



IDIBELL policy for Open, Transparent and Merit-Based Recruitment

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1. Introduction

IDIBELL's vision is to become a European reference in health sciences, rooted in our local environment and contributing to its growth by attracting and retaining research talent in health sciences.

IDIBELL will ensure that the attraction and incorporation of talent is promoted, through the establishment of policies for the recruitment, as well as the professional development of its people, guaranteeing career progression and establishing a fair performance evaluation system.

In addition, care should be taken to ensure that new staff share the values that identify us as an institution:

- Integrity
- Confidence
- Transparency
- Aspiration
- Passion
- Commitment

The attraction and incorporation of talented staff is the first step in the professional career and will allow IDIBELL to establish itself as an internationally renowned research center.

IDIBELL's commitment to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (Charter & Code), involves the promotion and implementation of a recruitment and selection process based on an open, transparent and merit-based (OTM) strategy which is one of the main pillars of the Charter & Code. In 2015, IDIBELL was granted the HR Excellence in Research award by the European Commission. In 2019, the Human Resources Strategy for Researchers (HRS4R) Monitoring Committee conducted a self-assessment on the practices for OTM recruitment and selection. In 2020, the Committee has reviewed different aspects of the recruitment and selection process considering the OTM-R checklist (and the Gearing Roles updates) in order to define further our recruitment and selection policy.

IDIBELL's Recruitment and Selection Policy is in compliance with recommendation of the Catalan Government intervention and CERCA institution policies to establish selection procedures that guarantee the principles of concurrency, publicity and merit according to Estatut Bàsic de l'Empleat Públic, Law 7/2007 and the Spanish Science Law, Law 14/2011.

The recruitment and selection process at IDIBELL is overseen from the Talent Unit under the Organization and People Area. Through coordination with the People Management Unit as well as with the Financial and Administration Management Department and the Post-Award Unit, these regulations intend to establish the bases and circuits to develop a hiring policy based on OTM-R at IDIBELL.

2. Phases of Recruitment

The process of recruiting at IDIBELL consists of different phases, which originate with the identification of the hiring need and end with the publication of the job advert, where the selection process begins. The different phases of the recruitment and selection process may be different based on the role of the professional required and those differences will be stated in every section.

2.1. Identify the hiring need

The recruitment process originates from the moment the need for a new hire is identified. This need may be motivated by the replacement of a professional or the need to attract new talent. Generally, the need is identified by a Principal Investigator, a Research Program Coordinator, a Unit Head, a Department Head or an area or the General Director



(referred to as the Hiring Manager). Once the hiring need is identified by the Hiring Manager, the Talent Unit will be informed of the start of the process to coordinate the recruitment and selection processes accordingly.

Prior to publication of any job offering, the Talent Unit will confirm with the Pre-Award Department and/or Accounting whether the research group/organization unit or department has the necessary resources to cover an employment contract in accordance with the corresponding salary range by the professional.

2.2. Job descriptions and adverts

The first step after identifying the hiring need is to prepare the job advert. For this, the Talent Unit will provide the Hiring Manager with the appropriate template, where the specific needs and the hard and soft skills required will be specified. This template will include the required information regarding the institute, the OTM-R process and all the links to relevant information to be as transparent as possible.

Job descriptors ensure that both the Hiring Manager and prospective candidate understand the main duties, responsibilities and competencies required to fulfill the job and provide the basis for job performance evaluations. For existing positions, the job advert will be based on the job descriptors (DLT) approved by the IDIBELL Directorate and Works Council and provided by the Talent Unit. For newly created positions, a new DLT must be filled and approved.

Specific requirements will be defined jointly by the Hiring Manager and the Talent Unit, to guarantee that the offer meets both the ethical and professional principles specific of the position.

By principle, IDIBELL will ensure equal opportunities among women and men and at the intersectional level in the recruitment and selection of new talent. This document will ensure the protection of people in employment from discrimination, victimization, harassment or any other detriment because of any of the following 'protected characteristics' – disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sexual orientation, sex, gender and age. By ensuring that the best person for the job is recruited, open, transparent, and merit-based recruitment of researchers improves the effectiveness of IDIBELL research system, guarantees equality, especially for under-represented groups, and boosts transnational and international cooperation. This in turn promotes optimal circulation of scientific knowledge.

All job adverts at IDIBELL will include the following information:

- Identifier provided by the Talent Unit that consists in a code of letters and numbers and should be stated in any conversation regarding the job offer with any department/unit
- Position title and researcher career stage (R1-R4)/professional staff classification descriptors associated to, based on agreement with the Works Council and approved by IDIBELL Directorate
- Research group/Organization unit or department
- Purpose of the job
- Tasks and responsibilities
- Required experience, knowledge and skills
- Desirable experience, knowledge and skills
- Personal qualities
- Number of available positions
- Date of start, duration of contract, type of contract, working hours, location, etc.
- Application procedure and deadline to submit applications
- Reference to IDIBELL's selection and recruitment policy
- Selection process and criteria
- Details of the direct supervisor (who serves as the Hiring Manager)

Applicants should also be able to find information (via links) about:



- Area/Department/Unit or Research group
- Reference to the institution's policy of equal opportunities

The Hiring Manager will draft a job advert based on the official template for research personnel (TALENT-FOR-002), scientific support (TALENT-FOR-001) and management support (TALENT-FOR-003). Staff at the Talent Unit will provide advice on how to fill it out. The job advert will be prepared at least in English and Catalan and language must be inclusive and appealing to any candidates in order to avoid any instance of discrimination or bias. IDIBELL uses its guide of inclusive language.

Once the job advert is revised and approved by the Talent Unit, it will be sent out for publication.

2.3. Job advertising and application

All job openings will be posted publicly on the IDIBELL website and advertised in corporate social media (LinkedIn, etc.). Any vacancy will accept both internal and external applications. Job adverts will be published both in free and paid job portals that operate at the national and international level. The actual channels for the announcement of specific job offers will be determined by the position requested:

- 1) Research profiles (R1, R2, R3 and R4): All research profiles will also be announced in Biocat, Euraxess, OFER-TRABEC of RedIRIS, and Red de Entidades Gestoras de Investigación Clínica (REGIC) when appropriate. Talent Unit will encourage the Hiring Manager to publicize the offer to appropriate scientific societies and specially organizations of young researchers for R1-R2 offers. IDIBELL may consider publishing specific offers for tenure-track or tenured researchers in paid portals such as Nature Careers.
- 2) Technical positions associated to the research groups, Scientific and Technical Services and Clinical platforms: All positions will be announced in Biocat and Euraxess.
- 3) Management Support: All positions will be announced in Biocat, Euraxess and SPEI. The Talent Unit may decide, together with the Area Director, whether to publish in paid portals such as InfoJobs (cost will be assumed by the Area interested).

Applications will consist, at least, by an updated CV and a cover/motivation letter. Additional information may be requested with the job advert, especially for job positions under public funding or competitive calls or the need of prioritizations (degree qualifications, proposal of future activities, etc.).

Applications or questions regarding job openings will be addressed to jobs@idibell.cat specifying in the title of the e-mail the job posting reference.

All applicants will receive an automated confirmation e-mail that their application has been received together with the assigned selection file number that identifies their application. To keep the recruitment process burden to the minimum for all candidates, applicants are asked to declare all information provided is current and accurate, and they should commit to providing proof of any degree or legal document once the selection process concludes.

3. Phases of selection

The selection process will start immediately after the job posting closing date. All decisions related to selection process must be consistent with the criteria outlined in the job advert.

Selection Committees will be established for all positions. The composition of the Selection Committee may vary based on the actual offered position and type of contract. Committees should be independent and gender-balanced



as stated in the IDIBELL Equality and Diversity Plan. As a rule, Selection Committees will be constituted, at least, of three persons (one of them being the Hiring Manager).

For all positions related to scientific support (both technical and clinical positions) and management support, one of the members of the Selection Committee will be a staff member of the Talent Unit, being optional for R1 and R2 positions.

For research positions (R1-R2), appointed members of the Selection Committee will inform the Talent Unit prior to starting any selection process for the Talent Unit staff to be able to provide all members of the Selection Committee with standardized evaluation form templates in advance.

For any hiring process for R3 and R4 positions, CVs (and project proposals if applicable) will be collected, and an *ad hoc* selection committee constituted by, at least, the Scientific Directorate, General Directorate, Coordinators of related Research Programs and the Head of the Talent Unit or Head of the People Department will prioritize candidates to maximize their success in such competitive calls.

3.1. Application screening and shortlisting

CVs and cover letters will be collected by the Talent Unit and the Hiring Manager informed about the number of applications and the storage unit of them for objective assessment. Shortlisting is the process by which applicants are assessed against the requirements of the role in order to identify suitable candidates who actually meet the selection criteria (i.e., professional experience, education and training, technical skills and languages). The Talent unit will prepare a first shortlisting, that will be submitted to the Hiring Manager for evaluation and selection of candidates for interviews. Top candidates will be selected for a second shortlisting. By a phone call in English, the Talent Unit will ensure the interest of the applicant into continuing in the process and at the same time will confirm the information provided in their CVs and motivations to join the institute. After the second shortlisting, remaining applicants will be invited to interview.

For R1-R2 positions, the Hiring Manager will be responsible to conduct both shortlistings. The staff at the Talent Unit will be at their disposal to clarify any doubt arising during this phase.

3.2. Interview process

The interview process is the core part of the selection process. The process will be coordinated by the Talent Unit. A series of interviews to the top qualified candidates will be conducted prior to making any final decision. During a formal interview, hard and soft skills will be evaluated in order to maximize the merit-based selection. Subsections 3.2.1. to 3.2.3 are applicable to scientific support (technical and clinical) and management support positions. For R1 and R2 positions, the interviews can be performed all at once by the Selection Committee.

3.2.1. Technical Interview

Technical interview will be performed by the Hiring Manager and/or another expert on the job requested. During this interview, technical and knowledge skills will be assessed via forms, demonstrations or any other mechanism that will ensure the knowledge and experience of the applicant. The sole purpose of that meeting is to demonstrate the ability to perform the job and the degree of expertise. Applicants will be ranked in a file according with the tests and only those who have demonstrated the required know-how will continue in the selection process. The final score table will be signed by the selection committee and will be sent to Talent Unit by email.

This interview can be performed together with the competency-based interview (section 3.2.2) or in different days, depending on the particularity of the call (this needs to be agreed between the Hiring Manager and the Talent Unit).



3.2.2. Competency-based Interview

This interview will be performed by the Talent Unit and the aim will be to shortlist to the two to three top candidates that, having demonstrated the knowledge and skills required for the position, would fit best into IDIBELL's mission, vision and values. This interview will also focus more on the personal aspects of the professional such their ability to fit in with the team, professional development, trait characteristics and added value to IDIBELL. The top two to three candidates will be selected after this interview and invited to the final interview.

This interview can be performed together with the competency-based interview (section 3.2.1) or in different days, depending on the particularity of the call (this needs to be agreed between the Hiring Manager and the Talent Unit).

3.2.3. Final Interview

The previous interviews should be reported to the Talent Unit following the scoring matrix templates provided at the beginning of the process to the Selection Committee. This score will determine the top candidates proceeding to the final interview. The final interview aims to choose the best candidate and offer them the job. All the previous phases seek to filter the candidates in order to make a shortlist that includes the best two to three applicants for final decision.

A final decision will be made after the final interview. If none of the candidates are eligible for the position, the Hiring Manager will look for suitable candidates among not shortlisted in first moment or decide whether to re-start the process.

3.3. Job offer and starting the contract

The Hiring Managers either for career stage R1-R2 or support staff positions, have to complete a final scoring matrix with the overall score for each candidate from the first shortlisting in order to identify the most suitable one for the job. This matrix will be submitted to the Talent Unit. Once a candidate is selected, the Talent Unit (according it previously with the Hiring Manager) will contact the final candidate to offer the job and negotiate the contractual conditions. Those conditions will be collected in writing by using a form that Talent will provide to hiring managers. This form will initiate the hiring process at the pre-onboarding stage, identifying name and last name, NIF/NIE/passport no., gross annual salary, professional category, cost center, and any relevant information required for the elaboration of the employment contract. This information, will be validated and finally submitted to the People Management Unit in order to create an employment contract. The employment contract must be adjusted to the provision of the Estatuto de los Trabajadores and Collective Agreement and all national and Catalan legislation, included CERCA, in force.

4. General considerations and specific criteria according to position

The procedure described above applies to all the positions offered by IDIBELL. In case the contract is funded by any of IDIBELL's partner institutions or external funding agencies, their own recruitment and selection procedures will be followed.

Tenure track R3 positions represent the entry-level positions to the professional research career model of IDIBELL that are channeled via competitive tenure-track programs. Every year, the IDIBELL Directorate determines the number of appointments that will be available and prioritizes one or more research programs where candidates can be presented. Although there is an active search for candidates to fulfill R3-TT positions, those will be advertised as stated in section 2.3. For the prioritization of candidates, an *ad hoc* committee composed of the General and Scientific Directors, the Head of the Talent Unit or Head of the People Department and Program Coordinator who will evaluate the candidates based on their curricular merits according to the



corresponding call. The Talent Unit will monitor the process and the selected candidates will be encouraged to apply for the grant.

5. Conflict of interest

According to IDI-DOC-045, a conflict of interest is the situation in which any person or entity in a position of trust has competing professional or personal interests that may impair her or him to fulfill responsibilities and make unbiased decisions. Within the context of at the selection of a candidate, such a conflict of interest may arise in the instance that the Hiring Manager or any of the Selection Committee members has supervised an applicant in the past or has been appointed as a referee by the candidate. Thus, any conflict of interest by the Selection Committee must be disclosed and the Talent Unit informed accordingly as soon as possible and prior to the selection process. The Talent Unit will discuss with the Hiring Manager whether the member should withdraw from any previous decision on the applicant candidacy. On the other hand, where any member of the selection committee is a relative of the applicant or has had a personal, friendship relationship with the applicant, the member concerned will be replaced immediately.

6. Confidentiality

All aspects of the recruiting and selection process should remain confidential and anonymized throughout the process. Any data collected during a phone call, videoconference or in-person interview will not be shared with people other than those who are taking part of the process and have been appointed members of the Selection Committee, other than the People Department staff.

The applicants' database and all applications received are managed by the People Department staff. All information is handled with due confidentiality and only for the purpose hereby mentioned and will be made available to the members of the selection committee in so far as they are necessary for the management of the selection process.

7. Implementation

7.1. Compliance

All IDIBELL members must abide to the rules and guidelines set in this policy.

7.2. Quality control and monitoring of OTM-R

IDIBELL will continue to pursue on the improvement of the recruitment and selection policy and procedures base on OTM-R strategy. The Talent Unit is responsible for the quality control and monitoring of recruitment and selection best practices. The Talent Unit will continue making efforts to implement an effective tracking system to record and store data related to each phase of the recruitment and selection process in order to report periodically to major quality control agencies and independent observers, namely, Intervenció General de la Generalitat de Catalunya, CERCA and HRS4R.

In order to measure the degree of implementation of the recruitment and selection policy, IDIBELL has identified the following as most relevant key performance indicators:

- Percentage of applicants that do not fulfill the eligibility criteria
- Number of eligible candidates by sex, nationality, age
- Duration of the recruitment process
- Duration of the selection process



- Identify why any vacancies may remain open for longer periods of time or need to be published again
- Other indicators to ensure an unbiased process will be collected (for example, percentage of candidates classified by sex/gender, nationality, age, race before and after shortlisting and after every evaluation. This indicators will be compared to those obtained from the different selection committees)

Revisions

| REVISION No. | DATE | DESCRIPCIÓ DE LA MODIFICACIÓ |
|--------------|--------------|--|
| 01 | January 2021 | Writing and approval |
| 02 | July 2021 | Modifications regarding the selection process for R1 and R2 career stage positions |

Aproval

| | WRITING | REVISION | APROVAL | |
|--------------|-------------------------|--|----------------------------|-----------------|
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