

## Fraunhofer-Checklist on OTM-R Policy (Open, Transparent and Merit-based Recruitment)

### **A. OTM-R system**

#### **1. Have we published a version of our OTM-R policy online (in the national language and in English)?**

Recruitment at Fraunhofer is based on the legal requirements that apply in Germany: the Basic Law (Art. 3 GG), the Federal Equality Act (BGleiG), the General Equal Treatment Act (AGG), the agreement on the equal treatment of women and men in joint research funding (AV-Glei) and the Federal Data Protection Act (BDSG). Fraunhofer has not issued its own policy and will not do so in the near future. As part of Fraunhofer Digital – a major project running from 2018 to 2022 – Fraunhofer will be introducing SAP on January 1, 2021. The entire recruitment process will be revised as part of this process. The result will be a fully web-based system for the entire recruitment process, which will operate uniformly and consistently at all Fraunhofer Institutes, making it even more transparent than before.

Fraunhofer attaches great importance to clear framework conditions as well as respect and fairness in dealing with its employees. This is expressed in the internal Fraunhofer Code of Conduct as well as in Fraunhofer's statements on cooperation with third parties (<https://www.fraunhofer.de/en/about-fraunhofer/corporate-responsibility/governance/declaration-project-cooperation.html>).

#### **2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?**

The Fraunhofer recruitment processes use the Umantis recruiting tool. The principles Fraunhofer applies to ensure open, transparent and Merit-based recruitment are based on the following:

- the General Works Agreement on the use of the Umantis recruiting program (job advertisement and applicant management system agreement 2011/197/1B/GBV),
- the General Works Agreement on company-wide job advertisements (2001/68/1B/GBV) including explicit recommendations for the recruitment process,
- the circular on the statutory provisions of the General Equal Treatment Act (circular 2006/43/1B/R),

- the Guidelines for the Implementation of the Principles on Equality between Women and Men at the Fraunhofer-Gesellschaft e.V. of September 2018
- the checklist for the gender-sensitive design of job advertisements (2016),
- the Guide to Gender Equitable Writing (2016),
- the Framework Integration Agreement (General Works Agreement on the Equal Participation of Persons with Severe Disabilities in Working Life 2003/88/1B/GBV),
- the provisions of the Works Constitution Act, in particular §§ 70, 80, 87, 90,
- the Appointment Regulation of the Fraunhofer-Gesellschaft (2005).

A general works agreement is a contract between the employer and the general works council that establishes the rights and obligations of these parties and – in a similar way to a law or collective agreement – formulates binding standards for all employees of all or several Fraunhofer Institutes. General works agreements must be made known to all employees. They can be viewed by all Fraunhofer employees on the intranet in the regulations database. The checklists and guidelines referred to above are also available to all employees on the intranet.

### **3. Is everyone involved in the process sufficiently trained in the area of OTM-R?**

The Fraunhofer-Gesellschaft's educational program raises awareness of relevant issues among HR staff, managers and equal opportunities officers and provides them with training. Examples include »Recruiting and selecting employees«, the workshop on »Gender equitable selection of staff« and regular training courses on the use of the Umantis e-tool.

### **4. Do we make (sufficient) use of e-recruitment tools?**

We make full use of all the features of the Umantis program mentioned above. Umantis covers the entire application process, including communication with applicants.

### **5. Do we have a quality control system for OTM-R in place?**

In the recruitment process, each individual application can be accessed in the Umantis tool by the local works council, equal opportunities officers, representatives for severely disabled people and, if applicable, the youth and trainee representative. This is already sufficient to ensure basic compliance with the above regulations. Monitoring has been introduced with regard to gender-sensitive recruitment.

Fraunhofer prepares an annual report detailing its progress on the goals agreed in the Pact for Research as part of the Monitoring Report issued by the Joint Science Conference (GWK) of the Federal Government and its federal states. One of these goals refers to strategies to attract the best minds. Essentially, this involves offering attractive conditions throughout a

person's entire scientific career by establishing up-to-date concepts for HR policies, staff recruitment and HR development. In the Monitoring Report, Fraunhofer also provides information on the ratio between men and women achieved in this context, both among applicants and those recruited.

**6. Does our current OTM-R policy encourage external candidates to apply?**

The information provided by Fraunhofer in the 2019 Monitoring Report shows that, in 2018, it filled 1,837 vacant research positions. Of these, 1,501 were new recruits, some 73 percent of which were external candidates.

**7. Is our current OTM-R policy in line with policies to attract researchers from abroad? Is there a visible statistical trend?**

Yes. The number of foreign applicants in 2018 stood at approximately 10 percent.

**8. Is our current OTM-R policy in line with policies to attract underrepresented groups?**

Two underrepresented groups at Fraunhofer are women and people with severe disabilities. Fraunhofer places great importance on helping people reconcile their work and family life, which is why it offers most of its vacancies on either a full-time or part-time basis. Fraunhofer writes its job advertisements in a manner that expressly encourages women and people with severe disabilities to apply. The checklist of gender-balanced job advertisements specifies this in the following ways:

- making it clear that the position can be taken as either full-time or part-time;
- emphasizing that the promotion of equal opportunities is one of the Fraunhofer-Gesellschaft's explicit goals;
- ensuring that the advertisement focuses on what our organization offers applicants. This means emphasizing aspects that are important to applicants, such as helping them achieve a work-life balance by offering flexible working hours, providing support for combining family and career and favoring people with severe disabilities who are equally qualified for the position.

Over the past five years, we have maintained the proportion of female applicants in the groups of disciplines relevant to Fraunhofer relatively stable at 25 percent, even though the pressure on companies – especially for female graduates in STEM subjects – has increased massively. This success is a reflection of Fraunhofer's huge commitment in this area.

**9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?**

Fraunhofer is superbly positioned when it comes to helping employees combine work and family life. This is highlighted not only in the results of the last employee survey, but also by the awards Fraunhofer has received (see the section of the Fraunhofer website on »Awards«: [Jobs and Career](#)).

**10. Do we have means to monitor whether the most suitable researchers apply?**

As an applied research organization, Fraunhofer not only focuses on scientific excellence in the recruitment process, but also on experience in research projects, marketing and the transfer to industry. There is no indication that Fraunhofer's personnel selection process fails to lead to successful research results.

## **B. Advertising and application phase**

**11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?**

The Umantis recruiting tool includes binding templates for job advertisements in German and English. Fraunhofer's guidelines on implementing the principles of equality between women and men provide clear additional guidance on job advertisements.

**12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?**

Job advertisements published by the Fraunhofer-Gesellschaft include a description of the Fraunhofer-Gesellschaft, the general sphere of activity, the specific position being advertised, the job requirements it entails and an application deadline. They also state that the remuneration is based on Germany's Collective Wage Agreement for the Civil Service (TVöD). Advertisements for internal vacancies allow at least two weeks for candidates to apply; external vacancies may also include an application deadline. Also included are a description of the working conditions and the type of contract. In addition, every job advertisement includes a statement to the effect that where applicants are equally suitable for the position, preference will be given to internal applicants and people with severe disabilities.

**13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?**

We do use EURAXESS, but its use is not mandatory. We do not keep records of the percentage of applicants from abroad.

#### **14. Do we make use of other job advertising tools?**

The Westpress agency publishes Fraunhofer job advertisements in various media (online, print media, etc.). The agency also performs basic quality assurance in regard to the content of the job advertisements. Fraunhofer also has a presence at many different career and graduate fairs (approx. 15-20 a year, for example at »bonding« and »konaktiva« trade fairs and the »Absolventenkongress« graduate fair in Cologne).

Fraunhofer also attends international events such as the annual conference of the German Academic International Network (GAIN) and the European Career Fair (ECF). Fraunhofer has a strong presence on social media (e.g. Xing, LinkedIn, Facebook), where it also publishes job advertisements and offers additional job slots. Individual Fraunhofer Institutes also run »Career Nights« as necessary, which give students an opportunity to take a personal look behind the scenes at a Fraunhofer Institute. Students and graduates of STEM subjects get a first-hand chance to find out more about starting a career, current vacancies, career opportunities and exciting research projects in the Fraunhofer world.

#### **15. Do we keep the administrative burden to a minimum for the candidate?**

The administrative burden for candidates is very low: they are only required to provide their surname, first name and e-mail address. They can also upload a cover letter and one other document. This additional document may comprise various certificates and the candidate's resume. Applicants may also submit documents at a later point in time, for example if a certificate was not yet available at the time they applied.

### **C. Selection and evaluation phase**

#### **16. Do we have clear rules governing the appointment of selection committees?**

Selecting personnel is the responsibility of the manager concerned in each case, with the support of the HR department. There are no binding rules on selection committees at Fraunhofer, nor any statistical analysis of the composition of selection committees.

Some of the principles and guidelines referred to in point 2 include explicit recommendations regarding the involvement of more than one person in the personnel selection process and the diverse composition of teams. The following aspects and advice should be taken into account for decision-making at Fraunhofer in accordance with the personnel selection guidelines:

- prioritize systematic decision-making by systematically integrating the information gathered from documents, work samples and interviews;
- determine in advance which information is to be used to reach a decision and under which rules the decision-making process is to be conducted;
- those involved in selecting personnel should be mindful of common evaluation biases and how to reduce them. For example, attributes such as »excellent« or »potential« are more likely to be assigned to men than women, so it is important to review any notes on the influence of gender stereotypes and other biases.
- further advice is available on topics such as how to draw up an overview table containing information on all the applicants as a decision-making aid, and how to preselect candidates objectively using tools such as multiple cut-offs, for example.

**17. Do we have clear rules concerning the composition of selection committees?**

See answer to question 16

**18. Are the committees sufficiently gender-balanced?**

See answer to question 16

**19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?**

See answer to question 16

## **D. Appointment phase**

### **20. Do we inform all applicants at the end of the selection process?**

As a general rule, candidates are automatically sent information by e-mail during the selection process (interim update) and at the end of their application process.

### **21. Do we provide adequate feedback to interviewees?**

All applicants receive confirmation that their application has been received as well as any updates that may be applicable during the ongoing application process. During this process, the applicant also receives an e-mail from the HR department naming a specific contact person for all further inquiries.

### **22. Do we have an appropriate complaints mechanism in place?**

We do not have a complaints department per se, but there is a webpage on the Fraunhofer site that applicants can use to contact Fraunhofer if they have questions about applications and HR issues (<https://www.fraunhofer.de/en/contact-headquarters/personnel-management.html>).

## **E. Overall assessment**

### **23. Do we have a system in place to assess whether OTM-R delivers on its objectives?**

No, we do not currently have a system in place to assess this. This issue will be discussed during the introduction of SAP and the reorganization of the recruitment process this involves.

Fraunhofer has implemented a comprehensive equal opportunity monitoring system. Metrics tracked include the number of female applicants and the proportion of women recruited to scientific posts.