Recruitment and candidate selection
– an ICS handbook

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The document was written for you by members of the HR team of the Institute of Computer Science, who are responsible for the whole process. This document describes the process of recruitment and selection of candidates/applicants for employment at the Institute of Computer Technology (ICS) of Masaryk University. This handbook is primarily intended for people who are interested in the possibility of working with the ICS or are already participating in the selection process. Here you will find an overview of the key principles and rules that we follow at the Institute of Computer Science when searching for and selecting new collaborators. You will find out how the selection process is structured and what you may encounter.

Related documents

All vacant positions at the ICS are filled in accordance with the Regulations on Competitive Selection Procedures of Masaryk University (RCSP) and the Implementing Regulation for the RCSP. Applications for the current selection procedures are always available on the Career pages of the ICS. We publish advertisements through relevant communication channels and social networks. A version of this handbook is published on the ICS staff portal, supplemented by links to other tools useful for team leaders and members of selection committees.

Principles OTM-R

Openness. We advertise all research positions in Czech and English or English only. We set the application time so that people who are actively looking for a job have the opportunity to apply.

Transparency. We make information about the recruitment process and the structure of the selection procedures available to the public. We give participants in the selection procedure information about the evaluation process and provide specific feedback after selection procedure is concluded. Merit-based. The evaluation of candidates is based on clear criteria, assessing work experience, international relevance, but also personal potential and opportunities for further development to ensure that the most objectively suitable candidate is selected.

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Equal opportunities. Selection procedures shall be conducted in such a way as not to discriminate against participants on the grounds of sex, sexual orientation, age, ethnic or social origin, religion, health, marital or family status or obligations, political or other opinion, paternity, maternity etc.

Efficiency. the selection procedure is carried out without undue delay and represents a minimal administrative burden for the applicant and the selection board. Electronic communication and documentation methods are preferably used in the selection procedure.

Feedback. We continuously collect feedback on the functioning of the recruitment process. People participating in the selection process receive an email after their participation with a link to a feedback questionnaire. People serving on selection committees and in leadership positions give feedback directly to the HR team.

Advertising the selection procedure

Advertisement is a key feature of any job offer. This is prepared by the head of the department in cooperation with HR and contains information about:

- The workplace – which team and division is the position being filled in
- Job description – what one should expect to work on in the role
- Candidate requirements – the knowledge, skills and personal characteristics that are directly related to the job performance on the position and that we will assessed as part of the selection procedure
- The working conditions offered and the amount of time – each position has a salary grade attached to it according to the Directive of Institute of Computer Science, The MU Internal Wage Regulations determines the salary rate for a given grade. The total financial remuneration consists of a personal remuneration and a management premium.
- Benefits provided by MU – an overview of these can also be found on the ICS website
- How and when to submit your application, including the required attachments – we usually require a structured CV
- Start date
- Reference to the institutional OTM-R and non-discrimination policy.

Information on the number of vacancies, the financial remuneration offered and career development and growth opportunities is provided at the discretion of the person who submitted the call for applications and is also part of the personal interviews with applicants.

We publish advertisements on recruitment channels. With selection procedures for academic positions, the advertisement must normally be published 30 days before the closing date for applications; for non-academic positions, 7 days before the closing date for applications is sufficient. For the rules on selection procedures for specific groups of posts, see Article 3(2) of the RCSP. For research positions, the advertisement must be in English.

Candidate selection procedures

The decision to fill any given position is made by the person submitting the call for applications (hereafter referred to as "advertiser"), i.e. the Director of the ICS or the head of one of the Institute's divisions. The decision is taken on the basis of the recommendation of the selection committee, the members of which are appointed by him/her. The committee should include head of the department, an HR Specialist and at least one other person. It may include other team members, project managers or anyone else who can assess the professional or human competencies of the candidates. The committee should include at least one woman. The committee must consist of at least three members.

The selection procedure is divided into rounds. In each round, the selection committee sets out in advance the criteria that the candidate must fulfil – and the competencies that the selection committee will assess in that round. Unless the committee agrees otherwise, the competencies and criteria to be assessed are those stated in the job advertisement. If, during the selection process, the selection committee finds that a key competency or selection criterion is missing from the advertisement, it may add others to the selection process. The addition of evaluation criteria to the selection round shall be communicated by the selection committee to all applicants before the start of the selection round.

Interview rounds of the selection procedure

We usually have more than one round to allow us to assess candidates in different ways (task/test/interview) and in different contexts (online/live), which ensures a higher likelihood that our assessment of the candidate will be a good predictor of performance in the position.

In the administrative round, the committee evaluates CVs and other documents sent by candidates. The committee may evaluate applications continuously or all at once after the application period has closed. They exclude from the selection procedure those who do not meet the requirements of the position beyond doubt (education, certification, length of previous experience in a similar position, driving licence, etc.). If we do not have such formal requirements listed in the advertisement, because we are filling a position requiring specific skills and potential, the extent of which cannot be well judged from the CV and cover letter, then we only eliminate a small fraction of applicants in this round.

Online/telephone interview: The ICS HR department arranges a short, 20-minute interview to discuss expectations and possibilities of cooperation with the candidate and to find out if he/she actually meets the offer from our side. If there is a larger number of applicants or if any significant questions have arisen from the administrative round that can easily determine whether the candidate will be suitable for the position, it is appropriate to ask them in this round. Otherwise, the online round is skipped.

A professional task is submitted by candidates when the level of professional competence (programming ability, specific technical knowledge or overview) is important to us. The assignment is prepared by the supervisor or his/her delegate. We try to ensure that the assignment is a sample of the actual activities of the position to be filled. For such assignments, there is no doubt that performance on the assignment will give us useful information about how the candidate will perform in the position, while providing the candidate with a „taste" of what to expect in the position. A vocational assignment can include writing answers to more technically complex questions where we don't mind candidates having access to the internet. It can be elaborating on a product or output that we will expect from the person in the position, and so on. Asking for a portfolio of relevant previous work can also be a time-saving way to get an idea of a candidate's technical skills. If we're looking for people who can program in Python, we might ask them to share projects they've worked on. This has the advantage, especially for more senior candidates, of being less time-consuming for them. For us, however, it brings problems of comparability of outputs sent by different candidates. The specific assignment of the task is the result of the selection committee's consideration of all these aspects of the problem.

Interview is attended by the HR Specialist and the Chairperson and other members of the Selection Committee, if applicable. A substantial body of research shows that structured interviews lead to better selection decisions, which is why we conduct interviews this way. This means that apart from the initial introductory and final questioning part of the interview, most of the time is spent asking pre-prepared questions that are the same for all candidates. The decision to hire the person for the position is then based on an evaluation and comparison of these answers. The structured nature of the interview ensures that we compare the performance of candidates/applicants fairly, and that we do not give undue weight to stereotypes and personal biases in the evaluation process. The general structure of the interview is as follows:

- Introduction of the members of the selection committee, the candidate, questions assessing motivation, previous experience, comparison of expectations of possible cooperation.
- Core interview consisting of pre-prepared questions on key competences to be assessed. These should already be stated in the advertisement.
- Questions from the candidate/applicant - This is where they have the space to ask the selection committee members anything they feel is relevant.
- Practical information at the end - form of contract, benefits, salary, possible start date, next steps, feedback date
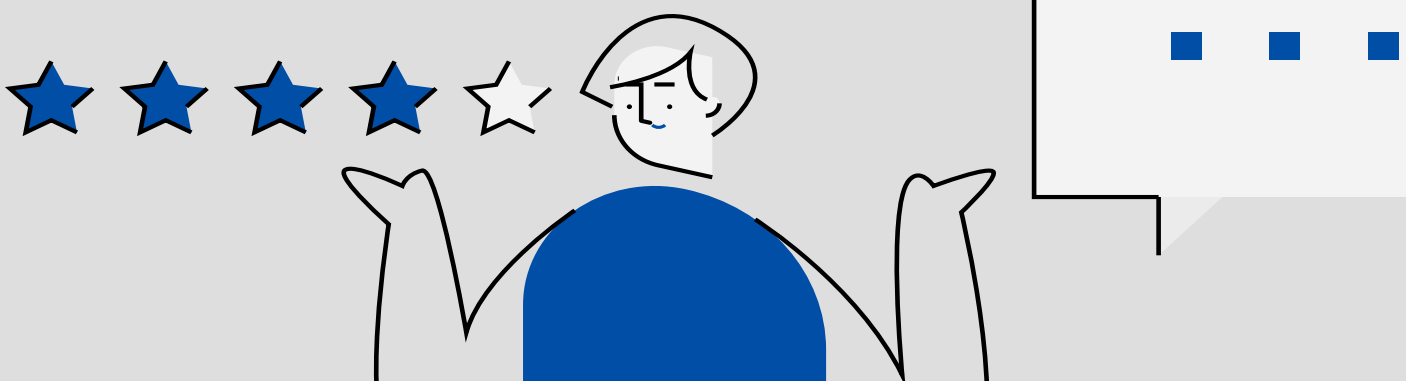
Assesment

Each round of the selection procedure is evaluated separately by the selection committee, with the committee members assessing the level of competence of each candidate in each round. Based on the assessment of specific competences, the committee then determines the success rate for each candidate (by comparing the partial assessments, discussion, voting) and, based on the comments of the committee members, HR then provides feedback to unsuccessful candidates and invites successful candidates to the next selection round.

In the evaluation of the last round (interview with the committee), the committee determines not only the success of the candidates/applicants but also their ranking (if there are more than one successful candidate). HR also provides feedback to the successful candidates. The successful candidates are then approached with an offer in the order set by the committee until all the vacancies are filled.

After the successful conclusion of the selection process, HR take a record of the selection process, which is approved (signed) by all members of the selection committee within the INET information system, and the advertiser certifies the hiring decision based on the committee's decision.

This is followed by the process of employee adaptation. Upon joining, the manager introduces the new employee to his/her job and responsibilities, introduces him/her to the team, and sets goals and expectations for the first three months. Before the end of the three-month period, the supervisor evaluates the employee's achievement of the goals and expectations, and he/she provides feedback to the supervisor and HR for the entire adaptation process.

Waiver of the selection procedure

According to Article 2 of the implementing regulation of the RCSP, selection procedure shall be announced for the groups of vacancies listed in Article 3 of the RCSP, i.e. academic, research and all other posts.

The decision to waive the selection procedure shall be taken by advertiser based on a proposal containing a justification of the suitability of the proposed person to fill the vacancy and a structured curriculum vitae of the proposed staff member.

Call for applications is submitted by the Director of the ICS for primary employment positions and the Head of Division for non-primary employment posts.

The selection procedure is also not initiated if the position is to be filled by a person who has worked at least 300 hours at the Institute in the last 6 months outside the primary employment relationship. In any case, we publish information about the vacancy in the public section of the MU website.

Appendix: A list of recruitment channels for open vacancies

Students and junior positions

- MU career websites, ICS career websites
- JobCheckIN (advertisement and searching for CVs)
- www.jobs.cz
- social media sites:
    - Facebook Kariéra na MUNI, Facebook ICS, Job Hub FI MUNI
    - LinkedIN ICS – advertisement and active approaching of potential candidates
    - Discord student servers: FI MU, FIT VUT;
- IS
- job fairs aimed at students – e.g. JobChallenge
- searching for students according to their thesis topics, e.g. at www.theses.cz
- current employees' recommendations

Senior positions

- www.jobs.cz
- ICS website
- MU career websites
- social media websites:
    - Facebook Kariéra na MUNI
    - FB groups, such as: Práce v IT/softwaru, Job Hub FI MUNI, PRÁCE - PROGRAMÁTOŘI, VÝVOJÁŘI, KODÉŘI,…, IT Jobs & Projects - Ponuky práce, IT jobs / Práce v IT, Práce v IT
    - LinkedIN ICS – advertisement and active searching for candidates
- www.jobstack.it
- Winwin Jobs

Research positions

- Euraxess
- ResearchJobs
- MU career websites
- ICSwebsites
- ICS Twitter