

OTM-R Checklist

Case number: 2024CZ300192

Name Organisation under review: Institute of Macromolecular Chemistry CAS

Organisation's contact details: Heyrovského nám. 1888/2, Prague, 162 06, Czech Republic

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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 by responding in the "Answer" column: **++Yes completely / +- Yes substantially / -+ Yes partially / -- no**. Also detail on the indicators and the form of measurement used in the "Suggested Indicators (on form of measurements)" column.

- 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.

	Open	Transparent	Merit-Based	Answer: (++Yes completely / +- Yes substantially / -+ Yes partially / -- no)	Suggested indicators (or form of measurement)
OTM-R system					
Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	++ Yes, completely +- Yes, substantially -+ Yes, partially -/- No	Our institution does not currently have a formally adopted OTM-R policy. Each job advertisement contains specific information relevant to the given position. Recruitment-related matters are primarily governed by Internal Directive No. 1 on the recruitment of new employees (dated 2 January 2008, last updated in January 2024), and the Career Development Rules for Employees with a University Degree of the Institute of Macromolecular Chemistry (dated 21

					<p>December 2007), which has not yet been updated and is based on the Career Development Rules for CAS Employees with a University Degree of the Czech Academy of Sciences.</p> <p>Both internal documents are available in Czech only and are accessible exclusively through the institute's internal web portal, which is available to employees only.</p> <p>The goal is the formal adoption of the OTM-R policy by the institute and its publication on the website.</p> <p>The goal is to update internal directives related to employee recruitment.</p> <p>The goal is to translate all relevant internal documents into English.</p>
Do we have an internal guidesetting out clear OTM-R procedures and practices for all types of positions?	x	x	x	<p>+/+ Yes, completely</p> <p>+/- Yes, substantially</p> <p>-/+ Yes, partially</p> <p>-/- No</p>	<p>Currently, our institution does not have a unified internal guide that comprehensively defines OTM-R procedures for all types of positions. The recruitment process is governed by Directive No. 1, which includes binding rules for announcing recruitment procedures, appointing selection committees, administrative processes, and decision-making regarding the hiring of candidates. However, this directive is available only internally and is not supplemented by clear guidelines or methodological recommendations that would facilitate its practical implementation.</p> <p>In the future, we plan to develop a user-friendly methodological manual that will unify recruitment procedures, incorporate OTM-R principles, and be applicable across different positions and departments. The updated Directive No. 1 and the forthcoming manual will also reflect newly introduced internal rules for the recruitment of candidates for the various research positions R1–R4.</p> <p>The goal is to create a methodological guideline containing recommended procedures for the recruitment of employees for individual positions, including rules for the composition of selection committees for the various groups (R1–R4) of research staff.</p>
Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	<p>+/+ Yes, completely</p> <p>+/- Yes, substantially</p> <p>-/+ Yes, partially</p> <p>-/- No</p>	<p>No, participants in selection procedures are not currently provided with systematic training in the area of OTM-R.</p> <p>Selection committees always consist of at least three members and typically include HR representative, the direct supervisor of the future employee, and, where relevant, the head of the respective department. For research positions, the Deputy Director for Research and the head of the relevant research department are involved. In such cases, the role of HR focuses mainly on the organizational and administrative coordination of the recruitment process and on ensuring compliance with applicable internal regulations, while the actual evaluation of candidates is usually carried out by assessors with relevant professional qualifications.</p> <p>Selection committees always consist of at least three members; however, none of the institute's staff have yet received training specifically focused on OTM-R principles.</p> <p>The goal is to create an e-learning training course in the area of OTM-R for members of selection committees.</p>
Do we make (sufficient) use of e-recruitment tools?	x	x		<p>+/+ Yes, completely</p> <p>+/- Yes, substantially</p> <p>-/+ Yes, partially</p> <p>-/- No</p>	<p>Yes, we use e-recruitment tools to advertise job openings. Vacancies are published via platforms such as Jobs.cz, Teamio, and Práce.cz (which is part of Jobs.cz) and Indeed portal. Some other job portals republish our advertisements automatically without prior consent. While this increases outreach, it also means we have limited control over the process.</p> <p>The goal is to primarily use the EURAXESS platform for advertising vacancies in research positions.</p>
Do we have a quality control system for	x	x	x	+/+ Yes,	At present, the institution does not have a formal quality control system

OTM-R in place?				<p>completely +/- Yes, substantially -/+ Yes, partially -/- No</p>	<p>specifically dedicated to OTM-R. There is a standardized template for the Record of the Recruitment Procedure Outcome. Occasionally, internal audits are conducted by the Czech Academy of Sciences; however, these audits typically do not focus directly on recruitment procedures but rather on other HR agendas, such as employment contracts or payroll records. A limited degree of feedback is available via the Jobs.cz portal, where information is displayed regarding whether the organization responds to applicants (e.g., marked as “Replies within two weeks”). We are considering the development of an electronic tool for monitoring and evaluating recruitment processes. The goal is to create a template for recording the course of the selection procedure, in line with the OTM-R policy.</p>
Does our current OTM-R policy encourage external candidates to apply?	x	x	x	<p>+/- Yes, completely +/- Yes, substantially -/+ Yes, partially -/- No</p>	<p>Yes, the current practice for advertising job positions supports, to a certain extent, the application of external candidates, including those from abroad. Job advertisements are routinely published in both Czech and English. The only exceptions are administrative, technical, and support roles, which are advertised in Czech only. Specialist and research positions are always advertised bilingually. Advertisements are published through the following channels: Jobs.cz and Práce.cz (via the Teamio system) Indeed Job portal of the Czech Academy of Sciences – through its Centre of Administration and Operations (in both Czech and English) This system increases the visibility of open positions and ensures that they are accessible to candidates from outside the institution and outside the Czech Republic. The goal is to primarily use the EURAXESS platform for advertising vacancies in research positions.</p>
Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	<p>+/- Yes, completely +/- Yes, substantially -/+ Yes, partially -/- No</p>	<p>Our current practice is partially aligned with the principles of OTM-R policies aimed at attracting researchers from abroad. In the area of research positions, we regularly observe interest from international candidates, which demonstrates that our job advertisements are effective and accessible beyond the Czech Republic. In contrast, administrative positions are generally filled by domestic applicants. The goal is the formal implementation of the OTM-R policy and the publication of related information on the institute’s website.</p>
Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	<p>+/- Yes, completely +/- Yes, substantially -/+ Yes, partially -/- No</p>	<p>Current recruitment practices adhere to the principles of equal treatment and support diversity. In selecting candidates, we focus strictly on their professional qualifications, work experience, knowledge, international mobility, research achievements, and professional potential—regardless of age, gender, ethnic background, or any other group identity. We actively support gender and age diversity within teams. Greater international diversity is also fostered through participation in the UNESCO/IUPAC course, which attracts high-quality candidates from abroad. The goal is the formal implementation of the OTM-R policy and the publication of related information on the institute’s website.</p>

Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	<p>+/+ Yes, completely +/- Yes, substantially -/+ Yes, partially -/- No</p>	<p>Despite the absence of a formally adopted OTM-R policy, our institution provides researchers with attractive working conditions.</p> <p>We offer flexible working hours, opportunities for international mobility, and the possibility of part-time employment. Employees are entitled to up to three days of paid health leave, and remote work (home office) is permitted based on an individual written agreement between the employee and the employer. An additional week of annual leave is granted, totaling five weeks per year. A general practitioner is present at the institute twice a week and offers medical consultations to employees. It is particularly useful for international staff members.</p> <p>A workplace canteen is available on site.</p> <p>Our working environment is inclusive regardless of gender, race, nationality, or religion, and our flexible working hours support work–life balance.</p> <p>We support family-friendly policies, including the operation of an on-site childcare facility, which has historically facilitated the return of parents—especially mothers—to work. However, this service is currently suspended due to low demand.</p> <p>We also offer family-oriented recreation through our own leisure and training center, a children’s summer camp, a Saint Nicholas celebration, and occasional events for employees’ children or families.</p> <p>Accommodation is available at our own guesthouse, which greatly facilitates onboarding of international staff, and service apartments are also available via the Czech Academy of Sciences.</p> <p>Although our institute is housed in a building from the 1960s, targeted modernisation efforts and substantial investments in top-tier instrumentation have enabled us to provide a research infrastructure that meets the standards of contemporary science and supports high-level research at an international level.</p> <p>In autumn 2024, an employee survey focused on working conditions and overall job satisfaction was conducted. The results were positive and will serve as a basis for further improving the working environment.</p>
Do we have means to monitor whether the most suitable researchers apply?				<p>+/+ Yes, completely +/- Yes, substantially -/+ Yes, partially -/- No</p>	<p>At present, we do not have a systematic tool in place to monitor whether the most suitable candidates are applying for advertised positions.</p> <p>There is no centralised record of job advertisements, nor any analysis of the effectiveness of individual recruitment channels or selection procedures.</p> <p>Candidate selection is based on the evaluation of CVs and other submitted materials, as well as a personal interview with the selection committee. The pre-selection is typically carried out by the HR officer, the chair of the selection committee, or the head of the relevant department—depending on the nature of the position and internal agreement.</p> <p>We plan to revise and update Internal Directive No. 1 so that it fully reflects the principles of the OTM-R policy and contributes to greater transparency and quality in recruitment processes. Our ambition is to establish a mechanism to evaluate the effectiveness of our future OTM-R policy and to monitor compliance with its principles.</p> <p>The goal is to update internal directives related to employee recruitment. The goal is to create a methodological guideline containing instructions for conducting an analysis of the recruitment process.</p>

Advertising and application phase					
Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		+/+ Yes, completely +/- Yes, substantially -/+ Yes, partially -/- No	<p>We have established templates for advertising open positions, which are completed by the heads of relevant departments depending on the nature of the position.</p> <p>We use a standardized template in which the supervisor fills in the specific job description and the requirements for education or professional experience. Other sections of the advertisement are unified across all positions and include information on employment benefits and basic details about the institute. Separate versions of the template exist for different groups of employees—research, technical-administrative, and administrative staff. Advertisements are usually prepared in both Czech and English, which enables publication on international job portals, including future use of EURAXESS.</p>
Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		+/+ Yes, completely +/- Yes, substantially -/+ Yes, partially -/- No	<p>Our job advertisements partially refer to key documents and information recommended in the corresponding section of the OTM-R toolkit.</p> <p>Each advertisement for a research or specialist position includes links to relevant departments within the institution and follows a standardized template. Applicants have access to key institutional documents such as the Code of Ethics for Research Activities of the Czech Academy of Sciences and the Career Development Rules for CAS Employees with a University Degree. Both documents are available in Czech and English.</p> <p>However, information on personal data protection (GDPR principles) is currently missing on the website, which we plan to add shortly. There is not yet a dedicated section on the recruitment process—information is currently available under the "Job Opportunities" section.</p> <p>The goal is to include a reference to the institutional OTM-R policy. We also intend to provide information online about how to submit complaints regarding the outcome or conduct of the recruitment process.</p>
Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		+/+ Yes, completely +/- Yes, substantially -/+ Yes, partially -/- No	<p>Currently, we do not make full use of the EURAXESS platform, but we are taking concrete steps to actively integrate it into our recruitment process. We are in the process of obtaining access for the HR department and preparing to fully utilize this tool for advertising research vacancies.</p> <p>The goal is to increase the international visibility of job postings and reach a broader pool of qualified international candidates by using the Euraxess platform.</p>
Do we make use of other job advertising tools?	x	x		+/+ Yes, completely +/- Yes, substantially -/+ Yes, partially -/- No	<p>In addition to standard online tools, we also use other channels to advertise job openings, including physical and informal forms of promotion. Job offers are posted on an internal notice board located on the ground floor of the institute, as well as on a board in the BIOCEV campus. Depending on the nature of the position, vacancies may also be advertised in relevant educational institutions—for example, at the Masaryk Secondary School of Chemistry when recruiting laboratory technicians or technical staff. Since 2025, we have been participating in the CHEM-iK career fair organized by IAESTE University of Chemistry and Technology (UCT) Prague and UCT Prague.</p>
Do we keep the administrative burden to a minimum for the candidate?	x			+/+ Yes, completely +/- Yes, substantially -/+ Yes, partially -/- No	<p>The administrative burden for candidates is kept to a minimum. As part of the recruitment process, applicants are typically required to submit only a structured CV; recommendation letters or motivation letters may be attached voluntarily. For research positions, a list of research outputs and publications is required.</p> <p>All documents can be submitted electronically, which simplifies and speeds up the application process. Original documents are requested only from the</p>

					selected candidate. Materials submitted by unsuccessful applicants are either returned or securely destroyed once the selected candidate has confirmed their employment.
Selection and evaluation phase					
Do we have clear rules governing the appointment of selection committees?		x	x	+/+ Yes, completely +/- Yes, substantially -/+ Yes, partially -/- No	The rules for appointing selection committees are clearly defined in Directive No. 1 on the recruitment of new employees. The Director of the Institute appoints the selection committee for positions requiring a university degree, based on a proposal from the department head and following discussion of the hiring request at the Director's Board. The selection committee must have at least three members. Once the position is approved, the recruitment process is formally announced by the responsible person – either the Director or the Deputy Director for Research. The goal is to update internal directives related to employee recruitment.
Do we have clear rules concerning the composition of selection committees?		x	x	+/+ Yes, completely +/- Yes, substantially -/+ Yes, partially -/- No	The composition of the selection committee is partially formally regulated by Directive No. 1, and also reflects established institutional practice. The directive stipulates that the committee must have at least three members. Typically, the head of the Scientific Department and the Deputy Director for Research are included and "may be members of the committee" – their participation is expected but not strictly required. Other members usually include supervisors or future colleagues; although this is not explicitly mentioned in the directive, it is a commonly applied good practice. This approach ensures a comprehensive evaluation of candidates from professional, operational, and team compatibility perspectives. The goal is to create a methodological guideline containing recommended procedures for the recruitment of employees for individual positions, including rules for the composition of selection committees for the various groups (R1–R4) of research staff.
Are the committees sufficiently gender-balanced?		x	x	+/+ Yes, completely +/- Yes, substantially -/+ Yes, partially -/- No	Gender balance in selection committees is not formally stipulated in internal regulations, but it is given due consideration in practice. Committees are typically composed based on professional and operational needs, with attention commonly paid to achieving gender balance. However, this is not a formal requirement codified in any directive or internal regulation of the Institute of Macromolecular Chemistry (IMC). Rather, it reflects the organization's values and its efforts to ensure equal representation. The composition of selection committees is determined by institutional roles that are linked to committee membership, as mentioned above. This approach limits the ability to systematically monitor gender balance. Although there is no quantitative obligation to ensure equal gender representation in selection committees, IMC consistently applies and promotes the principles of equality and diversity in recruitment and the allocation of responsibilities throughout the institution, in accordance with the IMC Gender Equality Plan. The goal is to create a methodological guideline containing recommended procedures for the recruitment of employees for individual positions, with an emphasis on gender balance in selection committees.
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, completely +/- Yes, substantially -/+ Yes, partially -/- No	At present, we do not have formal guidelines for members of selection committees to support a consistent evaluation of candidates' merits. Selection procedures are conducted according to a standard process outlined in the Directive N.1, whereby the committee prepares a report with a

				-/- No	<p>recommendation for the Director or the Director's Board. However, the directive does not specify specific evaluation criteria or a unified methodology. As a result, candidates are assessed based on the professional judgment of the committee members, who are experienced senior staff.</p> <p>The goal is to develop a methodological manual for selection committee members to ensure a consistent merit-based evaluation process aligned with the principles of OTM-R and the Council Recommendation 2023/0285 (NLE).</p>
Appointment phase					
Do we inform all applicants at the end of the selection process?	x			+/+ Yes, completely +/- Yes, substantially -/+ Yes, partially -/- No	<p>Yes, all candidates are informed by email at the end of the selection process. Unsuccessful applicants are thanked for their participation and informed that they were not selected. The selected candidate is contacted individually, sometimes by phone, but most often by email to ensure prompt and clear communication.</p> <p>Reasons for the decision are not routinely provided; however, if a candidate requests feedback, we are prepared to provide it.</p>
Do we provide adequate feedback to interviewees?	x			+/+ Yes, completely +/- Yes, substantially -/+ Yes, partially -/- No	<p>Feedback is provided upon request, in accordance with professional practice and data protection regulations.</p> <p>Candidates have the opportunity to ask for clarification regarding the outcome of the selection process – in such cases, the HR department provides appropriate feedback.</p>
Do we have an appropriate complaints mechanism in place?	x			+/+ Yes, completely +/- Yes, substantially -/+ Yes, partially -/- No	<p>Currently, job applicants do not have access to a specifically defined complaints mechanism.</p> <p>However, contact details such as the HR department and general registry are publicly available on the institute's website and are commonly used by applicants for inquiries or to raise concerns regarding the recruitment process. Published information also includes the procedure for handling requests under Act No. 106/1999 Coll., on Free Access to Information – although this is not intended exclusively for the recruitment process.</p> <p>The goal is to create a complaints mechanism in line with the OTM-R policy and publish it on the website.</p>
Overall assessment					
Do we have a system in place to assess whether OTM-R delivers on its objectives?				+/+ Yes, completely +/- Yes, substantially -/+ Yes, partially -/- No	<p>We currently do not have a system in place that would allow for systematic evaluation of the achievement of OTM-R objectives.</p> <p>Following the planned revision of Directive No. 1 on recruitment procedures and the creation of supporting methodologies, the goal will be to assess the effectiveness of OTM-R implementation in a more comprehensive manner.</p> <p>Furthermore, to enhance transparency and awareness of OTM-R principles, we are preparing all OTM-R related documents in both English and Czech for future online publication.</p>