

HR Excellence in Research

OTM-R Checklist

OTM-R Checklist

Case number

2023CZ158003

Name Organisation under review

Skoda Auto University

Organisation's contact details

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OTM-R checklist

A specific self-assessment checklist is provided for OTM-R. Please report on the status of achievement, and also detail on the indicators and the form of measurement used.

- The 'Open', 'Transparent' and 'Merit-based' checkboxes are indicative of the types of policies and practices the questions refer to, as detailed in the European Charter for Researchers. They are preset in the HR Excellence in Research e-tool and cannot be changed. Institutions do not need to act in this 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 small 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 over the row dedicated to each question, a small text box will pop up, indicating options of potential indicators to use. However, each institution needs to define its own means of measuring the effectiveness of its OTM-R policy, which should be further reviewed and adapted as necessary.

Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
OTM-R system				

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	-/+ Yes partially	At present, Škoda Auto Vysoká škola does not have a standalone OTM-R policy document published online. However, the core principles of open, transparent, and merit-based recruitment are already partially implemented through existing internal regulations and practices. These principles are reflected in particular in the following documents: - Methodology for addressing sexual harassment and inappropriate behaviour (OS.61.01), available in Czech and English - Rules for the system of competence development of academic staff (NO.34.01) - Standards for internal evaluation of educational and research activities (NO.28.01) - Recruitment process of new employees (OS.62.01) - Employee onboarding process (OS.69.01) - Code of Ethics (publicly available in CZ and EN) These documents are accessible to employees via the employee portal and, in part, on the institution's website. The organisation recognises the need to consolidate these principles into a comprehensive OTM-R policy document and to publish it online. The development and publication of such a policy is planned as a key action within the HRS4R Action Plan.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	+/- Yes substantially	Škoda Auto Vysoká škola currently does not have a comprehensive internal guide that systematically describes OTM-R procedures for all positions. However, recruitment is governed by the internal organisational directive OS.62.01 Recruitment Process of New Employees, which applies to all staff, including researchers. Although this directive does not explicitly refer to OTM-R principles, some of them are already applied in practice, especially transparency of the process, equal treatment of candidates, and the involvement of professionally relevant members of selection committees. Selection criteria are always defined according to the specific nature of the position. The organisation recognises the need for a more systematic and explicit integration of OTM-R principles and therefore plans to develop a comprehensive OTM-R policy, including methodological guidelines and clearly defined procedures and evaluation criteria, also reflecting the specifics of research positions.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	-/+ Yes partially	Currently, no systematic training specifically focused on OTM-R principles is in place. However, participants involved in recruitment processes are instructed before each selection procedure in accordance with the directive OS.62.01 Recruitment Process of New Employees. This instruction focuses on ensuring a transparent, fair, and non-discriminatory recruitment process. The organisation recognises the need for further development in this area. As part of the implementation of the OTM-R policy, systematic training will be introduced, focusing on open recruitment principles, objective evaluation of candidates, and mitigation of potential biases.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we make (sufficient) use of e-recruitment tools?	x	x		+/- Yes substantially	Škoda Auto Vysoká škola actively uses various online tools for recruitment, including its own website, social networks (LinkedIn, Facebook), and external job portals (e.g. jobs.cz). Candidates can apply through these platforms or directly via the contact details provided in job advertisements. During the recruitment process, digital tools such as MS Teams are also used for online interviews, enabling flexible participation of candidates. Communication with candidates is carried out through a combination of electronic tools (email, online meetings) and personal approaches (telephone communication), reflecting the size of the organisation and its individual approach to candidates. The organisation also identifies room for further development in the digitalisation of recruitment, particularly in the more systematic use of e-recruitment tools and expansion of outreach, including internationally.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we have a quality control system for OTM-R in place?	x	x	x	-- No	Currently, Škoda Auto Vysoká škola does not have a formal system for systematic monitoring and evaluation of the quality of OTM-R processes. However, certain elements of quality control are already present in practice, such as providing feedback to candidates, involving qualified members in selection committees, and compliance with internal recruitment procedures. The organisation recognises the importance of a systematic approach to quality in recruitment processes and plans to introduce a structured monitoring and evaluation system as part of the OTM-R policy. This system will include defined indicators, feedback mechanisms, and regular evaluation of recruitment processes.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Does our current OTM-R policy encourage external candidates to apply?	x	x	x	-/+ Yes partially	In its current practice, Škoda Auto Vysoká škola publishes job vacancies on its website - https://www.savs.cz/en/position-at-savs-340lp , job portals (e.g. jobs.cz), and via social media (LinkedIn, Facebook), thereby reaching external candidates. However, job advertisements are predominantly published in Czech, which may limit access for international candidates. The organisation is aware of this limitation and plans, within the HRS4R strategy, to expand its recruitment channels to international platforms (especially EURAXESS) and systematically introduce English-language job advertisements, thereby strengthening openness towards external and international applicants.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	-- No	Currently, the recruitment process is not fully designed to systematically attract international researchers. Škoda Auto Vysoká škola does not yet have a formalised OTM-R policy nor standardised English-language job advertisements. Vacancies are primarily published on national platforms and the institutional website, which limits international reach. The organisation is aware of this limitation and considers the internationalisation of recruitment a key priority within HRS4R. Planned measures include systematic use of international recruitment platforms (e.g. EURAXESS), publication of vacancies in English, and an overall strengthening of attractiveness for international researchers.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	+/- Yes substantially	Škoda Auto Vysoká škola does not currently have a specific OTM-R policy explicitly focused on underrepresented groups. However, principles of equal treatment, non-discrimination, and inclusion are embedded in internal documents, in particular: - Code of Ethics (NO.24.02) - Directive OS.61.01 (Methodology for addressing sexual harassment and inappropriate behaviour) - Directive OS.62.01 (Recruitment process of new employees) Škoda Auto Vysoká škola strictly rejects any form of discrimination based on gender, age, ethnicity, religion, or other characteristics. The organisation has also implemented a Gender Equality Plan (GEP), which systematically promotes equal opportunities, gender balance, and an inclusive working environment. Further development in this area is expected within the OTM-R policy, including explicit integration of diversity and inclusion principles into recruitment processes.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	++ Yes completely	Although Škoda Auto Vysoká škola does not yet have a formal OTM-R policy in place, it provides attractive working conditions for its employees, including researchers. Key benefits include: - modern technical and IT infrastructure, including the Educational Centre Na Hejdovce - access to library resources, online databases, and professional literature - flexible working arrangements - support for work-life balance - individual approach reflecting the size of the organisation - support for international mobility - support for publishing and research activities These elements contribute to an attractive working environment and support long-term professional development of employees.

Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we have means to monitor whether the most suitable researchers apply?			-- No	Currently, there is no formal system in place to systematically monitor whether the most suitable candidates apply. Requirements for candidates are defined by the head of the relevant department in cooperation with the HR department. Candidate assessment is carried out in accordance with directive OS.62.01 Recruitment Process of New Employees and is the responsibility of the selection committee. Members of selection committees are experts in the given field, ensuring a qualified evaluation of candidates. The organisation recognises the need for a more systematic approach in this area. Within the implementation of the OTM-R policy, tools for monitoring and evaluating recruitment quality will be introduced (e.g., analyses of the number and structure of applicants and the success rates of recruitment processes), enabling a better assessment of recruitment effectiveness.
Advertising and application phase				

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		+/- Yes substantially	At Škoda Auto Vysoká škola, the format of job advertisements is standardised in practice and managed by the HR department. Job advertisements follow a consistent structure and include all key information. However, there is currently no formally approved institutional document explicitly defining a unified template or methodology for job advertising (e.g. aligned with EURAXESS recommendations). The content of each advertisement is prepared in close cooperation with the head of the respective department, ensuring professional relevance of requirements and job descriptions. Advertisements are also formulated using gender-sensitive language. The organisation recognises the benefits of formal standardisation and plans to develop a unified methodology and template for job advertisements within the implementation of the OTM-R policy.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
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	Job advertisements at Škoda Auto Vysoká škola contain all essential information required by applicants. They typically include: - job title - requirements for candidates - job description - offered benefits - expected start date - list of required documents - contact details of the HR department This structure ensures transparent and clear communication of job opportunities to applicants.
Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		-- No	Currently, Škoda Auto Vysoká škola does not use the EURAXESS platform or other international platforms for publishing research vacancies. The organisation is aware of the importance of these platforms for increasing international visibility and attracting a wider pool of candidates. The introduction of the regular use of EURAXESS for publishing research positions is planned as a key measure within the implementation of the OTM-R policy and the internationalisation of recruitment.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we make use of other job advertising tools?	x	x		+/- Yes substantially	Škoda Auto Vysoká škola uses a combination of several tools for job advertising: - institutional website - social networks (LinkedIn, Facebook) - external job portals (e.g. jobs.cz) This combination enables the organisation to reach a broad range of candidates at the national level. Further expansion of recruitment channels is planned, particularly towards international platforms and specialised tools for recruitment of researchers.
Do we keep the administrative burden to a minimum for the candidate?	x			++ Yes completely	Škoda Auto Vysoká škola strives to minimize the administrative burden for job applicants. Applications and communication are primarily conducted electronically, including the submission of documents and organisational information. Selection procedures may be conducted both in person and online. Feedback is systematically provided to candidates, either electronically or, in later stages of the selection process, through personal (telephone) communication. In line with the principle of minimising administrative burden and GDPR requirements, only essential documents necessary for the proper conduct of the recruitment process are requested from applicants.
Selection and evaluation phase					

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we have clear rules governing the appointment of selection committees?		x	x	+/- Yes substantially	Selection committees are appointed by the HR department in cooperation with the head of the relevant department where the vacancy is to be filled. Typically, the committee includes the head of the department and, where appropriate, other relevant representatives of the management (e.g. Rector, Director) or professional colleagues in similar positions who are able to assess the candidate's expertise. The general framework of the process is partially defined in the organisational directive OS.62.01 Recruitment Process of New Employees. However, the organisation recognises the need for more detailed and formalised rules governing the appointment of selection committees, which will be addressed within the OTM-R policy.
Do we have clear rules concerning the composition of selection committees?		x	x	+/- Yes substantially	The composition of selection committees is currently defined at a general level in the directive OS.62.01. Committees are composed to include professionally relevant individuals capable of a qualified assessment of candidates. The organisation has identified the need for further specification, particularly to standardise the composition of committees and clarify their roles and responsibilities. These aspects will be more precisely defined within the OTM-R policy.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Are the committees sufficiently gender-balanced?		x	x	+/- Yes substantially	The principle of equal treatment and non-discrimination is embedded in internal documents, particularly in the Code of Ethics and directive OS.62.01. Members of selection committees are primarily appointed based on their professional qualifications and their ability to objectively assess candidates. Emphasis is placed on fair and unbiased evaluation regardless of gender or other personal characteristics. At the same time, the organisation recognises the importance of gender balance and diversity. These principles are systematically developed through the Gender Equality Plan (GEP) and will be further explicitly incorporated into the OTM-R policy, including recommendations for balanced composition of selection committees.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
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	Members of selection committees are instructed on the procedures for conducting recruitment and evaluating candidates. Requirements for candidates are always based on the specific job description and professional needs of the respective department. However, there are currently no unified methodologies or criteria for systematic assessment of "merit" (e.g. combining experience, potential, research performance, and other competencies). The organisation recognises this need and plans to establish clear evaluation criteria within the OTM-R policy. This will include a broader approach to candidate assessment (e.g. research achievements, potential, collaboration skills, transferable skills), in line with modern European principles.
Appointment phase					
Do we inform all applicants at the end of the selection process?		x		++ Yes completely	All applicants are informed about the outcome of the selection process through the HR department. Candidates who participated in interviews are typically provided with feedback also in the form of telephone communication.

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we provide adequate feedback to interviewees?		x		++ Yes completely	Candidates are provided with feedback, including basic justification of the selection decision. This approach supports the transparency of the process and enables candidates to better understand the outcome.
Do we have an appropriate complaints mechanism in place?		x		-- No	Currently, there is no formalised mechanism in place for submitting and handling complaints related to the recruitment process. In case of complaints, situations are handled individually by the HR department. The organisation recognises the importance of a transparent and reliable complaints mechanism and plans to introduce such a system within the OTM-R policy, including clearly defined procedures.
Overall assessment					

	Open	Transparent	Meritbased	Answer:	Suggested indicators (or form of measurement)
Do we have a system in place to assess whether OTM-R delivers on its objectives?				-- No	As Škoda Auto Vysoká škola does not yet have a formalised OTM-R policy, no systematic tools for evaluating its effectiveness are currently in place. The organisation recognises this need and plans to introduce a monitoring and evaluation system as part of the OTM-R policy, including: - defined indicators (e.g. number of applicants, success rate of recruitment processes, diversity) - feedback mechanisms - regular evaluation of recruitment processes The aim is to ensure continuous improvement of recruitment practices and their alignment with the principles of open, transparent and merit-based recruitment.