

Good practices leading to implementation of OTM-R Policy at Warsaw University of Life Science – SGGW

SGGW fully recognises the need to create attractive working conditions so that the scientists employed by the University are motivated to work actively both in the domestic and foreign research environment, and that the university is seen by potential, both national and international, scientists as a strategic partner for cooperation and an attractive place to work. In order to fully achieve that the University created the below OTM-R Policy.

SGGW is determined to ensure that the following best practices are in place in regard to the recruitment process.

Advertising and application phase:

a) Advertising the post:

- keeping the job advertisement and description of requirements as concise as possible and include links to more detailed information online .
- the applicants are be able to find information on: organisation and recruiting unit, job title, specifications and starting date, researcher career profiles (R1-R4) with the respective 'required' and 'desirable' competencies, selection criteria (and possibly their respective 'weight'), including knowledge and professional experience (distinguishing the 'required' and 'desirable'), number of available positions, working conditions, workplace, entitlements (salary, other benefits, etc.), type of contract, professional development opportunities, career development prospects
- the advertisement also include: the application procedure and deadline (which as a general rule will be at least two months from the publication date and take account of holiday periods), a reference to the institution's OTM-R policy, a reference to the institution's equal opportunities policy (e.g., positive discrimination, dual careers, etc.), contact details

All vacancies should are published on EURAXESS in the national language and in English.

Any exception to the above will be duly justified in the recruitment procedure.

b) **Keeping the administrative burden to a minimum:** The request for supporting documents is strictly limited to those which are really needed in order to make a fair, transparent and merit-based selection of the applicants. The application and supporting documents are provided by electronic means and possibly to develop an e-recruitment tool.

c) **Acknowledging receipt and providing additional information:** All applicants will receive an (automated) e-mail acknowledging that their application has been received and providing them with further information on the recruitment process, indicating the next steps and including an indicative timetable (shortlisting or not, interview period, appointment date). Care is taken to allow sufficient time before the interview for external candidates to make the necessary travel arrangements and prepare properly for the interview. If there are subsequently significant changes or delays to this process, all applicants are duly and timely informed by (a standard) e-mail.

Evaluation and selection phase:

a) **Setting up selection committees:** In line with the principle "Selection" of the Code of Conduct for the Recruitment of Researchers, selection committees are established for all profiles (R1-R4), though the size and composition of the committees may differ according to the profile and type of contract. The process to nominate and appoint the selection committee is transparent and made public.

The selection committees are independent, members do not have any conflict of interest and the decisions are objective and evidence-based rather than based on personal preference. The committee make best use of the expertise of external members.

The composition of the committee is appropriately diverse. In order to achieve this, the following elements are considered: a minimum of 3 members; gender balance, e.g., not less than one third of one gender in the committee, inclusion of external expert(s) in all committees (external meaning outside the institution); inclusion of (or contribution from) international experts, who should be proficient in the language(s)

in which the process is conducted; inclusion of experts from different sectors (public, private, academic, non-academic), where appropriate and feasible; the committee as a whole have all the relevant experience, qualifications and competencies to assess the candidate. Any derogation for certain positions, types of contract or indeed for specific disciplines is clearly set out.

b) **Screening and interviewing:** All applications are screened. Depending largely on the number of applicants as well as the internal human resources available, the process may involve one or more steps, e.g., pre-screening to check eligibility, shortlisting of candidates for interviews, remote interviews by telephone or skype, face-to-face interviews. Remote interviews are not replacing face-to-face interviews in cases where these are being conducted for internal candidates. All candidates are treated equally and in the same way.

The same selection committee is involved in all steps, unless it is recognised that this is not feasible. That the process itself is transparent and made known to the applicants, including the various steps.

In case of face-to-face interviews, the institution will try cover the (international) travel and accommodation expenses of the interviewees if funds are available

c) **Assessing merit and future potential:** The criteria for selecting researchers focus on both the candidates' past performance and their future potential. The emphasis is likely to change according to the profile of the post, e.g., when recruiting an R1 researcher, future potential is likely to outweigh past performance.

In line with the principles "Judging merit", "Variations in the order of CVs", "Recognition of mobility" and "Seniority" of the Code of Conduct for the Recruitment of Researchers, the evaluation criteria are consistent with the requirements of the position as regards research, supervision or, for example, teaching competencies.

Merit is judged qualitatively as well as quantitatively, focusing on results within a diversified career path, taking into account career breaks, lifelong professional development and the added value of non-research experience.

A wide range of evaluation criteria are used and balanced, according to the position being advertised. Depending on the specific profile of the post, this may include (in alphabetical and not hierarchical order):

acquisition of funding; generation of societal impact; international portfolio (including mobility); knowledge transfer and exchange; management of research and innovation; organizational skills/experience; outreach/public awareness activities; research performance; supervision and mentoring; teaching; teamwork

The European Framework for Research Careers, which identifies both necessary and desirable competences for each of the four broad profiles for researchers (R1 to R4) is in use.

Appointment phase:

- a) **Feedback:** In line with the principle "Transparency" of the Code of Conduct for the Recruitment of Researchers, all applicants receive electronic notice at the end of the selection process, indicatively within one month and without any unnecessary delays. All applicants who are admitted to the interview are informed about the strengths and weaknesses of their application. Other applicants, who did not make it to the final stages, receive a standard mail informing them of the outcome. All applicants are entitled to further feedback upon request.

- b) **Complaints mechanism:** The institution has established a procedure to deal with complaints made by applicants who believe that they have been treated negligently, unfairly or incorrectly. This procedure is transparent and made public. It includes an indication of the timeframe within which a complainant will receive a response, which in principle is no longer than one month.

The appropriate measures aiming at inclusion of the best practices in recruitment are included in the Revised Strategy.

The below OTMR-R Checklist presents the current status of implementing the SGWW OTM-R policy

OTM-R Checklist

Case number: 2019PL399853

Name Organisation under review: Warsaw University of Life Sciences - SGGW

Organisation's contact details: ul. Nowoursynowska 166, 02-787 Warszawa, tel. +48 22 593 18 45, e-mail:agnieszka_wojciechowska@sggw.pl

www.sggw.pl

SUBMISSION DATE: 14/11/2016

DATE ENDORSEMENT CHARTER AND CODE: 01/07/2015

OTM-R Checklist

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.

<i>OTM-R checklist for organisations</i>					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, <i>completely</i> +/-Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- No	*Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	<i>Yes, partially</i>	The University is in the process of developing an OTM-R policy - the relevant document: Good practices leading to implementation of OTM-R Policy at Warsaw University

					<p>of Life Science – SGGW has been published on the website</p> <p>http://www.sggw.pl/wspolpraca-miedzynarodowa_hr-excellence-in-research</p> <p>Also recruitment policy is based on following acts:</p> <p>- Law on Higher Education</p> <p>http://www.dziennikustaw.gov.pl/DU/2018/1668/1</p> <p>- Labour Code</p> <p>http://prawo.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=W DU19740240141</p> <p>- WULS Statute:</p> <p>https://fs.siteor.com/sggw/files/tresci/Senat/Statut_SGGW_2019.pdf?1559561521</p> <p>- Code of Best Practice in Higher Education by the Polish Rectors Foundation</p> <p>https://arch.krasp.org.pl/pl/kdp/kodeks_dobre_praktyki</p> <p>- Code of conduct for the recruitment of researchers</p> <p>https://cdn5.euraxess.org/sites/default/files/domains/pl/karta_i_kodeks_broszura_pl.pdf</p>
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	Yes, partially	SGGW established recruitment procedures that are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised.

					<p>The document informing about the entry and admission standards for researchers is included as : Annex 2 to the new university statute, dated 27.05.2019 Title: 'Rules governing the conduct of staff competitions'.</p> <p>New Statute https://fs.siteor.com/sggw/files/tresci/Senat/Statut_SG_GW_2019.pdf?1559561521</p> <p>In December 2019 the recruitment system 'e-Recruiter' which facilitates the management of the recruitment process was purchased. 'e-Recruiter' enables to create forms including surveys, establish entire recruitment processes along the entire communication path between the recruiter and candidate (response to application, communication during the recruitment process and feedback after completion).</p>
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	Yes, substantially	<p>In order to ensure that all those who are involved in the recruitment process are provided with appropriate training the below trainings have been planned;</p> <ul style="list-style-type: none"> • 'Training: "Counteracting discrimination and mobbing in employee relations and Equal Opportunities in Employment: the problem of discrimination and self-discrimination" is planned for June and December 2019 for the WULS managerial staff (ca 300 people). • e-Recruiter' system gives the possibility of an on-line training for the users. 2 people from the Human Resources Office have been already trained. There will be also trainings for the users at the Faculties organised 2019-2021

4. Do we make (sufficient) use of e-recruitment tools?	x	x		Yes, substantially	<p>For the purpose of the recruitment process WULS uses:</p> <ul style="list-style-type: none"> ○ e-Recruiter https://erecruiter.pl/ In December 2019 the recruitment system ‘e-Recruiter’* which facilitate management of the recruitment process was purchased. In March 2019 one of the Faculty was piloted in recruitment process via ‘e-Recruiter’. ‘e-Recruiter’ and the analysis of surveys sent by Faculties will enable preparation of the updated recruitment forms for candidates. According to the action plan for 2019-2021 an anonymous surveys in order to evaluate satisfaction level of the recruitment process are going to be sent out to the new employees. *‘e-Recruiter’ enables to create forms including surveys, establish entire recruitment processes along the entire communication path between the recruiter and candidate (response to application, communication during the recruitment process and feedback after completion). ○ WULS – intranet https://intranet.sggw.pl/intranet/?q=taxonomy_menu/3/30 <ul style="list-style-type: none"> • Additionally job advertisements in commercial portals contain an employer profile. https://pracodawcy.pracuj.pl/szkola-glowna-gospodarstwa-wiejskiego-w-warszawie,147011 ○ Ministry of Science and Higher Education website http://www.bazaogloszen.nauka.gov.pl/
--	---	---	--	---------------------------	--

					<ul style="list-style-type: none"> ○ Euraxess https://euraxess.ec.europa.eu/jobs
5. Do we have a quality control system for OTM-R in place?	x	x	x	Yes, partially	<p>According to the action plan for 2019-2021 in order to evaluate satisfaction level of the recruitment process an anonymous surveys are going to be sent out to the new employees. Based on the replies internal analysis-Candidate Experience-is going to be prepared.</p> <p>'e-Recruiter' Candidate Experience' report https://go.erecruiter.pl/l/37402/2018-02-20/5fwy43</p>
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	Yes, partially	<p>Jobs offered by WULS are posted in:</p> <ul style="list-style-type: none"> ○ WULS website ○ Ministry of Science and Higher Education Pracuj.pl website https://pracodawcy.pracuj.pl/szkola-glowna-gospodarstwa-wiejskiego-w-warszawie,147011 ○ Euraxess portal <p>As stated in the Law on Higher Education and Science job offers are posted 30 days before the recruitment.</p>
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	Yes, substantially	<p>According to the action plan for 2019-2021 the recruitment forms in English are going to be prepared in 'e-Recruiter', this implies that staff is going to be trained to deal with processing and evaluating applicants and conducting interviews in English.</p>
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	No	<p>According to the action plan for 2019-2021 – WULS will prepare a recruitment procedure with recommendations on how to attract underrepresented groups is going to be prepared and then implemented.</p>

9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	Yes, substantially	<p>The employment conditions at WULS SGGW are stable, there are contracts for 1 year, 4 years or unlimited, there are mechanisms of additional financial support for the active researchers. Also WULS offers wide range of social benefits including: summer camps, winter camps, scholarships for children of employees and occasional benefits.</p> <p>In addition, SGGW provides a wide range of social and sports benefits as well as attractive working conditions in the associated holiday resorts.</p> <p>According to the action plan for 2019-2021 defined recruitment templates including the above information for all Unities are going to be ready.</p>
10. Do we have means to monitor whether the most suitable researchers apply?				Yes, partially	<p>The job descriptions clearly outline the qualifications, personal specification and relevant work experience for the roles. Controls are in place to ensure shortlisted candidates meet the requirements of the position. As a result of this, the most suitable researchers apply and are appointed to the position.</p> <p>According to the action plan for 2019-2021 an update of surveys and recruitment forms are going to be done. With the help of 'e-Recruiter' the qualitative assessment of submitted recruitment applications will be facilitated.</p>
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		yes substantially	<p>WULS uses Euraxess, Pracuj.pl website and the 'e-Recruiter' which enable to create recruitment templates (also in English).</p> <p>According to the action plan for 2019-2021 recruitment committee is going to clarify and prepare defined templates for advertising positions.</p>

12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		Yes, partially	<p>WULS job offers includes: organisation and recruitment unit (with link to the website), job title specifications and starting date; selection criteria; professional experience which distinguishes between required and desirable; contract status; application procedure and equal opportunities policy.</p> <p>According to the action plan for 2019-2021 the job offers are going to include links to detailed information on, for example, working conditions, entitlements, social benefits, training opportunities, career development, gender equality policies, etc. After preparation of application forms and recruitment procedure the profile will be additionally updated with the links.</p>
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		Yes, partially	We do currently advertise research vacancies on EURAXESS. We intend to fully use the EURAXESS after preparation of recruitment forms in the e-Recruiter in English and after training of recruitment and selection committees.
14. Do we make use of other job advertising tools?	x	x		Yes, completely	<p>In addition to our own website we use a variety of websites to advertise research positions:</p> <p>Recruitment system 'e-Recruiter' https://erecruiter.pl/</p> <p>Pracuj.pl website https://pracodawcy.pracuj.pl/szkola-glowna-gospodarstwa-wiejskiego-w-warszawie,147011</p>
15. Do we keep the administrative burden to a minimum for the candidate?	x			Yes, partially	Recruitment system 'e-Recruiter' will enable after development of the recruitment forms and surveys the that candidate will be responsible for completing the forms with required statements (in accordance with the WULS Statute). The original documentation will be necessary and presented only

					during recruitment interview. The entire process before the interview will be conducted electronically using easy-to-fill application forms. The candidate will be informed by e-mail directly from the system about the next steps in the recruitment process.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees?		x	x	<i>Yes, partially</i>	We do have clear rules on the appointment of selection committees. In accordance with the Statute of WULS (http://bip.sggw.pl/statut-uczelni) selection committees are appointed by the Dean or Head of the Interfaculty Unit out of Unit employees.
17. Do we have clear rules concerning the composition of selection committees?		x	x		<p>We do have clear rules on the appointment of selection committees. In accordance with the Statute of WULS (http://bip.sggw.pl/statut-uczelni) selection committee includes:</p> <ul style="list-style-type: none"> ○ Chairman (Dean or Associate Dean or Head of the Interfaculty Unit or Head of the Unit: not part of the department) ○ at least 3 members (Head of an independent Faculty unit or an extra-faculty unit (tam gdzie stanowisko)) <p>Furthermore the composition of the committees differs according to the position profile:</p> <ul style="list-style-type: none"> ○ Selection committee for professor positions includes at least two persons with a professor degree ○ Selection committee for positions of academics includes at least 2 persons with the post-doctoral degree (Habilitation doctor)

18. Are the committees sufficiently gender-balanced?		x	x	<i>no</i>	There will be guidelines prepared for ensuring sufficient gender balance.
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	We use a competency based assessment process for research positions and the competencies and their respective weightings our outlined to the selection committee prior to the interview. Currently also the Remuneration Rules are being developed at the university in which there will be an annex including the specific requirements for specific research positions.
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		<i>Yes, partially</i>	The analysis of the survey conducted in December 2018 at the Faculties showed that only in some cases the rejected candidates had received feedback on the selection process. According to the action plan for 2019-2021 a guideline for post-application feedback is going to be implemented. WULS is going to inform all applicants who were admitted to the interview about the strengths and weaknesses of their application. Those who did not make to the final stage are going to receive a standard mail informing them of the outcome. The use of e-recruiter system will allow to automatically inform all candidates applying for a given position at each stage of the application process, also in case of rejection of the application.
21. Do we provide adequate feedback to interviewees?		x		<i>Yes, partially</i>	'e-Recruiter' system has an automatic answer options which can be modified. After sending the application form, the candidates receive an e-mail acknowledging that their application has been received. In every stage of recruitment it is possible to set in the system along with an appropriate feedback. According to the action plan for 2019-2021 'e-Recruiter' system is going to be adapt to the each stage of the

					recruitment, providing candidates with further information on the recruitment process, indicating the next steps and including an indicative timetable.
22. Do we have an appropriate complaints mechanism in place?		x		No	According to the action plan for 2019-2021 appealing procedure regarding the recruitment is going to be implemented.
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?					<p>According to the action plan for 2019-2021:</p> <ul style="list-style-type: none"> ○ HR Logo working groups in order to assess the progress in OTM-R implementation are going to meet regularly ○ an anonymous surveys in order to evaluate satisfaction level of employees are going to be sent out