

# RECRUITMENT POLICY

## GUIDE FOR THE OPEN, TRANSPARENT AND MERIT-BASED RECRUITMENT PROCESS (OTM-R)

# 1. EMPLOYEE RECRUITMENT AND SELECTION POLICY

## *Introduction*

Open, transparent and merit-based recruitment (OTM-R) is a core principle of [The European Charter for Researchers and the Code of Conduct for their Recruitment](#) (Charter and Code). OTM-R ensures that the most suitable person is hired for the position offered, whilst fostering a more attractive research career path. It guarantees a fair, open and equitable selection process that is free of bias and upholds gender equality.

FUNDACIÓ DE RECERCA CLÍNIC BARCELONA-IDIBAPS (hereinafter, FRCB-IDIBAPS) is firmly committed to the Charter and Code, as it has been distinguished with the ‘HR Excellence in Research’ award.

FRCB-IDIBAPS is committed to equality and diversity and is implementing an action plan aimed at improving both through its 2022-2025 Gender Equality Plan.

The purpose of this document is to describe the steps of the staff selection procedure.

## *Identification and preparation of the selection process*

The same general procedure is followed to fill any position vacancy at FRCB-IDIBAPS, whether project-based or structural. The person responsible for the selection process must contact the Human Resources Department to prepare and launch it.

The selection process will be conducted through an open call in any of the following cases:

- ✓ To fill a position with external applicants not previously employed by FRCB-IDIBAPS who have never undergone a selection process at the institution
- ✓ To hire temporary staff in charge of competitive projects where the funder requires that an open call be made
- ✓ To hire researchers or technical staff on open-ended contracts
- ✓ To fill permanent structural positions
- ✓ To hire temporary structural staff
- ✓ To promote staff internally within the institution’s structural framework

To prepare for the selection process, the corresponding ‘Open Call Request Form’ (structural or project-based) must first be filled out. This form contains the basic points that must appear in the call to be posted. As such, the person in charge of the selection process must clearly specify and detail everything essential for the vacant position in the aforementioned form to the greatest extent possible.

Position requirements:

- ✓ Research group/department
- ✓ Line of research
- ✓ Project name and/or subject
- ✓ Professional profile required according to the professional profile catalogue approved in 2021 (for research staff, [Research Career \(R1-R4\)](#) nomenclature should be mentioned)
- ✓ Source of external funding, if applicable
- ✓ Description of the position offered and its duties
- ✓ Required degree/qualifications
- ✓ Any other specific knowledge required
- ✓ Previous experience necessary
- ✓ Languages and required levels for each

Conditions offered:

- ✓ Type of employment contract
- ✓ Weekly workday (full or part-time) and working hours
- ✓ Salary offered or salary range
- ✓ Expected start date of the contract and expected end date, if applicable

Once the form has been duly filled out, the person in charge of the selection process signs it. Management may also sign it, but only for structural vacant positions. In either case, the completed form is sent to the Human Resources Department to prepare the open call.

The Human Resources Department will assess the feasibility of filling the position, in coordination with other supporting departments:

- ✓ With the Project Development Department (UDP) if the vacant position oversees a research project, for the purpose of checking:
  - Funding status (whether the project has been awarded by the funder or is in the approval process)
  - Budget availability
  - Professional profile suitability, according to the institution's needs and what the funder has approved
- ✓ With the Office of Economic Planning and Management Control if the vacant position is structural, for the purpose of validating:
  - If the budget can accommodate hiring someone for the position.In this case, the Human Resources Department will check whether the position is approved as a permanent structural one. Otherwise, it will have to request authorisation from Management to manage this request.

This verification may take approximately one week.

**Instructions:**

The open call must include all the information requested in the 'Open Call Request Form', unless there is a justifiable reason for not showing any of the detailed fields. Everything necessary to assess whether an applicant is the right person for the position is listed (job description, duties, qualifications, type of contract, weekly working hours, salary or salary range, among others).

The Research Career document and the Professional Profile Document (located in the new SharePoint in the Human Resources section) contain the definitions of all the positions currently approved at FRCB-IDIBAPS, including those at each stage of research. In case of doubt about any of these fields, it is recommended to contact the Human Resources Department.

Whenever possible, it is suggested to design the selection process to be carried out in advance. Likewise, the composition of the selection committee that will conduct the evaluation and the selection criteria that will be followed should also be predetermined, including their relative importance for the assessment.

If the open call is to be made available internationally, it is advisable to send all the information in Catalan and attach an English translation. In this way it can reach more people, even those living outside the country, to promote the European Research Area (ERA).

### *Posting and spread of the open call*

Once all the aforementioned checks have been made, the open call is drafted according to the established model and posted on the FRCB-IDIBAPS research website, as well as on job boards and external websites if necessary to expand its reach.

#### In general, the call must be posted:

- ✓ for a minimum of 15 calendar days when seeking to fill a PERMANENT position or to recruit scientific/technical staff on open-ended contracts
- ✓ for a minimum of 10 calendar days when seeking to fill a TEMPORARY position

These periods for posting vacant positions and receiving applications may be extended when deemed appropriate.

The main objective is for the employment offer to be viewed by the maximum number of people who could be interested in it.

In exceptional cases linked to projects and other temporary circumstances, these posting periods may be shortened. However, any such shortening must always be duly approved by the FRCB-IDIBAPS Management.

**Instructions:**

External job boards can be used to spread information about employment opportunities as widely as possible. It is recommended that these offers include a direct link to the call posted on the FRCB-IDIBAPS website to guarantee that applications are received through the indicated channels. For example, offers can be posted free of charge on the [Biocat](#) board, which has a significant impact on the biomedicine sector in Catalonia, and/or on the [Euraxess](#) board to have a European-wide impact. Euraxess is a European initiative to support researchers in which FRCB-IDIBAPS has opened an institutional account to be visibly recognised as a recipient of the ‘HR Excellence in Research’ award. Human Resources staff can provide more information on this matter if necessary.

It is always advisable to keep the posting up for more than 15 calendar days if the position is difficult to fill. The process may also be extended beyond the initial period if the CVs received are not a suitable match for the position or not enough CVs have been received.

### *Submission of applications and preparation of the selection process*

The open call specifies how and for how long applications can be submitted by those interested in the vacant position.

The application must always include:

- a cover letter explicitly referring to the position in question
- the applicant’s Curriculum Vitae (CV)
- specific documentation to prove the applicant’s merits
- duly signed authorisation of the use of personal data for the selection

Applications are submitted by email to the Human Resources Department’s email address as indicated in the open call.

Once the application submission period has ended, the Human Resource Department sends the documentation received from all applicants to the person in charge of the selection process.

The PI or the person designated by the PI in the research group is responsible for the selection process to hire staff for research projects.

Senior management or the person designated on their behalf is in charge of the selection process for hiring structural staff. In this case, one of their duties is to designate the selection committee. In general, at least the person immediately responsible for the future hire and the head of the department carries this out.

The FRCB-IDIBAPS Executive Committee, which appoints the selection committee, is responsible for the selection process for hiring researchers in charge of structural funds.

The steps of the selection process are as follows:

- a) Individualised objective analysis of the CVs and the documentation submitted accrediting each applicant's merits, according to the criteria initially established. The analysis must be qualitative and quantitative and must consider the applicant's entire professional career, including their education, experience, mobility, professional skills and other characteristics. To evaluate the applicants on equal terms, career breaks (periods of professional inactivity) must not be counted as professional experience, particularly for research positions.
- b) Comparison of submitted applications.
- c) Verification of the merits of each applicant and their letters of reference by the selection committee, whenever possible.
- d) In-person or remote interviews of applicants meeting the requirements of the call so as not to discriminate against applicants living abroad at the time. The interviews are used to analyse the applicants' technical skills and personal abilities.
- e) Any additional assessments that may be required, if deemed necessary.

At this stage of the selection process, the person responsible for the selection process must treat the information provided in the applications confidentially. They must be aware that they are working with personal data. As such, they must consider Regulation (EU) 2016/679 of the European Parliament and of the Council, of 27 April 2016, on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, as well as Organic Law 3/2018, of 5 December, on the Protection of Personal Data and the Guarantee of Digital Rights. This person must also transfer this same responsibility to those who sit on the selection committee, if applicable.

**Instructions:**

Informing the applicant of the current stage of the selection process provides transparency, regardless of whether or not it is successful. If possible, it is important to do so in the following cases: a) confirmation of receipt of the application and compliance with the eligibility requirements; b) invitation to the interview stage, if applicable; c) posting of the final decision on the website with the final results.

OTM-R includes lightening the applicant's administrative burden. This is why the specific merits to be demonstrated must be specified in the call.

The selection process must be evaluated by a selection committee. The category and characteristics of the position in question will be taken into account when constituting the selection committee for each call. Its members must be duly qualified to assess the applicants for each position. It is advisable to include at least two people on the committee and optimally three. Maximum efforts will be made to ensure that both genders are represented and that the members have different profiles and/or backgrounds. It is also advisable that the person in charge of the selection process

informs these people in advance about the stages of the selection process and the role they will play in it.

None of the selection committee's members may have any conflict of interest. If there is any conflict of interest in the selection committee, the person responsible for the selection process must be notified immediately. If the person in charge of the process is the one with the conflict of interest, they must notify the Human Resources Department so it can help to find a solution and avoid it.

Avoiding bias in selection guarantees equal opportunities and prevents discrimination. Special emphasis is placed on the unconscious gender bias that may exist when selecting people in research centres. The members of the selection committee should do as much as possible to follow the recommendations issued by the CERCA Institution: <https://youtu.be/g978T58gELo>.

One of the applicants is expected to be chosen at the end of this process. A back-up list must also be created in case the chosen applicant declines to be hired. In this case, the applicant with the next-highest score may be hired, as long as the process has been completed within six months.

During the interview stage, it is important to ask different types of questions to find out as much as possible, such as the real experience of the person interviewed, their technical skills, their personal skills and other characteristics.

### *Resolution, archiving and closure of the selection process*

Once the entire selection process has been completed and the applicant to be hired has been chosen, the Human Resources Department is informed of the future hire's Spanish identification card (DNI/NIE) number or their passport number, if no DNI or NIE number is available. With this information, the result of the selection process is publicly posted on the website in a standard document approved by Management.

The Human Resources Department will maintain the archive of all selection processes. Specifically, it will keep the applications received in digital format, the final resolution and the documentation resulting from each selection process, which will be provided by the person responsible for those processes. Once a selection process has been resolved and the person in charge of it no longer needs all this documentation, they will destroy the related paper and digital documentation to avoid duplicate files, whilst remaining aware that the applications received for one call to fill a vacant position cannot be used for another.

The person responsible for the selection documents the evaluation of the selection process and the applications submitted to the call by scoring them in an Excel spreadsheet called the *Applicant Evaluation Template*. The *Selection Process Assessment and Summary Report* will also be formalised to notify the following:

- ✓ Total number of applicants
- ✓ Number of people interviewed
- ✓ Name and DNI/NIE number or passport number of the person selected
- ✓ Brief summary of the selection process and its results

Human Resources publicly reveals the result determined by the selection committee.  
At this point, the call is considered closed.

**Instructions:**

It is important that the documentation involved the selection shows the choice made to guarantee that it is merit-based, in accordance with OTM-R, especially the documentation referring to the evaluation. In the event of any complaint or claim, this information will be used to provide transparency to the process.

### *Back-up list after the selection process is completed (six months)*

If the hired employee leaves the institution or if their employment contract is terminated within the first six months following the resolution of the selection process, the list of people who have applied to the selection process may be used within this period to offer the position to the next-highest scoring applicants in ranking order if they are interested. Once six months since the position award date have elapsed, a new selection process must be started and a new open call must be issued.

### *Onboarding and integration of new hires*

Once the position is awarded, the chosen applicant is formally notified and a date of hire is agreed for them to join the institution.

The person responsible for the selection process submits an ‘Employment Contract Application’ form to the Human Resources Department (choosing structural or project-based, as appropriate). This form can be found in the Human Resources section in the new SharePoint. The form must be duly completed and signed together with the applicant’s documentation, indicated in the same form.

This must be done at least one week before the contract start date. This form includes all the data necessary to formalise the employment contract.

When the contract is signed, the Human Resources Department reveals its terms and conducts the corresponding onboarding, explaining to the new hire all the most relevant information for joining the institution and specifically as pertaining to their work, such as their rights and obligations, vacation and personal leave days, their work calendar and schedule and so on.

Different documents are explained and delivered to the new hire, specifying basic information regarding their identification badge, how to get a uniform, where the cafeteria is located, how to get personal protective equipment (PPE), workplace accident protocols and so on.

They are given the occupational risk prevention manual, the good practices manual, occupational risk prevention training dates for their workplace and other information.

They are also given the welcome book, which includes more cross-cutting considerations for the beginning of the employment relationship.

Afterwards, the PI or direct supervisor, who has been responsible for the selection process, will explain everything necessary to work and the tasks to be performed. The staff located on each laboratory floor of the IDIBAPS buildings will also have the lab manager responsible for their floor as a support person.

### *Evaluation of the selection process*

Incidents of the selection process are resolved on a case-by-case basis. Each year, an evaluation will be conducted with a representative sample of selection processes based on approval of this document to verify the level of compliance with the instructions and recommendations included therein. A total of 10 selection processes are recommended for evaluation per year, with around 80% corresponding to research group staff and 20% to structural staff. If necessary, the result of this evaluation will help to decide whether any corrective action must be taken to guarantee an open, transparent and merit-based selection process.

**Instructions:**

In pursuit of continuous improvement, the person responsible for the selection process must notify the Human Resources Department of any incident that has come up so it can be resolved. Likewise, it must be determined whether any of the stages of the selection process warrant improvement.

## *EXECUTIVE SUMMARY OF THE SELECTION PROCESS*

1. A selection process requires an open call:
  - ✓ To fill a position with external applicants not previously employed by FRCB-IDIBAPS who have never undergone a selection process at the institution
  - ✓ To hire temporary staff in charge of competitive projects where the funder requires that an open call be made
  - ✓ To hire researchers or technical staff on open-ended contracts
  - ✓ To fill permanent structural positions
  - ✓ To hire temporary structural staff
  - ✓ To promote staff internally within the institution's structural framework
2. The person in charge of the selection process (PI or direct supervisor) fills out the corresponding 'Open Call Request Form' according to the case (structural or project-based), which can be found in the new SharePoint in the 'Human Resources' section, and delivers it to the Human Resources Department so it can prepare the call, confirming the suitability of the position with the appropriate departments (eligibility, budget, etc.).
3. The Human Resources Department posts the position on the corresponding website. The posting must remain for at least 10 calendar days for temporary contracts and at least 15 calendar days for permanent contracts.
4. Once the period for receiving applications has ended, the Human Resources Department sends the applicants' CVs to the person in charge of the selection process (PI or direct supervisor).
5. The person responsible for the selection process fills the vacancy and notifies the Human Resources Department of the details of the applicant chosen through the Report. In this way, the Human Resources Department can publicly reveal the decision made by the selection committee.

The Selection Process Assessment and Summary Report must contain the following information at least (there is a model for guidance):

1. Total number of applicants
  2. Number of people interviewed
  3. Brief summary of the selection process and its results
  4. Identify conflicts of interest on the selection committee
6. The Human Resources Department archives all documentation related to the selection process.
  7. The PI or direct supervisor requests formalisation of the contract by submitting the 'Employment Contract Application' form with the documentation of the applicant indicated in the same form. This must be done at least one week before the contract start date.

