



HRS4R

## HUMAN RESOURCES STRATEGY FOR RESEARCHERS

**(OTM-R – Open, Transparent and Merit-based  
Recruitment**

**OTS-N – Slovak abbreviation for OTM-R)**

**Recruitment and Selection Policy at the  
Institute of Measurement Science of the  
Slovak Academy of Sciences**

May 2026



**SLOVAK ACADEMY OF SCIENCES**



INSTITUTE OF MEASUREMENT SCIENCE

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This document is intended for selection committees and, where applicable, for everyone directly involved in conducting recruitment interviews with candidates for vacant <sup>1</sup>positions at a public research institution of the Slovak Academy of Sciences (hereinafter referred to as an “SAS p.r.i.”). A detailed organisational structure of the Slovak Academy of Sciences (hereinafter referred to as the “SAS”) is available on the SAS website.

The document applies to the recruitment of all researchers and other employees working at the Institute of Measurement Science, SAS, p.r.i., within the meaning of Act No. 243 on public research institutions.<sup>2</sup>

## 1. BASIC TERMS

1.1 On 13 July 2020, the SAS received the European Commission’s international HR Excellence in Research Award and thereby acquired the right to use the HR Award logo. Every institution receiving the award also undertakes to comply with the principles set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers under the Human Resources Strategy for Researchers (HRS4R).

By obtaining the HRS4R award, the SAS committed itself to fully implementing the European Union recommendations on the principles of open, transparent and merit-based recruitment of researchers and other employees (hereinafter referred to as “OTM-R”). The Institute of Measurement Science, SAS, p.r.i., participates in this initiative as part of the SAS.

Positions in SAS organisations are filled through a selection procedure conducted in accordance with the Principles for the Selection and Recruitment of Employees at a Public Research Institution of the Slovak Academy of Sciences, approved by the SAS Presidium on 12 March 2025. For the purposes of the Institute of Measurement Science, SAS, p.r.i., this document extends those rules in line with HRS4R.

### O – Openness

All selection procedures are published on the websites of public research institutions and on the SAS online official notice board. Research positions [are also](#) published on the EURAXESS

<sup>1</sup> For ease of understanding, the following parts of the text use the generic masculine (terms such as “employee, candidate, applicant, worker”, etc.); however, all persons are always intended regardless of their gender identity.

<sup>2</sup> The selection of the director and the head of an organisational unit of a public research institution is governed by other documents approved by the SAS Presidium.

portal and, where relevant, on [paid](#) international [portals](#) ([Nature Jobs](#), ResearchGate, Science Careers), paid Slovak career portals (such as [www.profesia.sk](#) and [www.kariera.sk](#)), [or](#) LinkedIn, so that information about a new vacancy reaches the widest possible pool of potential candidates.

## **T – Transparency**

The selection criteria are always stated in the advertisement. Information is provided on the conditions for submitting an application to the selection procedure. The advertisement also includes the employee advantages and benefits provided by the Institute of Measurement Science, SAS, p.r.i. Candidates are informed about the course of the selection procedure and its final outcome.

## **M – Merit-based recruitment**

When submitted applications are assessed, the candidate's professional experience and demonstrable results are taken into account. The SAS applies an equal-opportunities approach: not only professional qualifications but also the candidate's potential are assessed. Mobility experience is welcomed in the case of researchers. The Institute of Measurement Science, SAS, p.r.i., supports diversity and seeks to create a working environment that meets the individual needs of all employees.

In practice, this means applying the defined principles, a brief overview of which is provided in this document.

### **1.2 Researcher categories**

Research positions advertised by the Institute of Measurement Science, SAS, p.r.i., are classified into four levels [according to the international classification](#):

- first-stage researchers (R1) = researchers prior to obtaining a PhD degree;
- second-stage researchers (R2) = holders of a PhD degree (or equivalent) who are not yet fully independent in their research activities;
- recognised researchers (R3) = researchers who have established a level of independence in their research activities;
- leading researchers (R4) = researchers who lead research activities.

The SAS also applies [scientific qualification grades](#):

Scientific Qualification Grade IIa (hereinafter "SQG IIa") is awarded to a researcher who independently and innovatively solves scientific tasks, assesses and promotes use of the results, and publishes them.

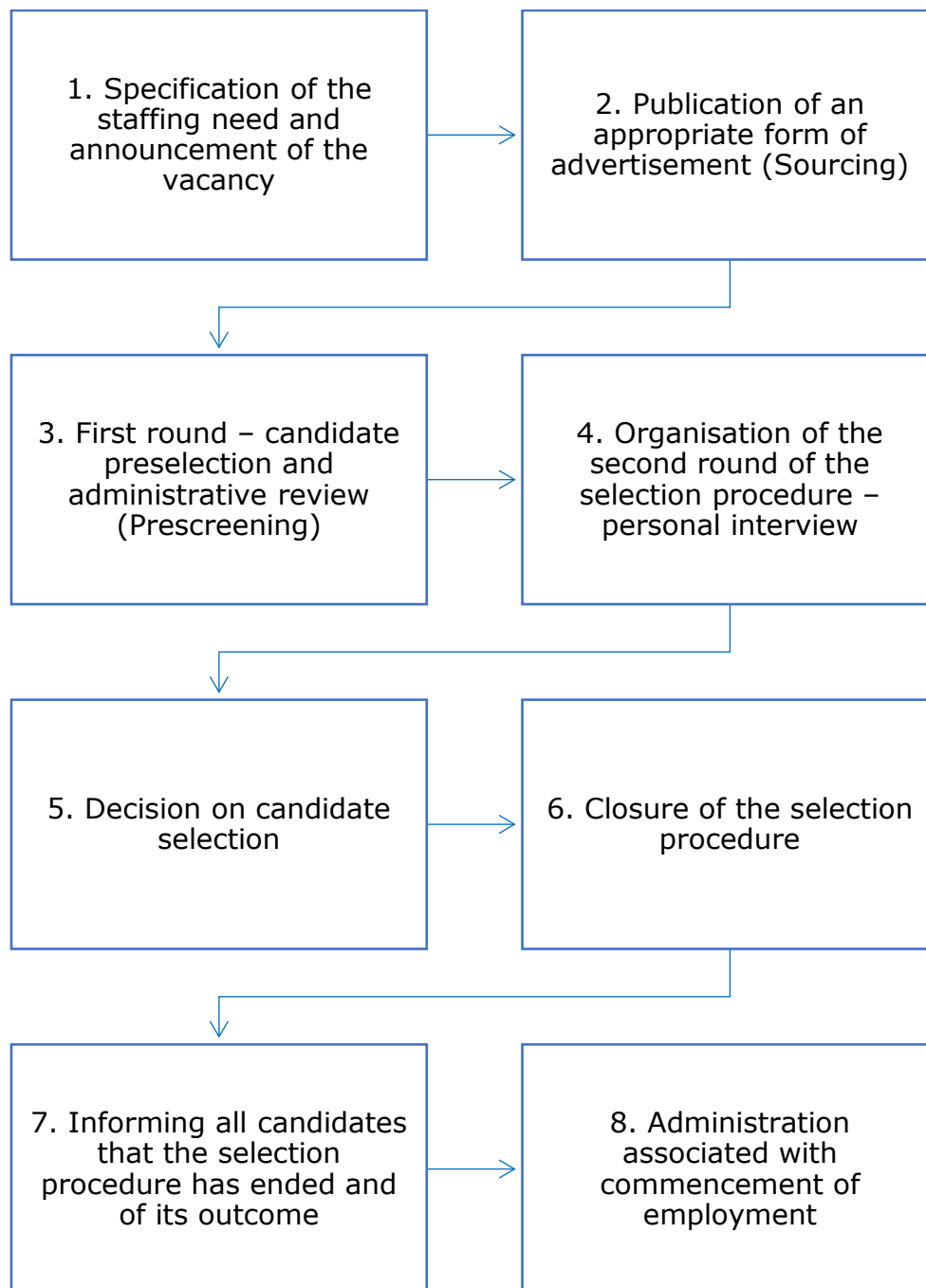


Scientific Qualification Grade I (hereinafter referred to as “SQG I”) is awarded to a researcher who has created a theoretically and practically coherent body of scientific work that has significantly influenced the development of science, holds a leading position in the development of the relevant field of science and technology, and trains other researchers.

Scientific qualification grades are awarded by the Commission for the Assessment of Scientific Qualifications.

## 2. GENERAL PRINCIPLES

The recruitment and selection process at the Institute of Measurement Science, SAS, p.r.i.:



2.1 The selection procedure verifies the candidate's abilities, professional knowledge and personal attributes that are essential, necessary or appropriate in view of the nature of the duties to be performed in the position for which the selection procedure is announced.

One indication that these principles are being implemented is the adoption and publication of an OTM-R policy document on the websites of the SAS and the Institute of Measurement Science, SAS, p.r.i.

2.2 Within the selection procedure, personal data may be processed only on the basis of Act No. 18/2018 Coll. on Personal Data Protection and on Amendments to Certain Acts, as amended (hereinafter referred to as the "Personal Data Protection Act"), which derives from the EU General Data Protection Regulation, abbreviated as GDPR.

Communication with candidates during the selection procedure is retained in both written and electronic form in accordance with the personal data protection policy.

2.3 The SAS also supports the recruitment of foreign candidates and the reintegration of Slovak researchers returning from abroad. Assistance with visas, temporary residence and other formalities is provided by the SAS through the staff of the SAS EURAXESS Point, [www.euraxesspoint.sav.sk](http://www.euraxesspoint.sav.sk). The SAS also supports the employment of candidates from disadvantaged groups.

2.4 Where the nature of the work permits and employees are interested, the SAS supports part-time employment and working from home and allows flexibility in the scheduling of work duties.

2.5 For researchers, the SAS offers the SAS Return Project Scheme as potential assistance with [reintegration into research work](#) for parents returning from maternity and/or parental leave.

2.6 The recruitment principles and the course of the selection procedure for other employees of the Institute of Measurement Science, SAS, p.r.i., are the same as for researchers. Differences concern the documents required for admission to the selection procedure. The vacancy is not advertised on EURAXESS or on paid international portals. Requirements concerning the highest level of education, the composition of the selection committee and other matters also differ.

### 3. PRINCIPLES FOR ADVERTISING AND SUBMITTING APPLICATIONS

3.1 The Institute of Measurement Science, SAS, p.r.i., publishes the announcement of a selection procedure on its website, and, for a researcher position, also on the EURAXESS portal and, where relevant, on a professional career portal. The announcement must be published at least 30 days before the deadline for candidates to submit applications for participation in the selection procedure and the mandatory supporting documents.

3.2 The conditions established for filling a particular position are the same for all candidates in the selection procedure, and compliance with them is a prerequisite for admission to the selection procedure.

The conditions under which the selection procedure was announced must be observed and may not be changed during the selection procedure.

3.3 The Institute of Measurement Science, SAS, p.r.i., uses the standard “Sample advertisement for an employee of an SAS p.r.i.” (Annex No. 1) when advertising vacancies on career portals and subsequently adapts it to the needs of the Institute and its branches. The title of the position is not stated in a gender-neutral form; both grammatical genders are included, for example, male researcher/female researcher. The advertisement contains a description of the position, defined job requirements, i.e. the required qualifications, and an overview of the main employee advantages and benefits. It also contains instructions for submitting an application, including the anticipated date on which the selection procedure will be completed.

#### **The EURAXESS platform**

The principal service offered by the EURAXESS platform is EURAXESS Jobs, a free portal on which institutions can publish job vacancies in any country in the world. It is a global platform managed by the European Commission and is open to everyone.

Instructions for publishing vacancies on the EURAXESS platform are available [HERE](#).

When formulating the requirements to be met by a position, we recommend using the [European Competence Framework for Researchers](#).



3.4 The advertisement must contain a list of documents to be submitted by the candidate. For a researcher position, the list must include at least:

- a curriculum vitae in Europass [format](https://europass.cedefop.europa.eu/sk/documents/curriculum-vitae/templates-instructions)  
(<https://europass.cedefop.europa.eu/sk/documents/curriculum-vitae/templates-instructions>),
- documents proving the education attained and the degrees awarded, including any scientific qualification grades,
- documents demonstrating the results of scientific work, including a list of publications,
- a list of citations,
- a list of grant projects completed to date,
- consent to the processing of personal data,
- a criminal-record extract no more than three months old (to be submitted no later than upon appointment to the position).

For other employee positions, the list of documents must include at least:

- a curriculum vitae in Europass [format](https://europass.cedefop.europa.eu/sk/documents/curriculum-vitae/templates-instructions)  
(<https://europass.cedefop.europa.eu/sk/documents/curriculum-vitae/templates-instructions>),
- consent to the processing of personal data.

## 4. PRINCIPLES FOR EVALUATION AND SELECTION

### 4.1 REMIT, DUTIES AND POWERS OF THE SELECTION COMMITTEE

1. The Selection Committee (SC) is appointed by the statutory representative of the Institute of Measurement Science, SAS, *p.r.i.*; *ad hoc* SCs may be established. All SC members must have completed proper training for this role, and such training is also a prerequisite for future members of the committee. The statutory representative determines the type of committee and its term of office.
2. The statutory representative of the Institute of Measurement Science, SAS, *p.r.i.*, announces the vacant position. The statutory representative may be an SC member, in which case they are an equal member in the voting process and have the same voting right as any other SC member. However, the statutory representative has a veto over the final decision and may therefore reject a candidate selected in the final vote. In that event, the next successful candidate in the ranking is selected.
3. The SC is responsible for the course of the selection procedure.
4. SC training is an important process ensuring that SC members are properly familiar with OTM-R procedures in employee selection. SC members carefully study the materials and guidelines provided to gain an understanding of the selection process, inappropriate interview questions, the Personal Data Protection Act, and related matters.
5. Each SC member signs a document confirming completion of the training for SC members (Annex No. 2).
6. Each SC member participates fully in deciding on the selection of a suitable candidate and has an equal voting right.
7. When selecting a suitable candidate (or drawing up the ranking of candidates), the SC gives preference to reaching consensus.
8. The selection of each suitable candidate and the determination of each candidate's position in the ranking are decided by vote.
9. The SC, which consists of at least three members, is gender-balanced where possible (at least one third of its members belong to the less represented gender). The committee is composed so as to ensure an open, transparent and merit-based assessment of the relevant attributes, abilities, experience, knowledge and potential of each candidate. The number

and composition of SC members should be selected according to the nature of the position concerned.

10. The Chair of the SC, elected by the SC members, is responsible for the proper course of the selection procedure and ensures that minutes of the selection procedure are prepared. If the statutory representative of the Institute of Measurement Science, SAS, p.r.i., is not an SC member, the Chair informs the statutory representative about the course and outcome of the selection procedure.

11. The SC may not change or modify the predetermined evaluation and selection criteria for the positions being filled.

12. To ensure the selection of a suitable candidate for a researcher position, the SC includes a researcher from the department/project/team to which the candidate is applying.

13. For the selection of a candidate for a position other than that of a researcher, the SC includes an employee from the department/project/team to which the candidate is applying.

14. The SC of the Institute of Measurement Science, SAS, p.r.i.:

- assesses the documents submitted by all candidates no later than three weeks after the deadline for submitting applications to participate in the selection procedure and the mandatory supporting documents;
- may, in justified cases, request a candidate to provide missing materials;
- excludes from the selection procedure candidates who have not met the established requirements or conditions;
- sends candidates who have met the established conditions and requirements information by email/telephone about the date, place and time of the selection procedure;
- conducts the selection procedure in the form of an in-person or online interview;
- determines the ranking of candidates;
- informs the statutory representative of the Institute of Measurement Science, SAS, p.r.i., of the ranking of candidates.

15. During the interview, the position offered, the working conditions and the main benefits are presented in detail. The candidate then introduces themselves and briefly summarises their previous experience. At the end, time is reserved for further questions, the number and nature of which depend on the course of the interview. The candidate is informed of the date on which the outcome of the selection procedure will be announced.

16. The Institute of Measurement Science, SAS, p.r.i., informs all candidates who participated in selection interviews that the selection procedure has been completed and of its outcome. Feedback is provided at the candidate's request. Template messages and feedback for candidates are provided in Annex No. 5.

17. The selected candidate is sent an official job offer, the "Acceptance Letter" (Annex No. 6), containing information on the position title, employment start date, salary, working conditions and related matters, as well as the period for which the job offer remains valid. As soon as the candidate confirms acceptance of the job offer, a human resources employee will contact them regarding the signing of the employment contract and completion of the remaining employment-law formalities.

18. If no candidates meeting the prerequisites and requirements of the selection procedure apply, or if the committee does not select any suitable candidate, a new selection procedure may be announced at its discretion.

19. If objections are raised against the outcome of the selection procedure, the Institute of Measurement Science, SAS, p.r.i., follows the recommended procedures arising from this document. Complaints are handled by the statutory representative of the Institute in cooperation with the Chair of the SC. If the objections concern compliance with ethical standards, an ad hoc Ethics Committee is established to investigate them within 30 days.

20. If the statutory representative of the Institute of Measurement Science, SAS, p.r.i., is an SC member, complaints are handled by the Chair of the Scientific Council of the Institute and an SC member. If the objections concern compliance with ethical standards, an ad hoc Ethics Committee is established to investigate them within the specified period of 30 days.

## **5. RECOMMENDED PROCEDURES FOR MEMBERS OF THE SELECTION COMMITTEE WHEN RECRUITING EMPLOYEES AT THE INSTITUTE OF MEASUREMENT SCIENCE, SAS, P.R.I.**

Certain procedures must be followed to recruit and select new employees successfully at the Institute of Measurement Science, SAS, p.r.i. The recommended steps below serve this purpose. Researchers are recruited in accordance with the Code [of Conduct for the Recruitment of Researchers. We follow the](#) European Charter [for Researchers and the SAS Code of Ethics. Compliance with these](#) documents helps ensure that no important matter is overlooked. This document is intended to facilitate faster and easier orientation in OTM-R processes for the recruitment and selection of researchers and other employees of the Institute of Measurement Science, SAS, p.r.i.

### **5.1 CONFIDENTIALITY OF INFORMATION**

1. SC members must observe strict confidentiality of information throughout the entire employee-selection process. They may not disclose any details about candidates to any person who is not an SC member. They must also maintain an appropriate level of confidentiality after the process has ended.
2. Where necessary, SC members may 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 consent of the Chair of the SC.
3. According to the Declaration on Strengthening the Culture of Scientific Integrity in Slovakia, signed by the SAS, “it is the responsibility of a potential employer to make every possible effort to determine whether the candidate has previously breached the rules of scientific integrity or is currently under investigation for such breaches” ([Declaration on Strengthening the Culture of Scientific Integrity in Slovakia](#), p. 1). Explicitly asking during the

interview whether any such breach has occurred is considered satisfactory fulfilment of this recommendation.

## **5.2 CONFLICT OF INTEREST**

1. The SC proceeds in a manner that excludes conflicts of interest and bias. Such circumstances may affect decision-making when selecting a suitable candidate. An SC member applies, as appropriate, Article III, Principles of Review, Refereeing, Evaluation and Expert Activities, of the SAS Code of Ethics, which also contains paragraph 4: “4. An employee shall refuse to perform an assessment if they are aware of a conflict of interest or if the conclusions of their expert opinion could be influenced by their personal interest.”

2. In the case referred to in point 5.2.1, an SC member must declare their conflict of interest to the Chair of the SC. If the SC member does not decide independently to withdraw from the SC, the Chair decides. When assessing the conflict of interest, the Chair applies Article I, paragraph 6, General Principles, of the SAS Code of Ethics: “In research activities, as well as in management and support activities, employees shall act so as to exclude any possibility of a conflict of interest that could reduce the credibility of the organisation, persons, results achieved, publications, public appearances, review and refereeing procedures, and management, decision-making and support activities.”

3. A conflict of interest may be deemed to exist where the business, financial, family, political or personal interests of an SC member could influence their opinion of any candidate.

4. If an SC member or the informed Chair considers a conflict of interest to be an obstacle to SC membership, the statutory representative of the Institute of Measurement Science, SAS, p.r.i., appoints a substitute SC member. In the case of an SC appointed for a fixed term, such membership is temporary and applies only to the specific job interview.

## **5.3 DISCRIMINATION**

1. Discrimination occurs when a particular person or group of persons is treated less favourably than other persons in a comparable situation for reasons that cannot be legally justified, on the basis of a discriminatory characteristic, or arbitrarily, i.e. without a reasonable justification for such an exception. In other words, discrimination is generally understood as different treatment in comparable situations without reasonable justification.

2. The selection procedure is governed by anti-discrimination legislation. Observance of the principle of equal treatment in the selection procedure entails a prohibition on discrimination on grounds of sex, religion or belief, race, nationality or membership of an ethnic group, disability, age, sexual orientation, marital and family status, skin colour,

language, political or other opinion, national or social origin, property, birth or other status, or on the grounds of reporting criminality or other anti-social activity.

Chapter 6, Practical Tips for Conducting a Recruitment Interview, contains a list of discriminatory questions that should not be asked during a job interview.

## 5.4 COURSE OF THE SELECTION PROCEDURE

### First round of the selection procedure – administrative review

1. Applications to the selection procedure are handled in accordance with the General Data Protection Regulation (for example, they are stored on a shared drive with restricted access rights).
2. The storage of received applications falls within the remit of the Chair of the SC or may, by delegation, be entrusted to the secretariat or human resources department of the Institute of Measurement Science, SAS, p.r.i. The Chair informs SC members within a reasonable period where and how the applications can be accessed.
3. The Chair of the SC, together with the senior researcher from the department, working group or project to which the candidate is being recruited, draws up a list of suitable candidates for the position from among the applications that have passed the administrative review.
4. This list is provided to the other SC members. They are also provided with all materials required by the list of documents specified in the advertisement.
5. SC members assess the applications that passed the administrative review. They then approve the list, narrow it down or add other suitable candidates. SC members compare each candidate's skills, experience and qualifications with the job requirements stated in the position description. They also take into account the number of years since the candidate obtained a PhD degree, the quantity and quality of the candidate's publications, and the number of citations.
6. The purpose of this process is to select the most suitable candidates to proceed to the second round, the job interview. Candidate selection should preferably be approved by consensus. The selection of the suitable candidate or candidates who proceed to the second round is decided by vote. Candidates who do not proceed to the second round are informed without delay.

## Second round of the selection procedure – personal interview

Suitable candidates identified by the SC in the preceding step are invited to a personal interview.

Recommended course of the interview:

7. Physical attendance is generally preferred for a personal interview; however, a video call may also be used (MS Teams, Zoom [and similar](#) platforms).

8. At the personal interview, the Chair of the SC introduces themselves and the other SC members and presents the position offered and the main benefits provided by the employer in detail. The SC gives the candidate sufficient time to present their previous work experience, suitability and motivation to work in the position. At the end, the SC allows time for further questions, the number and nature of which depend on the course of the interview. The candidate is informed of the date on which the outcome of the selection procedure will be announced, and the date is set so as to avoid unnecessary delay.

9. Examples of standardised questions are provided in Chapter 6, Practical Tips for Conducting a Personal Interview. Specific questions concerning the work for which the candidate is applying are usually asked by the researcher from the department, working group or project to which the candidate would be appointed.

10. The Chair of the SC ensures that a record is prepared for every selection procedure: Record of the Course of the Selection Procedure (Annex No. 3). The record states the reasons for accepting or not accepting the candidate for the advertised position. It includes the ranking of candidates and indicates which candidates completed the selection procedure successfully and which did not. The candidate ranked first is proposed for appointment. If, between the selection procedure and the appointment process, the candidate loses interest in the position and expresses this in writing, the next successful candidate is appointed. The record is signed by all SC members who participated in the selection procedure.

11. All candidates must be informed of the outcome of the selection procedure. Candidates who participated in the second round are informed without undue delay by the statutory representative of the Institute of Measurement Science, SAS, p.r.i., or a person authorised by the statutory representative. Template messages and feedback for candidates are provided in Annex No. 5.



## 5.5 RETENTION OF SELECTION-PROCEDURE MATERIALS

1. At the end of the selection process, the results of the selection procedure are always deposited with the department responsible for their retention. They are retained in accordance with the Personal Data Protection Act and the Act on Archives and Registries.

2. All submitted curricula vitae, any cover letters and other mandatory documents are retained in connection with the conduct of the selection procedure, in accordance with the Personal Data Protection Act,

for six months. After this period, the personal data are destroyed in accordance with the same Act. The personal data obtained are not provided or made available to third parties and are not published.

## 6. PRACTICAL TIPS FOR CONDUCTING A PERSONAL INTERVIEW

This chapter is intended for the SC and, where applicable, for everyone directly involved in conducting personal interviews with candidates for vacant positions at the Institute of Measurement Science, SAS, p.r.i.

The specific manner in which an interview is conducted and the questions asked will always differ to some extent because the departments, projects and teams at the Institute of Measurement Science, SAS, p.r.i., differ. Nevertheless, certain recommendations and procedures are universal for every job interview with a candidate and may therefore be generally helpful. This document mentions only those that are not entirely common knowledge or may be overlooked.

### 6.1 RECOMMENDED INTERVIEW STRUCTURE:

**Introduction** – welcome the candidate, introduce the institution and explain the content of the meeting **5 min.**

**Presentation of the position** **10–15 min.**

**Candidate's CV** – presentation by the candidate; discussion of motivation, competencies, experience, ambitions, etc. **10–15 min.**

**Employment conditions** – expected salary, possible start date, etc.

**5 min.**

**Time for questions from the candidate**

**5–10 min.**

**Conclusion** – information about the next steps in the selection procedure and thanks  
**5 min.**

## **6.2 BEFORE THE INTERVIEW:**

1. Before the interview, it is useful for individual SC members to allocate their “roles” at least in broad terms and agree on the content and timing of the interview. This gives the interview a clear and professional structure.
2. Sufficient time should be reserved for the interview. A rushed interview may leave the candidate with mixed impressions of the employer. Lack of time may also affect the quality of the information that needs to be obtained or, conversely, provided to the other party.<sup>3</sup>

## **6.3 COURSE OF THE INTERVIEW:**

1. An atmosphere should be created that minimises the stressfulness of the situation for candidates during the personal interview. Their initial nervousness can be reduced by briefly introducing the organisation and explaining the course of the meeting during the first five minutes.
2. Decisions should not be based primarily on first impressions.
3. If SC members intend to take notes on electronic devices (a laptop, mobile phone, etc.), we recommend informing the candidate. Otherwise, the candidate may feel that they have failed to engage the committee or that SC members are attending to other matters. Notes

<sup>3</sup> However, if it becomes apparent during the interview that the candidate is not suitable for the position, there is no purpose in adhering to the proposed schedule, and the interview should be shortened appropriately.

about the candidate should be entered in the “Candidate Evaluation Form During a Personal Interview” (Annex No. 4).

4. We apply an interview approach based on the assumption that people tend to repeat their behaviour, attitudes and working habits. Candidates are very likely to behave in future employment in the same way as they behaved in similar work situations in the past. We therefore use open-ended questions and ask about specific situations and experiences encountered by the candidates.

## 6.4 EXAMPLES OF STANDARDISED QUESTIONS

Personal interviews are a key tool for selecting suitable candidates for positions. To make this process as objective and effective as possible, standardised questions should be used. These questions make it possible to compare the answers of different candidates on the same topics, thereby minimising subjectivity and increasing the fairness of the assessment.

The aim is to provide SC members with examples for creating effective questions that help identify the best candidates. Questions should be selected according to their relevance to the position for which the candidate is applying.

*What attracted you to our advertised position? What do you expect from the position?*

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

*What gives you the greatest satisfaction in your work? What do you find most meaningful about it?*

*In which areas do you excel, or what abilities/skills would you bring to our team at an SAS p.r.i.?*

*What approaches have proved most effective in helping you achieve the best work results?*

*Can you describe a situation or situations at work that demotivated you? What steps did you take? What were you trying to achieve, and what was the outcome? What did you learn from the situation as a whole?*

*What would your work need to be like for you to be satisfied with it?*

*What else should we know about you?*

*What would you like to know about us?*

*What are your three strengths?*

*What are your three weaknesses?*

*What do you consider your greatest achievement at work?*

*What do you consider your greatest failure at work?*

*Can you describe your day-to-day activities in your current/previous job?*

*What were your usual duties in your previous job?*

*Why did you choose this particular profession as your career?*

*Why are you interested in this specific position?*

*What abilities do you believe make you suitable for this position?*

*What activities did you pursue at university? What interested you most?*

*In what type of situation do you find it difficult to make a decision? Give an example.*

*What type of situation do you consider difficult, and why?*

### **Other possible questions**

*What should your current/previous employer do to become more successful?*

*Can you give an example of work you would delegate to others and an example of work you would prefer to do yourself?*

*Is there anything exceptional that you could offer our organisation—something another candidate would probably not offer?*

*Do you prefer working in a team or independently?*

*Do you prefer to be guided in your work, or do you prefer to lead others?*

*What was the most demanding communication task or problem you have dealt with? How did you proceed?*

*Have you ever had to manage several projects at the same time? How did you handle it?*



*How do you proceed when you do not have enough information to complete a work task?*

## **6.5 PROHIBITED QUESTIONS**

It is important to avoid so-called “prohibited” questions—for example, questions about age, children <sup>4</sup>or health. Examples of questions that are ambiguous, misleading, unethical, unlawful, manipulative or demeaning are listed below.

<sup>4</sup> The employer is not entitled to obtain information about an employee’s health except information concerning the employee’s medical fitness to perform the position. Employees discuss any health complications that would prevent them from performing the work directly with the relevant physician (as part of the mandatory pre-employment medical examination), not with the employer.

#### EXAMPLES OF INAPPROPRIATE QUESTIONS

*Religion and belief: What is your religion? Are you religious? Do you believe in God? Are you a member of a church?*

*Sexual orientation: What is your sexual orientation?*

*Children, intention to have children, pregnancy: Are you planning to start a family? When? Do you plan to have children? When? Do you have young children? How often are your children ill? If your children are ill, how will you arrange their care? Are you pregnant?*

*Health: Do you smoke? What is your state of health? Do you suffer from any illness?*

*Membership of trade unions, political parties or associations; political preferences: Are you a member of a political party? Are you active in any social organisations or civic associations? What are your political preferences? Whom did you vote for?*

## 6.6 CONCLUSION OF THE INTERVIEW

1. The candidate's remuneration should be discussed towards the end of the personal interview. It is preferable first to ask the candidate about their salary expectations and requirements; the Chair of the SC then explains the salary conditions. The salary of an employee of the Institute of Measurement Science, SAS, p.r.i., is calculated according to professional experience and in accordance with Act No. 553/2003 Coll. on the Remuneration of Certain Employees Performing Work in the Public Interest, as amended.
2. It is important to mention the working conditions, such as the type and duration of employment, the anticipated start date, working hours, place of work, residence requirement, probationary period, employee benefits, etc.
3. Allow the candidate to ask about matters that interest them. Reserve sufficient time for their questions.
4. Inform the candidate about the next steps in the selection procedure, i.e. the stage the procedure has reached and when it will be closed. Inform the candidate when they will receive notification of their acceptance or of whether they were successful or unsuccessful.

## **6.7 AFTER THE INTERVIEW**

1. After the interview process has ended, the SC decides by vote on the ranking of candidates and whether they were successful. Alternatively, the candidate assessment may be organised on the following day so that SC members can distance themselves from their first impressions and potentially evaluate the facts more effectively.
2. When selecting the final candidate, we recommend ranking the candidates in order of preference and approaching the best candidate with an official job offer.

## **Annex No. 1 Sample job advertisement for an employee position at the Institute of Measurement Science, SAS, p.r.i.**

The statutory representative of the Institute of Measurement Science, SAS, p.r.i., announces a selection procedure for the position of:

Body text (stated in both grammatical genders, e.g. male researcher/female researcher)

### **Job information/position description:**

Body text XXXXXXXXXXXXXXXXXXXXX

### **Type of work, powers and responsibilities:**

When formulating the requirements to be met by the position, we recommend using the European Competence Framework for Researchers:

[https://research-and-innovation.ec.europa.eu/jobs-research/researchcomp-european-competence-framework-researchers\\_en](https://research-and-innovation.ec.europa.eu/jobs-research/researchcomp-european-competence-framework-researchers_en)

### **Main employee advantages and benefits:**

Flexible working hours

Employee engaged in work in the public interest

Up to 45 days of annual leave for researchers

One additional week of annual leave beyond the Labour Code entitlement for other employees

We offer interesting work in the SAS research environment

### **Type of employment:**

Permanent employment/fixed-term employment

Full-time/part-time

### **Place of work:**

According to the organisation's registered office

### **Salary conditions:**

The starting gross monthly salary will be determined in accordance with Act No. 553/2003 Coll., depending on qualifications and length of professional experience.



**Anticipated date of completion of the selection procedure:**

DD.MM.YYYY

**Anticipated date of the job interview:**

DD. MM. YYYY

**Anticipated employment start date:**

DD. MM. YYYY or as agreed

**Requirements for the employee:**

Professional knowledge

Language skills

IT skills

**The position is suitable for candidates with the following education:**

Third-cycle higher education (PhD) (researchers)

First- and/or second-cycle higher education (other employees)

**Field of education:**

To be defined according to the position

**Personal attributes and skills:**

To be defined according to the position

Ability to lead a team

Ability to work independently and as part of a team

Ability and willingness to learn new things

Responsible approach to work, analytical thinking, thoroughness and communication skills

**Information about the selection procedure:**

If you are interested in this vacancy, please send the required documents electronically to:  
XXXXX@XXXXX

**List of required documents for a male researcher/female researcher:**

- a curriculum vitae in Europass [format](https://europass.cedefop.europa.eu/sk/documents/curriculum-vitae/templates-instructions)  
(<https://europass.cedefop.europa.eu/sk/documents/curriculum-vitae/templates-instructions>),

- documents proving the education attained and the degrees awarded, including any scientific qualification grades,
- documents demonstrating the results of scientific work, including a list of publications,
- a list of citations,
- a list of grant projects completed to date,
- a statutory declaration of legal capacity,
- consent to the processing of personal data,
- a criminal-record extract no more than three months old.

**List of required documents for another male employee/female employee:**

- a curriculum vitae in Europass [format](https://europass.cedefop.europa.eu/sk/documents/curriculum-vitae/templates-instructions) (<https://europass.cedefop.europa.eu/sk/documents/curriculum-vitae/templates-instructions>),
- consent to the processing of personal data.

**Contact:**

Contact person, telephone number, email address, website

**Information about the Institute of Measurement Science, SAS, p.r.i.**

The Institute of Measurement Science of the Slovak Academy of Sciences, public research institution (IMS SAS, p.r.i.), is a scientific institution of the Slovak Academy of Sciences. Its activities cover the following main areas of basic and applied research:

Measurement theory and mathematical-statistical methods for processing experimental results;

Systems for measuring selected physical quantities;

Measurement systems for biomedicine, mathematical and computer modelling of bionic structures and processes, and biosignal processing;

Design of measurement methods and systems for solving non-standard measurement problems in research and industry. Development and implementation of unique measurement systems as tangible outcomes of research activities.

The Institute also contributes to the educational process in doctoral study programmes in accordance with the relevant legislation, in cooperation with the Slovak University of Technology in Bratislava and Comenius University Bratislava.

The Institute ensures the publication of research results through scientific journals.

Positions at the Institute of Measurement Science, SAS, p.r.i., are filled through a

selection procedure conducted in accordance with the recruitment and selection principles and the principles of open, transparent and merit-based recruitment (OTM-R).

## **Annex No. 2 Record of training for a selection committee member**

Selection Committee member: first name, surname and position of the member

Name of organisation: Institute of Measurement Science, SAS, p.r.i.

This document records the training of selection committee members that took place on [date] at [place]. The purpose of the training is to ensure that selection committee members are thoroughly familiar with OTM-R procedures for the recruitment and selection of employees at the Institute of Measurement Science, SAS, p.r.i.

Training topics with which the selection committee member was familiarised:

- remit, duties and powers of the selection committee,
- confidentiality of information and personal data protection,
- conflict of interest,
- discrimination,
- course of the selection procedure,
- course of the interview.

Signature

### **Annex No. 3 Record of the course of the selection procedure**



#### **Record of the course of the selection procedure at the Institute of Measurement Science, SAS, p.r.i.**

Advertisement published on the following websites:

Date of the first round of the selection procedure – administrative stage:

List of candidates assessed in the first round of the selection procedure:

List of candidates proceeding to the second round:

Selection Committee: composition and signatures

Second round of the selection procedure (personal interview):

Candidate name 1

Candidate name 2

Candidate name 3



Candidates who met the position requirements after the second round of the selection procedure, and their ranking:

Candidate name 1

Candidate name 2



Date on which the ranking of candidates was announced to the statutory representative of the Institute of Measurement Science, SAS, p.r.i.:

Recorded by: name and signature

Place DD. MM. YYYY

Annex No. 1: Job advertisement

## Annex No. 4 Candidate evaluation form during a personal interview/Interview record

### Candidate evaluation form during a personal interview

#### (Interview record)

Department and position title:

Candidate's name:

Interview date:

Basic information about the candidate

|                                                                                 |  |
|---------------------------------------------------------------------------------|--|
| Professional demeanour                                                          |  |
| Oral communication                                                              |  |
| Non-verbal communication                                                        |  |
| Why did the candidate choose the Institute of Measurement Science, SAS, p.r.i.? |  |
| Other basic information about the candidate                                     |  |

Questions concerning employment

|                       |  |
|-----------------------|--|
| Current employment    |  |
| Employment start date |  |

Solving specific tasks and situations

|                 |  |
|-----------------|--|
|                 |  |
|                 |  |
|                 |  |
| Language skills |  |

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

.

.....

.....

.....

Notes:.....

.....

.....

.....

.....

The candidate – passed/did not pass the selection procedure.

### Reasons

Overview of professional criteria and competencies in which the candidate – met/did not meet the requirements:

.....

.....

.....

Recorded on:

Approved by the Chair of the Selection Committee: name and signature

Selection Committee members: name and signature





## **Annex No. 5 Template messages and feedback for candidates**

### **1. Template name: Acknowledgement of application**

Message subject: Acknowledgement of application

Dear Madam/Sir,

Thank you for submitting your application for admission to the selection procedure for position x. We confirm that your application has been received.

We will inform you of the next steps no later than DD. MM. YYYY.

Yours sincerely,

### **2. Template name: Invitation to a job interview**

Message subject: Job interview at the Institute of Measurement Science, SAS

Dear Madam/Sir,

Further to our telephone conversation, we confirm the date and place of the selection procedure for position x. The meeting will take place on DD. MM. YYYY at hh.mm.

Place:

Should you have any further questions or need to reschedule the meeting, please do not hesitate to contact me.

Yours sincerely,

**3. Template name: Selection procedure – notification of outcome – rejection**

Message subject: Notification of the outcome of the selection procedure

Dear Madam/Sir,

Thank you for your interest in working for the Institute of Measurement Science, SAS, p.r.i.

After reviewing all the information and requirements for the position, we wish to inform you that we have decided to continue the selection process with candidates who more closely meet the requirements of the position being filled.

Thank you for your interest, and we wish you every success in your career.

Yours sincerely,

## **Annex No. 6 Sample acceptance letter**

### **Job offer**

Dear Madam/Sir .....,

On the basis of the outcome of the selection procedure, we are pleased to inform you that we are offering you employment under the following conditions:

**Start date:**

**Position:**

**Contractual salary:**

**Employment will be concluded for the following period:**

**Job offer valid until:**

Signature



INSTITUTE OF MEASUREMENT SCIENCE  
SLOVAK ACADEMY OF SCIENCES