HRS4R

THE HUMAN RESOURCES STRATEGY FOR RESEARCHERS

(OTM-R - Open, Transparent, Merit-based Recruitment)

Principles of Recruitment and Selection of Employees in Public Research Institutions of the Slovak Academy of Sciences

March 2025

SLOVAK ACADEMY OF SCIENCES

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The document is intended for selection committees or all those who are directly involved in conducting interviews with candidates[1] for vacancies in public research institutions of the Slovak Academy of Sciences (hereinafter referred to as P.R.I. SAS). Detailed structure of the Slovak Academy of Sciences (hereafter referred to as SAS) can be found on the website of the Slovak Academy of Sciences.

The document applies to the recruitment of all researchers and other staff working in the Institute of Molecular Biology of SAS within the meaning of Act No 243 on Public Research Institutions.[2]

1. GENERAL TERMS

1.1 On 13 July 2020, SAS became a recipient of the European Commission's international HR Excellence in Research Award. It has thus acquired the right to use the HR Award logo. Each institution that has received an award has also committed to the principles contained in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers from the Human Resources Strategy for Researchers (HRS4R).

By receiving the HRS4R award, SAS is committed to fully implement the European Union's recommendations on the Principles for open, transparent and merit-based recruitment of researchers and other staff (hereafter referred to as OTM-R).

Staff positions within SAS organizations are filled in accordance with a selection process that adheres to the principles of employee selection and recruitment established for public research institutions of the Slovak Academy of Sciences. This procedure has received approval from the Presidium of the Slovak Academy of Sciences on 12 March 2025.

O - Open

All selection processes are publicly announced on the websites of public research institutions and the official website of the SAS. For research positions, pertinent information is also available on the Euraxess portal. Furthermore, announcements may be disseminated through various paid international platforms, including Nature Job, ResearchGate, and Science Careers, in addition to paid Slovak professional portals such as www.profesia.sk and www.kariéra.sk, as well as on LinkedIn. This comprehensive approach ensures that information regarding new positions reaches the widest possible audience of potential candidates.

1 For the purpose of clarity, the following sections of this document employ generic masculine terminology (such as "employee," "candidate," "applicant," "worker," etc.). However, it is important to note that these terms are intended to encompass all individuals, irrespective of their gender identity.

2 The selection of a director and a head of the department of a public research institution is regulated by other documents approved by the Presidium of SAS.

T - Transparent

The criteria for selection are clearly outlined in the advertised materials. Additionally, details regarding the application process for the selection will be provided. The advertisement outlines a range of employee benefits offered by the Institute of Molecular Biology of SAS. Additionally, candidates will be kept informed about the progression of the selection process and the final outcomes.

M – Merit-based

In the evaluation of applications received, careful consideration will be given to the candidates experience and demonstrable achievements. SAS upholds an equal opportunities approach, recognizing not only professional qualifications but also the inherent potential of each candidate. Diverse mobility experiences are encouraged among researchers. Institute of Molecular Biology of SAS is dedicated to supporting diversity and fostering a work environment that accommodates the individual needs of all employees.

In practice, this commitment is implemented through clearly defined principles, a brief overview of which is provided in this document.

1.2 Research profiles descriptors

The researcher positions offered in the advertisements of the Institute of Molecular Biology of SAS are categorized based on the international classification into four levels:

First Stage Researcher (**R1**) = researchers up to the point of a PhD;

Second Stage Researcher (**R2**) = holders of a PhD (or equivalent) who have not yet established a significant level of independence in developing their own research;

Established Researcher (**R3**) = researchers who are able to independently develop their own research;

Leading Researcher (**R4**) = researchers who are recognized as leading their research field.

The SAS is also governed by scientific qualification levels:

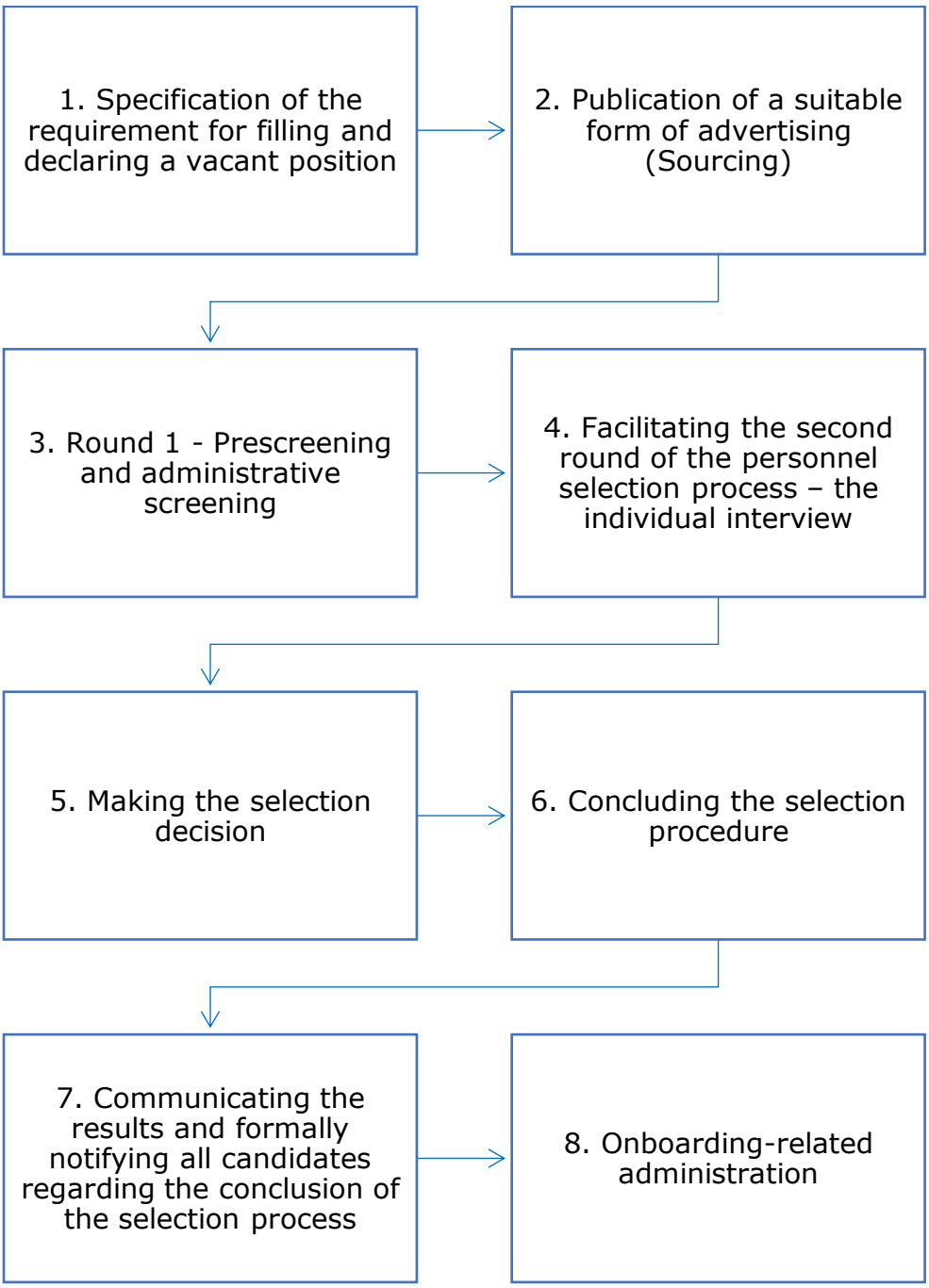
The Scientific Qualification Level **IIa** (hereinafter referred to as "SQL IIa") is awarded to a researcher who practically demonstrates the ability to independently solve scientific tasks in a new unconventional way, to evaluate the applicability of the results of the solution of scientific tasks, to facilitate their use and to publish the results of the solution of scientific tasks in writing or in the form of completed works.

The Scientific Qualification Level **I** (hereinafter referred to as "SQL I") is conferred upon a researcher who has developed a theoretically and practically coherent body of scientific work that has significantly contributed to the advancement of science. This individual holds a leading position in the progression of their respective field within science and technology and plays a pivotal role in the education of other researchers.

Scientific Qualification Levels are awarded by the Committee for Assessing Scientific Qualifications.

2. GENERAL PRINCIPLES

Recruitment and selection process in the Institute of Molecular Biology of SAS:



The selection process shall evaluate the skills, professional expertise, and personal attributes of the candidate that are essential and appropriate in relation to the responsibilities associated with the position for which the selection process is being conducted.
A key indicator of adherence to these principles is the formulation and dissemination of the OTM-R policy document on the official websites of the SAS and its public research institutions.

2.2 During the selection process, the processing of personal data will be conducted in accordance with Act No. 18/2018 Coll. on the Protection of Personal Data, which amends certain acts as necessary (hereinafter referred to as the "Personal Data Protection Act"). This legislation is aligned with the European Union's General Data Protection Regulation (GDPR).

All communications with candidates throughout the selection process are preserved in both written and electronic formats in accordance with our Privacy Policy.

2.3 The SAS actively promotes the recruitment of international candidates and facilitates the reintegration of Slovak scientists returning from abroad. The SAS provides assistance for such personnel in navigating visa applications, temporary residence permits, and other related formalities through its staff at the Euraxess SAS point, https://euraxesspoint.sav.sk/domov-english/. The SAS is committed to promoting the employment of candidates from underrepresented and disadvantaged groups.

2.4 The SAS provides support for part-time work, telecommuting, and flexible scheduling for employees whose roles and interests align with these options.

2.5 The SAS has established a Return Project Scheme designed to support researchers who are re-entering the scientific community following maternity and/or parental leave. This initiative aims to facilitate a smooth reintegration into the scientific workforce.

2.6 The recruitment principles and selection process for staff within the Institute of Molecular Biology of SAS are aligned with those employed for the selection of researchers. The distinctions lie in the documents required for participation in the selection process. The job offer is not listed on EURAXESS or on any premium international job portals. Additionally, the criteria for the required educational qualifications, the composition of the selection committee, and other prerequisites demonstrate considerable variation.

3. ADVERTISING AND SUBMISSION POLICY

3.1 The Institute of Molecular Biology of SAS in question will issue the call for applications on its official website. For researchers, this announcement will also be made available on the EURAXESS web portal and, where applicable, on the relevant professional portal. The call for applications must be published no later than 30 days before the last date for candidates to submit applications to participate in the selection process, including mandatory documentation.

3.2 The criteria established for the recruitment of a specific position apply uniformly to all candidates participating in the selection process. Meeting these requirements is essential for a candidate's eligibility to be considered in the selection process.
The criteria outlined in the call for applications must be adhered to and cannot be modified throughout the selection process.

3.3 The Institute of Molecular Biology of SAS adheres to a standardized format outlined in the Institute of Molecular Biology of SAS Employee Job Advertisement Template (Annex 1) when posting job openings on career portals. This framework allows for the consideration of the unique requirements associated with each P.R.I. of SAS and its respective job positions. Job titles will explicitly reflect both genders; for instance, positions will be described as "male researcher/female researcher." Included in the advertisement will be a comprehensive job description, a detailed list of job requirements that specify the necessary qualifications, an overview of the fundamental employee benefits, and additional perks offered by the organization. Furthermore, the advertisement will provide clear instructions on the application process, including the anticipated deadline for submissions.

EURAXESS platform

The EURAXESS platform serves as a valuable resource, primarily through its feature known as EURAXESS Jobs. This complimentary portal allows institutions to publish job opportunities across various countries. Managed by the European Commission, the platform is accessible to a global audience.

Detailed instructions for posting job listings on the EURAXESS platform can be found HERE.

We recommend using the European competence framework for researchers to formulate the requirements that the position should meet.

3.4 The text of the advertisement has to include a list of documents that candidates have to submit. The list of documents for the positions of researcher has to include at least:

- Europass CV (https://europass.cedefop.europa.eu/sk/documents/curriculum-vitae/templates-instructions),
- Documentary evidence of education qualification and awarded degrees; including any academic qualifications;
- Documentary evidence of scientific work results, including a list of publications;
- Compilation of citations;
- List of grant projects completed to date;
- Consent with the processing of personal data;
- Criminal records statement, dated no more than three months prior, to be submitted before or at the time of recruitment for the position.

The list of documents for the non-researcher positions has to include at least:

- Europass CV (https://europass.cedefop.europa.eu/sk/documents/curriculum-vitae/templates-instructions),
- Consent with the processing of personal data.

4. EVALUATION AND SELECTION PRINCIPLES

4.1 Authority, responsibility and powers of the Selection Committee

1. The Statutory Body of the Institute of Molecular Biology of SAS appoints the Selection Committee (SC), and *ad hoc* SCs may be formed. All members of the SC have undergone comprehensive training specific to their functional responsibilities. This training protocol will be mandatory for all prospective members joining the committee in the future. The Statutory Body shall determine the type of committee and the duration of its appointment.

2. A vacant position is announced by the Statutory Body of the Institute of Molecular Biology of SAS. The Statutory Body can be admitted as a member of the SC, thereby attaining parity in voting rights with all other members of the SC. However, it has a veto in the final decision, i.e., it can reject a candidate who has been selected on the basis of the final vote. In such case, the next successful candidate is selected in order of preference.

3. The SC is responsible for the conduct of the selection process.

4. The training of the SC is a critical initiative aimed at ensuring that all members are well-acquainted with the OTM-R procedures involved in the recruitment process. Members of the SC are expected to engage deeply with the provided materials and manuals to gain a comprehensive understanding of the selection process, identify inappropriate interview questions, and familiarize themselves with the Data Protection Act, among other relevant topics.

5. All members of the SC are mandated to formally acknowledge their successful completion of the SC training by signing the Certificate of Completion (Annex 2).

6. All members of the SC have decision-making authority in the candidate selection process and are entitled to an equal vote when determining the most suitable candidate.

7. The SC shall prioritize achieving a consensus when evaluating and ranking candidates for the position.

8. The selection and ranking of each suitable candidate shall be decided by a vote.

9. The SC, consisting of at least three members, shall strive for gender balance to the fullest extent possible, ensuring that at least one-third of its members are from an under-represented gender. The Committee's composition will be strategically structured to facilitate a thorough, transparent, and equitable evaluation of the pertinent attributes, competencies, experience, expertise, and potential of each candidate. The composition and number of members on the SC should be tailored to align with the specific characteristics and requirements of the position in question.

10. The Chair of the SC, elected by its members, holds the responsibility of overseeing the proper conduct of the selection process. This includes ensuring the preparation of thorough minutes documenting the proceedings. Furthermore, in instances where the statutory body of the Institute of Molecular Biology of SAS is not represented on the SC, the Chair will promptly communicate the progress and outcomes of the selection process to the Institute of Molecular Biology of SAS.

11. The SC is not authorized to modify or revise the established criteria for evaluating and selecting candidates for the positions to be filled.

12. To guarantee the selection of an appropriate candidate for the researcher position, it is essential that the SC includes the current researcher from the respective department, project, or team related to the application.

13. For non-researcher positions, the SC shall include a staff member from the respective department, project, or team related to the application.

14. The SC for the Institute of Molecular Biology of SAS shall:

- evaluate the submissions made by all candidates no later than three weeks following the deadline for the application and supporting document submissions;
- where justified, request that the candidate provide any outstanding materials;
- exclude from the selection process those not meeting the stipulated conditions or requirements;
- contact by telephone those candidates who meet the specified requirements and conditions outlined for the selection process at least seven days prior to its commencement;
- at the same time, notify via email those candidates meeting the conditions and requirements, providing them with the information regarding the date, location, and time of the selection process;
- conduct the selection process in the form of a personal or online interview;
- determine the ranking of candidates;
- notify the Statutory Body of the Institute of Molecular Biology of SAS of the ranking of the candidates;

15. During the interview, the offered position, working conditions, and fundamental benefits will be presented in detail. Following this, the candidate will be introduced and will provide a brief summary of their professional experience to date. At the conclusion of the interview, there will be an opportunity for additional questions, the quantity and nature of which will depend on the progression of the discussion. The candidate will be notified of the date on which the results of the selection process will be communicated.

16. The Institute of Molecular Biology of SAS shall inform all candidates who participated in the selection interviews regarding the completion and outcome of the selection process. Furthermore, it shall provide feedback upon request. Templates and feedback for candidates (Annex 5).

17. The selected candidate will receive an official job offer titled "Letter of Acceptance" (Annex 6). This letter will provide essential information regarding the position's title, the commencement date of employment, the salary, working conditions, and the duration of the job offer. Upon the candidate's confirmation of acceptance, a representative from the Human Resources Department will reach out to facilitate the signing of the employment contract and to complete the necessary employment formalities.

18. In the event that no candidates meet the eligibility criteria and requirements outlined in the selection process, or if the selection committee determines that no suitable candidate has been identified, a new selection process shall be initiated at their discretion.

19. In the event of objections regarding the outcome of the selection process, the Institute of Molecular Biology of SAS shall adhere to the recommended procedures outlined in this document. Complaints will be addressed by the Statutory Body of the Institute of Molecular Biology of SAS in collaboration with the Chairman of the Statutory Body. In cases involving objections to the adherence to ethical standards, the Chairman of the Ethics Board of the Institute of Molecular Biology of SAS, should such a board be established, will also be involved. This review process will occur within a period of 30 days.

20. If the member of the SC is the statutory body of the Institute of Molecular Biology of SAS, any complaints will be reviewed by the Chair of the Scientific Council of the Institute of Molecular Biology of SAS, a member of the SC and, in case of objections to compliance with ethical standards, by the Chair of the Ethics Board of the Institute of Molecular Biology of SAS, provided that an Ethics Board has been established. This process will occur within a designated time frame of 30 days.

5. RECOMMENDED PROCEDURES FOR MEMBERS OF THE SELECTION COMMITTEE FOR EMPLOYEE RECRUITMENT AT THE INSTITUTE OF MOLECULAR BIOLOGY OF SAS

In order to ensure effective recruitment and selection of new employees at Institute of Molecular Biology of SAS, it is essential to adhere to specific procedures. The recommended steps outlined below are designed to facilitate this process. In the recruitment of researchers, we adhere to the Code of Conduct for the Recruitment of Researchers. Our approach is guided by the principles outlined in the European Charter for Researchers and the Code of Ethics of the SAS. By committing to these standards, we ensure that all critical aspects are thoroughly addressed. This document is designed to facilitate and expedite the navigation of the OTM-R processes involved in the recruitment and selection of researchers and other personnel within the Institute of Molecular Biology of SAS.

5.1 Confidentiality

1. Members of the SC are required to adhere to the principle of strict confidentiality throughout the selection process. They shall refrain from disclosing any details regarding candidates to individuals who are not members of the SC. The confidentiality of information must be upheld consistently, even after the conclusion of the process.

2. The members of the SC may, as appropriate, contact an independent expert who may have provided a letter of recommendation for a candidate, or obtain information about candidates from current or former employers or work colleagues only with the permission of the Chair of the SC.

3. According to the Declaration on Strengthening the Culture of Scientific Integrity in Slovakia, which the SAS has signed, it is the responsibility of potential employers to exert due diligence in ascertaining whether a candidate has previously violated the principles of scientific integrity or is presently undergoing a review for such violations (Declaration on Strengthening the Culture of Scientific Integrity in Slovakia, p. 1). In this context, explicitly inquiring about any past or ongoing violations during the interview process is regarded as an adequate means of fulfilling this recommendation.

5.2 Conflicts of interest

1. The SC shall operate in a manner that effectively eliminates conflicts of interest and bias. Such circumstances may impact the decision-making process regarding the identification of an appropriate candidate. A member of the SC is expected to duly apply the Article III Principles of Assessment, Review, Evaluation, and Expertise as outlined in the Code of Ethics of the Society for Applied Sciences

(SAS), which also includes paragraph 4. "4. A staff member shall decline to conduct an evaluation if they are aware of any potential conflict of interest or if personal interests may compromise the integrity of their expert opinion."

2. In the case referred to in point 5.2.1. it is necessary for the member of the SC to declare their conflict of interest to the Chair of the SC. If a member of the SC does not independently choose to decline their service on the SC, the Chair of the SC will make the decision on their behalf. This action will be guided by Article I, paragraph 6 of the General Principles of the Code of Ethics of the SAS, which states: "In research activities, as well as in management and support activities, employees shall act in a manner that eliminates any potential for a conflict of interest that may compromise the credibility of the organization, its personnel, achievements, publications, public appearances, review and refereeing procedures, management, decision-making, and support activities."

3. A conflict of interest is defined as a circumstance in which the business, financial, familial, political, or personal interests of a member of the SC may unduly influence their judgment regarding a candidate.

4. In the event that a conflict of interest is identified by a member of the SC or by the informed Chair as a impediment to membership within the SC, the Statutory Body of the Institute of Molecular Biology of SAS shall appoint a substitute member to the SC. In instances where the SC operates under a fixed term of office, this appointment shall be temporary and shall be specifically designated for the duration of a particular job interview.

5.3 Discrimination

1. Discrimination is defined as the act of treating an individual or a group of individuals in similar circumstances less favorably than others. This unfavorable treatment is typically based on unjustifiable reasons, associated with one of the recognized discriminatory characteristics, or is executed arbitrarily without any sound rationale to support such a distinction. In essence, discrimination is commonly understood as the differential treatment of individuals in comparable situations, which lacks reasonable justification.

2. The selection process is governed by anti-discrimination legislation. Adherence to the principle of equal treatment throughout the selection procedure is predicated on the prohibition of discrimination based on sex, religion or belief, race, nationality or ethnic affiliation, disability, age, sexual orientation, marital or familial status, color, language, political views or other opinions, national or social origin, property, birth, or any other characteristic, as well as based on the disclosure of a criminal record or other anti-social behavior.

In chapter No. 6: In the guidelines for conducting job interviews, you can find a comprehensive list of questions that are deemed discriminatory and should be avoided during the interview process.

5.4 Course of the selection process

1st round of the selection process - administrative review

1. Applications for the selection process shall be managed in compliance with the General Data Protection Regulation, which includes measures such as storage on a shared drive with restricted access rights.

2. The responsibility for storing the received applications lies with the Chair of the SC, who may delegate this task to the Secretarial Office or the Human Resources Department of the Institute of Molecular Biology of SAS. The Chair of the SC will notify the members of the SC in a timely manner regarding the location and means by which the applications can be accessed.

3. The Chair of the SC, in collaboration with the lead researcher from the relevant department, working group, or project for which the candidate is being considered, shall compile a list of qualified candidates for the position based on the applications that have undergone an administrative review and received approval.

4. This list is being shared with the other members of the SC. Additionally, all materials generated from the documents referenced in the advertisement are included for review.

5. The members of the SC will evaluate the applications that have successfully passed the administrative review stage. They will either approve the candidate list, refine it further, or include additional suitable candidates. The SC members will assess the skills, experience, and qualifications of each candidate in relation to the job requirements outlined in the position description. Furthermore, the SC will consider the duration since the candidate obtained their PhD degree, as well as the quantity and quality of the candidate's publications and the associated number of citations.

6. The objective of this process is to identify the most qualified candidates who will advance to the second round, which consists of a job interview. The approval of the selected candidate or candidates shall be achieved through a consensus-based approach, with a focus on preferential evaluation. The decision regarding which candidates will proceed to the second round will be made by means of a formal vote. Candidates who are not selected to advance will be promptly notified.

Round 1 - personal interview

Suitable candidates identified in the previous step by the SC will be invited for a personal interview.

Recommended interview procedure:

7. In face-to-face interviews, a physical presence is typically preferred; however, it is also permissible to conduct interviews via online video conferencing platforms such as Google meet , Microsoft Teams, or Zoom.

8. During the personal interview, the Chair of the SC will introduce themselves and the other members of the SC. They will provide a comprehensive overview of the job position being offered, as well as the fundamental benefits provided by the employer. The SC will allow candidates adequate time to present their prior work experience, qualifications, and motivations for pursuing the specific position. At the conclusion of the interview, the SC will offer an opportunity for further inquiries, with the quantity and nature of these questions varying based on the progression of the interview. Candidates will be notified of the date on which the outcome of the selection process will be communicated, ensuring that this date is established to avoid any unnecessary delays.

9. Examples of standardized questions are available in Chapter 6: Practical Tips for Conducting a Personal Interview. Questions pertaining to the job specification that the candidate is interested in are typically posed by the researcher from the relevant department, working group, or project involved in the recruitment process.

10. The Chair of the Selection Committee shall ensure the preparation of Minutes for each selection process, as outlined in Annex 3. These minutes shall explicitly document the rationale behind the acceptance or non-acceptance of candidates for the advertised position. Additionally, the minutes shall include a ranking of the candidates, clearly distinguishing those who were successful from those who were unsuccessful in the selection process. The highest-ranked candidate shall be put forward for admission. Should a candidate withdraw their interest in the position and convey this decision in writing during the selection and admission process, the subsequent qualified candidate will be granted admission. The minutes shall be duly signed by all members of the Selection Committee who participated in the selection process.

11. All candidates will be informed of the results of the selection process. Candidates who have participated in the second round of the selection process will be notified of the outcome by the Statutory Body of the Institute of Molecular Biology of SAS or by an authorized representative of the body without unnecessary delay. Templates and feedback for candidates (Annex 5).

5.5 Retention of selection process materials

1. The outcomes of the selection process are systematically archived upon the conclusion of the process by the designated department responsible for their preservation. Such records shall be maintained in compliance with the Data Protection Act and the Act on Archives and Registers.

2. All submitted curricula vitae, cover letters, and other requisite documents will be retained for a duration of six months in connection with the execution of the selection process in accordance with the Personal Data Protection Act. Following this period, all personal data will be erased in compliance with the same legislation. Furthermore, the personal data collected will not be disclosed, made available to third parties, or published.

6. PRACTICAL TIPS FOR CONDUCTING A PERSONAL INTERVIEW

This chapter is directed towards the SC and all individuals engaged in conducting personal interviews with candidates for open positions within the Institute of Molecular Biology of SAS.

The method of conducting interviews and the questions posed will inevitably vary to some degree, owing to the diverse nature of departments, projects, and teams within the Institute of Molecular Biology of SAS. Nonetheless, certain recommendations and procedures are universally applicable to the process of interviewing candidates and can thus provide valuable guidance. The recommendations outlined in this document focus on aspects that are not universally known or may often be overlooked.

6.1 RECOMMENDED INTERVIEW STRUCTURE:

Introduction - welcoming the candidate, introduction of the institution, content of the meeting **5 min.**

Job introduction **10 - 15 min.**

Candidate's CV - introduction of the candidate, identifying motivation, competences, experience, ambitions, etc. **10 - 15 min.**

Terms and conditions of employment - expected salary, boarding options, etc. **5 min.**

Space for questions from the candidate **5 - 10 min.**

Conclusion - Details regarding the subsequent phases of the selection process, along with expressions of gratitude **5 min.**

6.2 BEFORE THE INTERVIEW:

1. For optimal effectiveness, it's beneficial for the individual members of the SC to delineate responsibilities and reach a consensus on both the content and timing of the interview in advance, at least in a broad framework. This preparatory work will ensure that the interview maintains a clear and professional structure.

2. It is essential to allocate an adequate amount of time for the interview process. Rushing through an interview may leave candidates with ambiguous impressions of the organization. Insufficient time can also compromise the quality of the information exchanged between both parties.[3]

6.3 INTERVIEW PROCESS:

1. It is recommended to establish an environment that minimizes the stress associated with the personal interview for candidates. To alleviate their initial apprehension, it is beneficial to briefly introduce the organization within the first five minutes and familiarize them with the interview process.

2. We look beyond first impressions to uncover true potential.

3. If you plan to take notes using an electronic device (such as a laptop or mobile phone), it is advisable to inform the candidate of this intent. Failing to do so may lead the candidate to perceive that you are not engaged or that the members of the Selection Committee are occupied with other matters. Furthermore, any observations regarding the candidate should be documented on the "Personal Interview Assessment Form" (Annex 4).

4. We employ an interviewing methodology grounded in the premise that individuals are inclined to replicate their behaviors, attitudes, and work habits. Candidates will likely exhibit similar behaviors in a future position as they have displayed in analogous professional contexts in the past. Consequently, we utilize open-ended questions to inquire about specific situations and experiences that candidates have encountered.

3 However, should it become evident during the interview that a candidate is not a suitable fit for the position, it is prudent to be flexible with the planned schedule, allowing for the interview to be concluded earlier as necessary.

6.4 EXAMPLES OF STANDARDISED QUESTIONS

Personal interviews serve as a critical instrument in the selection of appropriate candidates for job positions. Implementing standardized questions is highly recommended to enhance objectivity and efficiency throughout this process. Such questions facilitate comparing candidates' responses on identical topics, thereby reducing subjectivity and augmenting the fairness of the evaluation.

The objective is to furnish members of the selection committee with illustrative examples of effective questions aimed at identifying the most qualified candidates. It is essential that the questions selected are directly relevant to the specific position for which the candidate is applying.

What prompted your interest in the position we have advertised?

What are your expectations regarding this position?

Which of your previous experiences do you consider most relevant to the position for which you are currently applying?

What aspects of your job do you find most fulfilling?

Additionally, what do you perceive as the most meaningful elements of your work, and where do you find the greatest sense of purpose?

What specific areas do you specialize in, and what skills or competencies would you contribute to our team at Institute of Molecular Biology of SAS?

In your professional experience, what strategies have proven most effective in achieving optimal work results?

Could you describe a situation in which you experienced decreased motivation due to specific circumstances at work?

What steps did you take to address this issue?

What actions did you implement, and what were the outcomes of those efforts?

What insights did you gain from this entire experience?

How do you envision your work in order to attain a sense of satisfaction and fulfillment?

What additional information would you like us to understand about you?

What would you like to know about us?

What are your 3 strengths?

What are your 3 weaknesses?

What do you consider to be your most significant achievement in your professional career?

What do you regard as your greatest setback in a work context?

Could you elaborate on your daily responsibilities in your current or previous employment?

Can you share some of the key responsibilities that made up your daily routine in your last position?

What motivated you to pursue this specific career path?

Why are you interested in this particular position?

In your view, what competencies qualify you for this position?

What extracurricular activities did you engage in during your university experience? What subjects or topics captured your primary interest?

What circumstances lead to your indecisiveness? Give an example.

What situations do you find challenging, and what reasons contribute to this perception?

Further potential questions

What recommendations would you provide for your current or previous employer to enhance their success?

Can you provide an example of a task you would delegate to others, as well as a task you would prefer to undertake personally?

Can you identify any unique contributions you could offer to our organization that you believe would distinguish you from other candidates?

Do you have a preference for collaborating within a team environment or working independently?

Would you rather follow the direction of a supervisor, or do you prefer to assume a leadership role?

What has been the most challenging communication-related task or issue you have successfully resolved?

How did you approach this situation?

Have you encountered a scenario in which you were required to manage multiple projects simultaneously?

How did you handle this challenge?

How do you approach a situation when you find yourself lacking sufficient information to complete a work task?

6.5 FORBIDDEN QUESTIONS

It is essential to avoid inquiries categorized as "forbidden" questions, such as those concerning age, familial status, or health condition[4]. Below is a list of inquiries that may be considered ambiguous, misleading, unethical, illegal, manipulative, or demeaning.

EXAMPLES OF INAPPROPRIATE QUESTIONS

Religion, faith:

What denomination do you identify with?

Do you hold a belief in a higher power or deity?

Are you actively affiliated with any religious congregation or church?

Sexual orientation: How do you identify your sexual orientation?

Children, intention to have children, pregnancy:

Are you considering starting a family? When?

Are you planning to have children? When?

Do you have small children?

How often are your children sick?

In the event that your children experience health issues, what measures will you take to ensure they receive appropriate care?

Are you pregnant?

Health:

Do you use tobacco products?

What is your overall health status?

Are you experiencing any medical conditions?

Trade union, party or association membership, political preferences:

Are you affiliated with any political party?

Are you participating in any social organizations or civic associations?

4 Employers are not permitted to ask about an employee's health, except in terms of assessing the employee's medical fitness to perform the duties of the position. Any medical issues that may hinder an employee's ability to fulfill the job requirements should be addressed directly with the appropriate medical professional, specifically during the mandatory initial medical examination, rather than with the employer.

What are your political inclinations?

Who did you vote for?

6.6 CONCLUSION OF THE INTERVIEW

1. It is recommended that the topic of the candidate's salary be introduced towards the conclusion of the personal interview. It is better to first ask the candidate about his/her salary expectations and requirements, after which the VC Chair will explain the salary conditions. Initially, it is preferable to inquire about the candidate's salary expectations and requirements.

Following this, the Chair of the SC will clarify the salary conditions. The remuneration of an employee at the Institute of Molecular Biology of SAS is determined based on experience and in accordance with Act No. 553/2003 Coll. regarding the remuneration of certain employees engaged in public work, as amended.

2. It is essential to articulate the terms and conditions of employment, including the nature and duration of the employment relationship, the anticipated start date, the responsibilities associated with the position, the job location, any residency requirements, the evaluation period, and employee benefits, among other pertinent details.

3. Encourage the candidate to pose inquiries regarding their areas of interest. Ensure that adequate time is allocated for their questions.

4. Provide the candidate with a detailed update on their current standing within the selection process, specifying the phase they are in and the anticipated timeline for the completion of the procedure. Additionally, inform them of the date on which they can expect to receive formal notification regarding their application outcome, whether that be acceptance, advancement, or rejection.

6.7 AFTER THE INTERVIEW

1. The SC determines the ranking and outcomes of candidates through a voting process following the interviews. Alternatively, the assessment of candidates may be conducted on the subsequent day to allow SC members to detach themselves from initial impressions and to facilitate a more thorough evaluation of the relevant facts.

2. In the process of selecting the final candidate, it is advisable to rank the candidates according to preference and to formally extend a job offer to the candidate deemed most suitable.

Annex No. 1 Institute of Molecular Biology of SAS Employee Job Advertisement Template

The Statutory Body of the Institute of Molecular Biology of SAS is calling for applications for the position of:

Content Text (applicable to both genders, e.g., male or female researcher)

Job information/position description:

Content Text XXXXXXXXXXXXXXXXXXXXXXXX

Type of work, competencies and responsibilities:

It is recommended to use the European competence framework for researchers to formulate the requirements that the position should meet:

https://research-and-innovation.ec.europa.eu/jobs-research/researchcomp-european-competence-framework-researchers_en

Basic employee benefits and perks:

Flexible working hours
Engagement in the performance of public service
An additional week's vacation compared to the provisions outlined in the Labor Code
An opportunity to work in a stimulating research environment at the SAS

Type of employment:

Permanent/fixed-term employment
Full-time/part-time

Place of work:

According to the seat of the organization

Compensation guidelines:

The initial gross monthly salary will be established in accordance with Act No. 553/2003 Coll., taking into consideration the qualifications and duration of experience of the candidate.

Expected date of completion of the selection process:

DD.MM.YYYY

Expected date of job interview:

Expected start date:

DD. MM. YYYY or as agreed

Employee requirements:

Expertise
Language proficiency
IT knowledge

The position is suitable for candidates with the following educational qualifications:

For researchers: Doctorate (PhD) level education

For other staff: University Degree at the first and/or second level.

Educational background:

To be specified based on the position.

Personal Attributes and Skills:

To be specified based on the position.

Demonstrated capability to lead a team.

Ability to work autonomously as well as collaboratively within a team environment.
Eagerness and capacity to acquire new knowledge and skills.
A responsible work ethic characterized by analytical thinking, consistency, and strong communication skills.

Information on the selection process:

If you are interested in this employment opportunity, please submit a comprehensive list of the required documents electronically to: XXXXX@XXXXX

List of documents required by the male researcher/female researcher:

- Europass CV (https://europass.cedefop.europa.eu/sk/documents/curriculum-vitae/templates-instructions),
- Documentary evidence of education qualification and awarded degrees;, including any academic qualifications;
- Documentary evidence of scientific work results, including a list of publications;
- Compilation of citations;
- List of grant projects completed to date;
- Affidavit of legal capacity;
- Consent with the processing of personal data;
- Criminal records statement, dated no more than three months prior.

List of documents required by other male/female staff member:

- Europass CV (https://europass.cedefop.europa.eu/sk/documents/curriculum-vitae/templates-instructions),
- consent with the processing of personal data.

Contact:

Contact person, telephone number, e-mail, website

Information about the Institute of Molecular Biology of SAS (to be completed by thr Institute of Molecular Biology of SAS)

SAS operates as a self-governing scientific institution dedicated to the advancement of science, education, culture, and the economy. Its primary mission, along with its affiliated organizations, is to conduct both basic and applied research across a diverse array of disciplines, encompassing technical, natural, humanities, and social sciences. SAS is the founding body of 45 scientific organizations engaged in research across numerous scientific domains, ranging from physical and engineering sciences to life, medical, social sciences, and the humanities.

Furthermore, SAS is distinguished as a recipient of the European Commission's international HR Excellence in Research Award. In the Institute of Molecular Biology of SAS, staff positions are filled through a competitive recruitment process, adhering to the principles of open, transparent and merit-based recruitment and selection (OTM-R).

The research activities at the Institute of Molecular Biology of SAS comprise basic and applied research in the fields of molecular biology and microbiology. Currently the scientific interest is focused on clarification of structural, functional and evolutionary properties of proteins, issues of gene regulation, differentiation and division of bacterial cells; research of bacteriophages and investigation of relations between microorganisms and their environment.

Research at the Institute of Molecular Biology is performed within scientific departments and laboratories working on numerous grant projects. The Institute cooperates with other SAS institutions, universities as well as with foreign partners. The Institute of Molecular Biology is an external educational institution for the PhD study in study fields of Molecular biology and Microbiology.

Annex No. 2 Protocol on the Training of Selection Committee Members

Member of the Selection Committee: Name, surname and position of the member

Organization name:

This document serves to formally document the training of the members of the selection committee that occurred on [date] at [location]. The objective of the training is to ensure that members of the selection committee possess a comprehensive understanding of the procedures associated with the OTM-R process for the recruitment and selection of personnel at the Institute of Molecular Biology of SAS.

The training encompassed the following topics relevant to the responsibilities of the selection committee member:

- The scope, duties, and authorities of the Selection Committee;
- Confidentiality of information and protection of personal data;
- Conflicts of interest;
- Discrimination;
- Selection procedure;
- Interview process.

Signature

Annex No. 3 Minutes of the selection process



Minutes of the selection process for the Institute of Molecular Biology of SAS

Advertisement published on the website:

Date of Round 1 of the selection process - administrative part:

List of candidates considered in Round 1 of the selection process:

List of candidates advancing to Round 2:

Selection Committee: composition, signatures

Round 2 of the selection procedure (personal interview):

Name of candidate 1
Name candidate 2
Name of candidate 3

Candidates that have met the qualifications for the position following the second round of the selection process, along with their respective rankings:

Name of candidate 1
Name of candidate 2

Date of notification to the Statutory Body of the Institute of Molecular Biology of SAS regarding the candidates' ranking:

Entered by: Name Signature
Place DD. MM. YYYY
Annex No. 1: Job advertisement

Annex No. 4 Candidate Personal Interview Assessment Form/Interview Protocol

Form for the evaluation of the candidate during the personal interview

(Interview Record)

Department and job title:

Name of candidate (male/female):

Date of interview:

Basic information about the candidate

Performance	
Oral presentation	
Non-verbal communication	
Why did the candidate choose the Institute of Molecular Biology of SAS?	
Other basic information about the candidate	

Questions about the employment relationship

Current employment	
Date of commencement of employment	

Solving specific tasks and situations

Language skills	

Further questions on professional topics and competences:.....
.....
.....
.....
.....
.....
.....

Notes:.....

.....

.....

.....

Candidate - was successful/not successful in the selection process.

Rationale

Overview of the professional criteria and competences in which the candidate - succeeded/failed:

.....

.....

.....

Entered on:

Approved by the Chair of the selection committee: name signature



Members of the Selection Committee: name signature

Annex No. 5 Templates and feedback for candidates

1. Template name: Application acceptance

Subject of message: Application acceptance

Dear Sir/Madam,

Thank you for submitting your application for the selection process regarding the position of x. We are pleased to inform you that your application has been acknowledged and accepted into our review process.

You can expect an update regarding the subsequent steps by DD.MM.YYYY at the latest.

Yours sincerely,

2. Template name: Invitation to a job interview

Subject of message: SAS job interview

Dear Sir/Madam,

Following our recent telephone conversation, I would like to formally confirm the date and location of the selection process for the position of x. The meeting is scheduled to take place on DD MM YYYY at hh:mm.

Place:

Should you have any further inquiries or require assistance in rescheduling the meeting, please do not hesitate to reach out.

Yours sincerely,

3. Template name: Selection process - Result notification - rejected

Subject of message: Notification of the result of the selection process

Dear Sir/Madam,

Thank you for your expressed interest in a position with the P. R. I. of the Slovak Academy of Sciences.

Upon careful review of the applications and the qualifications required for the role, we regret to inform you that we will be moving forward with candidates whose profiles more closely align with the specified requirements.

We appreciate your interest in our organization and wish you continued success in your professional endeavors.

Yours sincerely,

Annex No. 6 Acceptance Letter Template

Job offer

Dear Sir/Madam .....,

We are pleased to inform you that, following the assessment of the selection process, we would like to extend an offer for recruitment under the following terms and conditions:

Date of commencement of employment:

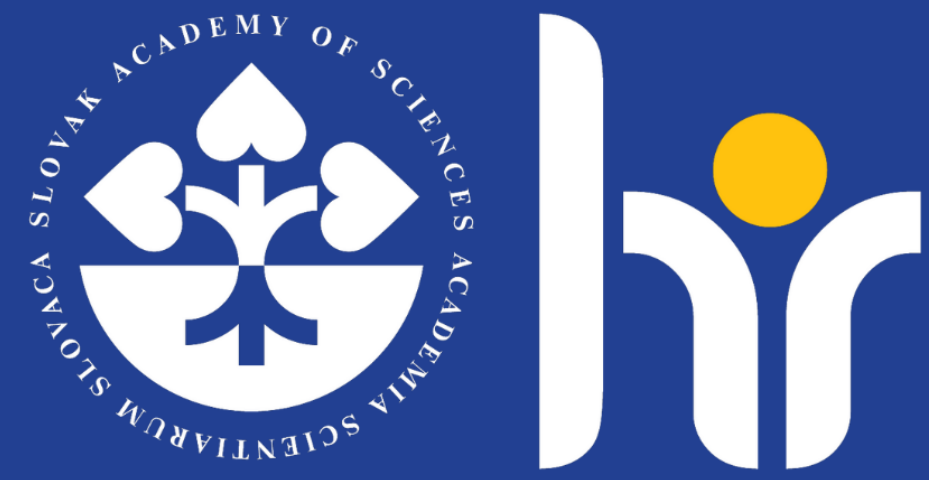
Job position:

Contract wage:

Employment shall be on a fixed-term basis:

Job offer valid until:

Signature



SLOVAK ACADEMY OF SCIENCES