practices for all types of positions (R1-R4 and technical and administrative employees)</li> <li>• A new Human Resources CTU Manager position with the overall responsibility for OTM-R procedures including the Guidelines maintenance</li> </ul>
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	No	<p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>• Protocol for selection committee members</li> <li>• The number of potential selection committee members completing OTM-R training</li> <li>• The number of training sessions provided or the (increasing) number of selection committee members participating in recruitment processes</li> </ul>

4. Do we make (sufficient) use of e-recruitment tools?	x	x		No	<b>Indicators</b> <ul style="list-style-type: none"> <li>● Report - evaluation of e-recruitment tools commonly used by academic institutions</li> <li>● Introduction / implementation of an e-recruitment tool at CTU</li> </ul>
5. Do we have a quality control system for OTM-R in place?	x	x	x	No	<p>The quality control system will be based on the indicators listed in previous sections (e.g. in the online policy document of point 1)</p> <b>Indicators</b> <ul style="list-style-type: none"> <li>● Report - Analysis of satisfaction of and feedback from selection committee members</li> <li>● Report - Analysis of satisfaction of and feedback from job applicants</li> </ul>
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	Yes, substantially	<p>Even though the OTM-R policy is not composed yet, CTU is encouraging external candidates to apply by advertising jobs on websites such as jobs.cz (paid), researchjobs.cz, researchgate.net (paid), EURAXESS or social media such as Facebook. Besides, job advertisements are shared among faculties and institutes and are presented on career desks of the individual institutions.</p> <b>Indicators:</b> <ul style="list-style-type: none"> <li>● One CTU EURAXESS account</li> <li>● CTU LinkedIn account</li> <li>● Number of jobs published on EURAXESS website</li> <li>● Every department is using the same basic advertising channels for recruitment</li> </ul>
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	Yes, substantially	<p>There is a significant number of researchers (<i>about 330 researchers of foreign origin</i>) from abroad and the HR strategy is set in a way to have a greater proportion of international workforce in the near future; nevertheless, job advertisements need to be published in English (still the majority of the faculties' and institutes' advertisements are in the Czech language only).</p> <b>Indicators:</b> <ul style="list-style-type: none"> <li>● The Guidelines will require all job advertisements to be in both Czech and English languages.</li> <li>● Increased number of international job applicants</li> <li>● Increased number of international researchers</li> </ul>
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	Yes, partially	<p>Regarding working conditions offered, underrepresented groups are supported (e.g. women with small children can work only part-time or use the CTU kindergarten) – shared places are offered by some faculties and institutes. Marketing strategy needs to be developed to attract more women.</p>

					<b>Indicators:</b> <ul style="list-style-type: none"> <li>• Developed strategy to attract more women (increased number of shared places)</li> <li>• Measurements to improve accessibility for people with mental or physical impairments (increased proportion of employees with impairment)</li> </ul>
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	Yes, partially	<p>CTU allows faculties and institutes to adjust working conditions according to the needs of their employees; flexible working hours, research freedom and sabbatical leave are supported by most of them and known by internal employees. Nevertheless, they are not emphasized enough in job advertisements and on the CTU website.</p> <b>Indicators:</b> <ul style="list-style-type: none"> <li>• Job advertisements will refer to a document describing the CTU working conditions</li> </ul>
10. Do we have means to monitor whether the most suitable researchers apply?				No	<b>Indicators:</b> <ul style="list-style-type: none"> <li>• Implementation of a new recruitment process</li> <li>• Having at least 3 candidates who meet the criteria for a certain position; currently, there is only a single application for a significant number of openings</li> </ul>
<b>Advertising and application phase</b>					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		Yes, partially	<p>There is a template for an advertised position, nevertheless, it needs to be adjusted according to EURAXESS standards and needs to be published in Czech as well as in the English language.</p> <b>Indicators:</b> <ul style="list-style-type: none"> <li>• A set of templates for different research positions (R1-R4)</li> <li>• Jobs published on EURAXESS</li> <li>• Unified minimum requirements among faculties and institutes that can be adjusted according to individual needs of the relevant CTU parts</li> </ul>
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]	x	x		Yes, partially	<p>The current template includes information such as a job title, job specification, benefits but it does not include e.g. salary, training or a career development plan.</p> <b>Indicators:</b> <ul style="list-style-type: none"> <li>• Templates with all necessary information for a candidate to apply</li> <li>• Templates are stored in one place (internal website for recruitment)</li> <li>• Second step: making texts more appealing to candidates</li> </ul>
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		Yes, partially.	<p>Some job adverts are posted on EURAXESS; the majority of the jobs is posted on the CTU website or Facebook.</p> <b>Indicator:</b> <ul style="list-style-type: none"> <li>• Posting all open position in the English language on EURAXESS</li> </ul>
14. Do we make use of other job advertising tools?	x	x		Yes, substantially	<p>As was mentioned above, there is an increasing tendency to use social media as a form of an advertisement. The CTU “job opportunities” section needs to be developed and more information</p>

					<p>about the whole recruitment process needs to be added. At the same time, the content of Czech and English versions of the CTU job portal website needs to be unified.</p> <p><b>Indicator:</b></p> <ul style="list-style-type: none"> <li>● Improved CTU website for “job opportunities”</li> <li>● Systematic use of popular Czech (jobs.cz, researchjobs.cz) and international (EURAXESS, LinkedIn, nature.com, researchgate.net) jobs portals.</li> </ul>
15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b) <sup>45</sup> ]	x			Yes, substantially.	<p>Currently, the majority of applications is submitted by email and only a CV and a motivation letter are required for most of the faculties and institutes, i.e. the administrative burden is rather low. It will be further reduced by an e-recruitment/ application system where all information will be stored. Thus the process will become more transparent for a candidate who is then also able to monitor progress of the application process.</p> <p><b>Indicator</b></p> <ul style="list-style-type: none"> <li>● Having an e-recruitment tool incorporated on the university website</li> </ul>
<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	Yes, partially	<p>Rules of Selection Procedure to Appoint Academic Workers at CTU document (<a href="https://www.cvut.cz/en/internal-ctu-regulations">https://www.cvut.cz/en/internal-ctu-regulations</a>) will be updated and incorporated into the Guidelines.</p> <p><b>Indicator</b></p> <ul style="list-style-type: none"> <li>● An internal guide setting out OTM-R procedures including rules governing the appointment of selection committees</li> </ul>
17. Do we have clear rules concerning the composition of selection committees?		x	x	Yes, partially	<p>Rules of Selection Procedure to Appoint Academic Workers at CTU document (<a href="https://www.cvut.cz/en/internal-ctu-regulations">https://www.cvut.cz/en/internal-ctu-regulations</a>) will be updated and incorporated into the Guidelines.</p> <p><b>Indicator:</b></p> <ul style="list-style-type: none"> <li>● Updated current document on the composition of selection committees</li> <li>● High level of transparency and ease to internally monitor the whole process (e.g. by knowing the members of the committee, having internal reports from individual committees)</li> </ul>
18. Are the committees sufficiently gender-balanced?		x	x	Yes, partially.	<p>The gender balance of selection committees is not systematically monitored, reported, and required by internal regulations. An updated and developed process for the forming of a committee will enable CTU to improve this situation. At some faculties and institutes, e.g. the Faculty of Electrical</p>

					Engineering, the percentage of women is very low; thus reaching the full gender-balance in selection committees will be set as a long-term goal. We, therefore, set “ <i>improvement along index</i> ” in the composition as our indicator.  <b>Indicator:</b> <ul style="list-style-type: none"> <li>● Improved gender-balanced committees</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	No	<b>Indicator</b> <ul style="list-style-type: none"> <li>● Having clear guidelines for evaluation of a “merit” which will be accessible for all faculties and institutes</li> <li>● Training committee members in aspects of merit-assessment, which is based on the Guidelines</li> </ul>
<b>Appointment phase</b>					
20. Do we inform all applicants at the end of the selection process?		x		Yes, substantially	Majority of the candidates is informed about the result of the selection process;nevertheless, the process is not supervised at all faculties and institutes. The process needs to be more transparent and followed by Human Resources departments of individual faculties and institutes. Since the concept of selection and recruitment of CTU employees is going to be changed and the whole committee is going to be more involved in the whole process, it is necessary to develop a training program on providing a feedback for committee members. <ul style="list-style-type: none"> <li>● Developing guidelines on “end of the selection process”</li> <li>● Training on providing feedback for committee members</li> <li>● Feedback templates which are going to be used by committee members</li> </ul>
21. Do we provide adequate feedback to interviewees?		x		Yes, partially	If asked, candidates are provided with a feedback on their performance by the Human Resources department. As stated above (Q.no.20), the whole selection process needs to be rebuilt and re-developed. Even though informally it has been done, new guidelines need to created. Also having this in mind, the role of HR department within individual faculties and institutes needs to be clarified.  <b>Indicators:</b> <ul style="list-style-type: none"> <li>● Guidelines and templates on providing feedback</li> </ul>
22. Do we have an appropriate complaints mechanism in place?		x		No	<b>Indicators:</b> <ul style="list-style-type: none"> <li>● Firstly, the development of such a mechanism and in the second phase, implementation.</li> <li>● A system or software for complaint management; processed through the Human Resources department.</li> </ul>
<b>Overall assessment</b>					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				Yes, partially.	The whole process will be monitored according to the indicators introduced above in Questions 1-22. To ensure that we are meeting the set goals, the newly appointed Human Resources Manager will

					be regularly overseeing the implementation phase. In case indicators have not been met, he or she will suggest changes and/ or next steps.
--	--	--	--	--	--------------------------------------------------------------------------------------------------------------------------------------------