

OTM-R Methodology

PRINCIPLES OF OPEN AND TRANSPARENT RECRUITMENT

St. Anne's University Hospital Brno (FNUSA) is a state contributory organisation established and directly managed by the Ministry of Health of the Czech Republic. It provides comprehensive diagnostic, therapeutic and nursing inpatient, outpatient and stationary care and performs complex pharmaceutical activities. In addition to patient care and teaching, the hospital's main activities also include science and research. Virtually all clinical departments of FNUSA are involved in science and research and the **International Clinical Research Centre (ICRC)** holds a specific position. Both clinical and pre-clinical research is carried out at ICRC workplaces in individual research groups. Designated FNUSA workplaces, including the ICRC, are training bases of the Faculty of Medicine, Masaryk University.

This document defines the basic principles of the FNUSA recruitment process. Their detailed arrangements are contained in the following internal documents:

- Rules for Selection Procedures for New FNUSA Employees
- Selection Committee Guide

General principles of the selection procedure

The recruitment and selection process is guided by the principles of openness, transparency and evaluation on the basis of clearly defined criteria, which are assessed both qualitatively and quantitatively.

Openness – advertisements for vacancies are posted on the FNUSA career website (and possibly elsewhere) in order to reach as many applicants as possible. Whenever practical, the selection procedure may also be published in English.

Transparency – a recruitment and selection process for new employees that is simple and clear for all applicants (a standardised on-line template for advertising, which serves as a tool to ensure quality control and transparency in the process of posting vacancies, while also keeping the administrative burden on the applicant and the HR department / HR ICRC to a minimum).

(Merit-based) Evaluation based on clearly defined objective criteria to ensure that the most suitable applicant is selected. During the evaluation, emphasis is placed both on previous results and on the future potential of the candidates (in managerial positions, also on the feasibility of the concept of development of the given workplace).

Minimal administrative burden – all documents may be submitted in person, by post or electronically (no electronic signature required). Applicants are not required to submit original documents or official translations of certificates demonstrating their qualifications. Original documents, including proof of education (qualifications), are only required at the stage of preparing the employment agreement.

Communication – Applicants will be informed that their application has been duly received (electronically via email). The email will always list a contact person who can provide further information on the progress of the selection procedure.

Impartiality – the recruitment process ensures that there are no conflicts of interest between applicants and members of the selection committee.

Confidentiality – members of the Selection Committee are bound by confidentiality. All documents and materials containing personal data are handled in accordance with the GDPR, the laws of the Czech Republic and internal directives governing personal data protection.

Non-Discrimination – Discrimination or differential treatment on the grounds of race, ethnic origin, nationality, gender, sexual orientation, age, disability, religion or belief, etc., which might affect the selection procedure and the selection of the most suitable applicant is completely unacceptable.

Equal opportunities – during the process of recruitment and selection of new employees, requirements for equal opportunities are respected, including taking into account the specificities of different social groups and the specificities of persons with sensory and physical disabilities.

Legal regulations – the basic law governing relationships under labour law between employer and employee is Act No. 262/2006 Coll., the Labour Code.

Selection Committee

- A Selection Committee (proposed by the Head of Department and appointed by the Director or the relevant Deputy Director), selected on the basis of the job on offer and composed of at least three members, is responsible for the course of the selection procedure.
- All members of the Selection Committee receive training to ensure that the entire process is carried out in accordance with the law, the hospital's internal regulations, and the principles specified above.
- The members of the Selection Committee will maintain strict confidentiality of information concerning both the candidates and the selection procedure. Information about candidates from current or former employers and colleagues may be obtained only with the consent of the candidate and the chair of the Selection Committee.
- The Selection Committee always includes the immediate supervisor/member of the management of the workplace. The Committee should be gender-balanced and it may also include a representative of the HR department / HR ICRC.
- The chairman of the Committee is responsible for the course of the selection procedure, he/she makes the minutes and submits them to the Director of FNUSA or the relevant Deputy Director.
- A person close to the candidate (e.g., a colleague in a former job) should not be a member of the Selection Committee, as this may influence the decision. If the chair of the Selection Committee decides that a conflict of interest prevents a person from being a member of the Selection Committee, the chair will appoint an alternate member.
- The Selection Committee may use multiple steps, e.g., the pre-screening or pre-selection of candidates for the oral rounds, written assignments and, in particular, interviews with applicants.

The course of the selection procedure

1. Advertising and submission of applications

- Depending on the selected job, a job poster is selected who approves the proposal to launch the selection procedure (in justified cases, he/she has the right to extend, suspend or cancel the selection procedure).
- Depending on the type of job, the FNUSA portal (www.fnusa.cz) and the EURAXESS portal are used for advertising. Alternatively, advertising is done on other websites (e.g., job portals) or through direct contact with potential candidates.
- There is a specific application deadline (usually at least 15/30 calendar days depending on the type of job position offered).
- It is sufficient to send scans of the application form and any required attachments. The employee responsible for the administrative work associated with the selection procedure will send an e-mail to all candidates confirming receipt of their application for the selection procedure.

2. Evaluation and Selection

The first phase

The purpose of this part is to verify some of the facts stated in the CVs and possibly to narrow down the number of candidates who will proceed to the second round for a personal interview.

- **Administrative check** – First, the content of the documents sent by the candidates is checked and those candidates who do not meet the required criteria for the position are eliminated.
- **Shortlisting** – Next, a shortlist or list of suitable candidates is created, which is provided to the members of the Selection Committee along with the documents of all candidates (including those who have been eliminated). The members of the Selection Committee will consider all applications received for the selection procedure and either approve the shortlist, narrow it down or add additional suitable applicants.
- **Telephone interview** – When compiling the shortlist, a member of the Selection Committee may contact applicants by telephone in order to conduct a telephone interview. Within the same selection procedure, it is important that each applicant is asked the same questions so that their answers can be assessed objectively. A telephone interview normally takes only a few minutes.

The second phase

- **Personal interview** – The Selection Committee will select candidates who will be invited for a personal interview. In some cases, it is also possible to hold an online version of the interview. As part of the interview, candidates may also be asked to make a presentation and answer questions.
- Interviews can be single rounds, but they can also consist of multiple rounds. For some positions, other options may also be used to verify the qualifications for the job, such as: **a cover letter, verification of qualifications, references from previous employers, working on a task** that simulates a typical work situation for the position, the concept of workplace management. In addition to a personal interview, other personnel selection tools include a **knowledge test, a psychodiagnostics questionnaire** (especially for managerial positions) and **referrals**. The purpose is to obtain additional information for evaluation in order to assess the suitability of the applicant for the job position in question.

3. Completion of selection procedure

- The selection committee usually completes the selection procedure within one month of the deadline for receipt of applications.
- Applicants are informed without delay of the outcome of the selection procedure (usually by phone or e-mail).
- The decisions of the selection committee cannot be appealed.
- The announcer will close the selection procedure by deciding to hire or not hire the applicants, including the duration of the relationship under labour law. If there is no suitable applicant, the recruiter will decide to repeat the selection procedure or to use another solution.
- In accordance with the principle of transparency, unsuccessful applicants may, at their own request, receive information on the strengths and weaknesses of their applications.

4. Waiver of selection procedure

The selection procedure may be waived:

- For positions classified as salary grade 1 to 6 of the catalogue of jobs,
- For an employment contract entered into for six months or less, but the selection procedure must not be waived for repetitive contracts,
- For work on a project, where the position was described in the project application, including the name of the employee, and the project has been approved for funding by the grant provider,
- In exceptional cases where an applicant is approached directly, in particular in the case of a highly specialised position or a foreign expert. In that case, the form of such a procedure may only be approved with the Director's approval. For scientific and research positions, the approval of the Vice Director for Science and Research is sufficient, and for ICRC positions, the approval of the Head of ICRC is sufficient.
- If the position is filled by an applicant who successfully completed a selection procedure for a similar position at FNUSA no more than 12 months ago.