 <b>Institut d'Investigació Biomèdica de Girona Dr. Josep Trueta</b>	<b>PROCEDURE</b>	<b>CODE</b>	<b>DATE</b>	<b>REV.</b>	<b>DEPT./AREA</b>
	Staff recruitment manual	RRH-PGS-001	20/01/2017	0	Human Resources
	Modification: Creation Document				Page:1of16

<b>ITEM:</b>	<b>Staff recruitment manual</b>
<b>DESCRIPTION</b>	

## 1. Background


The Human Resources Strategy for Researchers (*HRS4R*) is an instrument of the European Commission to implement the principles set out in the “European Charter for Researchers” and the “Code of Conduct for the Recruitment of Researchers” (C&C) for European institutions that undertake research activities.

The Dr. Josep Trueta Girona Biomedical Research Institute (IDIBGI) joined the Fourth Cohort of the Institutional Human Resources Strategy Group 2012, after signing the “European Charter for Researchers” and the “Code of Conduct for the Recruitment of Researchers” (C&C).

In 2014, the Human Resources Strategy for Researchers at the IDIBGI was established, which includes an Action Plan for 2014-2018. In March 2015, the European Commission approved the strategy and awarded the IDIBGI the seal of *HR Excellence in Research*. This recognition and its logo reflect the commitment of the IDIBGI to continue improving its human resources policies, in agreement with the principles of the Charter and the Code (C&C). The IDIBGI’s commitment to this is reinforced with the Strategic Plan for 2013-2017, which prioritises human resources policy and the implementation of measures to improve transparency and the use of merit-based criteria in the selection and retention of talent.

Within the framework of the *HR Excellence in Research* 2014-2018, the IDIBGI’s internal *HRS4R* committee prepared this internal Recruitment Manual for the recruitment of research staff. The aim of the manual is to establish open and transparent recruitment practices and procedures based on the merit of the candidates, in line with the *OTM-R (Open, Transparent and Merit-Based Recruitment of Researchers)* report of the Working Group of the Steering Group of Human Resources Management under the European Research Area. Similarly, the recruitment policy is aligned with the principles of gender equality, transparency and data protection that the institution is implementing.

The practices and procedures established in this manual are guidelines for the recruitment of staff for research projects, clinical trials, the structure of the IDIBGI itself, and for research groups. When contracts are financed by official grants or subsidies, the regulations of the financing bodies, set out in the terms of the funding call and official resolutions, take preference over internal policy.

 <b>Institut d'Investigació Biomèdica de Girona Dr. Josep Trueta</b>	PROCEDURE	CODE	DATE	REV.	DEPT./AREA
	Staff recruitment manual	RRH-PGS-001	20/01/2017	0	Human Resources
	Modification: Creation Document				Page:2of16

## 2. Contents

This staff recruitment manual is divided into seven sections:

- Section 1: Professional categories of research staff, research support staff and administration and management staff. Including a list of professional skills for each category of research staff.
- Section2: Phases and steps in the staff recruitment process.
- Section3: Strategy for the communication and dissemination of job offers.
- Section4: Composition of the selection committee.
- Section5: Evaluation of the candidates (criteria and appraisal) and selection tests.
- Section6: Procedure envisaged for the resolution of conflicts during the recruitment process.
- Section7: Regulations and recommendations that are relevant to staff recruitment.

### Section 1: Professional categories

#### a) Research staff

Research staff are “professionals engaged in the conception or creation of new knowledge, products, processes, methods and systems, and in the management of the projects concerned”.<sup>1</sup>

Depending on the degree of independence achieved over their research career, four different groups can be distinguished, as is established by the European Commission in the four-stage research career model. Each professional category has certain professional skills associated with it which can vary depending on the post held and the research group. The job offer specifies the professional skills that are necessary and/or desirable for each vacancy.


#### – **Leading Researchers (R4)**

This is a researcher with a PhD that, given his/her experience and scientific quality, assumes the direction and coordination of a research group integrated by different lines of investigation. He/she coordinates individuals who integrate the research group and directly responds to the Scientific Director.

#### **Professional skills:**

- ✓ Has an international reputation based on research excellence in their field.
- ✓ Demonstrates critical judgment in the identification and execution of research activities.
- ✓ Makes a substantial contribution to their research field or spanning multiple areas.
- ✓ Develops a strategic vision on the future of the research field.
- ✓ Recognizes the broader implications and applications of their research.
- ✓ Publishes and presents influential papers and books, serves on workshop and conference

<sup>1</sup>European Charter for Researchers and a Code of Conduct for the Recruitment of Researchers [online], Brussels, European Commission, 2005, p.30. <[http://ec.europa.eu/euraxess/pdf/brochure\\_rights/eur\\_21620\\_es-en.pdf](http://ec.europa.eu/euraxess/pdf/brochure_rights/eur_21620_es-en.pdf)>

 <b>Institut d'Investigació Biomèdica de Girona Dr. Josep Trueta</b>	PROCEDURE	CODE	DATE	REV.	DEPT./AREA
	Staff recruitment manual	RRH-PGS-001	20/01/2017	0	Human Resources
Modification: Creation Document				Page:3of16	

organizing committees and delivers invited talks.

- ✓ Is an expert at managing and leading research projects.
- ✓ Is skilled at managing and developing others.
- ✓ Has a proven record in securing significant research funding / budgets / resources.
- ✓ Beyond team building and collaboration, focusing on long-term team planning (e.g. career paths for the researchers and securing funding for the team positions).
- ✓ Is an excellent communicator and net worker within and outside the research community [creating networks].
- ✓ Is able to create an innovative and creative environment for research.
- ✓ Acts as a professional development role model for others.
- ✓ Reaches all competences of 'Established Researcher' (R3).

#### – **Established Researcher (R3)**

This is a researcher with a PhD that, given his/her experience and scientific quality, participates in lines of investigation and/or projects of a research group and is the principal investigator of some of them. He/she directly responds to the Leading Researcher or to the Scientific Director.


#### **Professional skills:**

- ✓ Has an established reputation based on research excellence in their field.
- ✓ Makes a positive contribution to the development of knowledge, research and development through co-operations and collaborations.
- ✓ Identifies research problems and opportunities within their area of expertise.
- ✓ Identifies appropriate research methodologies and approaches.
- ✓ Conducts research independently which advances a research agenda.
- ✓ Can take the lead in executing collaborative research projects in cooperation with colleagues and project partners.
- ✓ Publishes papers as lead author, organizes workshop or conference sessions.
- ✓ Establishes collaborative relationships with relevant industry research or development groups.
- ✓ Communicates their research effectively to the research community and wider society.
- ✓ Is innovative in their approach to research.
- ✓ Can form research consortia and secure research funding/budgets/resources from research councils or industry.
- ✓ Is committed to professional development of their own career and acts as mentor for others.
- ✓ Reaches all competences of 'Recognised Researcher' (R2).

#### – **Recognised Researcher (R2)**

This is a researcher with a PhD who carries out research activities within a research group, under the supervision of a Leading Researcher (R4) and/or Established Researcher (R3).

Depending on the degree of independence achieved over their research career, Recognized

 <b>Institut d'Investigació Biomèdica de Girona Dr. Josep Trueta</b>	PROCEDURE	CODE	DATE	REV.	DEPT./AREA
	Staff recruitment manual	RRH-PGS-001	20/01/2017	0	Human Resources
	Modification: Creation Document				Page:4of16

Researchers can be divided into two subcategories:

- Recognized Researcher senior (R2a): Begins to act as principal investigator or co-investigator on research projects.
- Recognized Researcher junior (R2b): Performs research activities in the initial phase of his/her research career within a group.

**Professional skills:**


- ✓ Has demonstrated a systematic understanding of a field of study and mastery of research associated with that field.
- ✓ Has demonstrated the ability to conceive, design, implement and adapt a substantial programme of research with integrity.
- ✓ Has made a contribution through original research that extends the frontier of knowledge by developing a substantial body of work, innovation or application. This could merit national or international refereed publication or patent.
- ✓ Demonstrated critical analysis, evaluation and synthesis of new and complex ideas.
- ✓ Can communicate with their peers – be able to explain the outcome of their research and value thereof to the research community.
- ✓ Co-authors papers at workshop and conferences.
- ✓ Takes ownership for and manages own career progression, sets realistic and achievable career goals, identifies and develops ways to improve employability.
- ✓ Understands the agenda of industry and other related employment sectors.
- ✓ Understands the value of their research work in the context of products and services from industry and other related employment sectors.
- ✓ Is able to communicate issues of their area of expertise to the wider community and society in general.
- ✓ Is able to promote in the professional context, advances in technology, social or cultural in a society based on knowledge.
- ✓ Is a mentor to other researchers in training and collaborates to make their trajectory more effective and successful
- ✓ Reaches all competences of 'First Stage Researcher' (R1).

– **First Stage Researcher (R1)**

This profile includes individuals with a degree and a master's degree or equivalent who are able to carry out a PhD in a research group under the supervision of a thesis director.

**Professional skills:**

- ✓ Carry out research under supervision.
- ✓ Have the ambition to develop knowledge of research methodologies and discipline.
- ✓ Have demonstrated a good understanding of a field of study.
- ✓ Have demonstrated the ability to produce data under supervision.

 <b>Institut d'Investigació Biomèdica de Girona Dr. Josep Trueta</b>	PROCEDURE	CODE	DATE	REV.	DEPT./AREA
	Staff recruitment manual	RRH-PGS-001	20/01/2017	0	Human Resources
	Modification: Creation Document				Page:5of16

- ✓ Be capable of critical analysis, evaluation and synthesis of new and complex ideas.
- ✓ Be able to explain the outcome of research and value thereof to research colleagues.
- ✓ Develops integrated language (especially English), communication and environment skills, especially in an international context.

## b) Research support staff

The research support staff are the workers who give technical and instrumental support to the development of the research projects or services, given their theoretical training and specialised experience. The research support staff is structured in different categories depending on the minimum level of training required to carry out the professional practice.

### Professional categories:

- Head of technical unit(Degree)
- Graduate technician/graduates (Degree)
- Graduate technician/graduates (Diploma)
- Higher-level technician (CFGS/FP2)
- Middle-level technician (CFGM/FP1)

The professional skills for each category and profile vary depending on the position and the characteristics of the position. In every case, the necessary and/or desirable skills are set out in the job offer.


## c) Administration and management staff

The administration and management staff are the workers who give support to the development of research projects from an administrative and/or management standpoint. The administration and management staff are structured in different categories depending on the minimum level of training required to carry out the professional practice.

### Professional categories:

- Head of area (Degree)
- Management/administrative technician (Degree)
- Administrative worker (CFGS/FP2)
- Administrative assistant (CFGM/FP1)

As in the case of research support staff, the required or desirable professional skills for each post are given in the job offer.

 <b>Institut d'Investigació Biomèdica de Girona Dr. Josep Trueta</b>	PROCEDURE	CODE	DATE	REV.	DEPT./AREA
	Staff recruitment manual	RRH-PGS-001	20/01/2017	0	Human Resources
	Modification: Creation Document				Page:6of16

## Section2: Recruitment process

The recruitment process is the set of steps for the gathering and evaluation of candidacies that guide staff recruitment, from the identification of the need to contract a member of staff to cover a vacant position to the selection of the most suitable person to fill the vacancy.

The process is structured in several phases with the aim of contracting the most suited person to carry out the functions assigned to a professional category and/or speciality, in accordance with principles of equal opportunities, merit and skill; and to ensure that it is conducted in an open, public and transparent procedure.

### Phases of the recruitment process:

Phase 0: Identification and preparation of the recruitment process

Phase 1: Dissemination of the job offer and presentation of applications

Phase 2: Evaluation and recruitment of staff

Phase 3: Announcement of the appointment

Phase 4: Recruitment and induction

Phase 5: Evaluation of the recruitment process

#### a) Phase 0: Identification and preparation of the selection process

##### 1. Identify and communicate the need to appoint staff

A recruitment process begins when a need to contract staff is detected. The promoter of the recruitment (the person who identifies the need) can be a researcher/a leader of a research group, an investigator/the Principal Investigator of a project or clinical trial, or the general manager or the scientific director of the IDIBGI. When the need is identified, the promoter expresses his/her interest in recruiting staff to HR.


##### 2. Send the job description form and the selection process to the promoter

HR sends the promoter the document for the description of the position and the procedure for the recruitment of staff.<sup>2</sup>

##### 3. Define the characteristics of the position and the selection process

The promoter fills in the document and stipulates the characteristics of the position, the functions, the obligatory requirements and skills (based on Section 2 of this manual if applicable for the type of position), the working conditions, the financing that is available and the selection and evaluation procedure. Contracts which depend on subsidies or projects must conform to the characteristics and conditions set by the financing body.

<sup>2</sup> RRH-FOR-007 –Description of the position and staff recruitment procedure

 <b>Institut d'Investigació Biomèdica de Girona Dr. Josep Trueta</b>	PROCEDURE	CODE	DATE	REV.	DEPT./AREA
	Staff recruitment manual	RRH-PGS-001	20/01/2017	0	Human Resources
Modification: Creation Document				Page:7of16	

#### 4. Validate the dates and the financial availability

The relevant staff from HR, project management, the general manager and/or scientific director revise the description of the position and the procedure, verify the financial availability, and check compliance with applicable regulations.

- a. If it is approved, the procedures to make the job offer are set in train.
- b. If it is not approved: the promoter must make the changes that are suggested. If this is not possible, the process is finalised.

#### 5. Assign a code to the job offer and prepare the announcement

HR assigns a code to the job offer, following the internal code order, which identifies the process in all of its successive steps and prepares the publication of the job offer through the internal and external channels<sup>3</sup>that are agreed with the promoter, as is set out in Section4.

#### 6. Set up the selection committee

The composition of the selection committee is decided for each job offer that is made depending on the category and characteristics of the position. The selection of the members of the committee should ensure, among other relevant aspects, that they are suitably qualified to evaluate the candidates and that there is gender balance (see Section5).

#### b) Phase 1: Dissemination of the job offer and presentation of applications

#### 7. Publish and disseminate the job offer

The dissemination of the job offer follows the strategy established by the promoter and HR (see Section4). In all cases the offer will be published on the IDIBGI website and disseminated among existing staff.<sup>4</sup>At the same time, the offer will be published on external websites agreed with the promoter.<sup>5</sup>HR is responsible for preparing the documents, publishing the offer and keeping track of the procedure. In general, job offers must be publicly displayed for at least 15 days, except in cases where a fast-track selection process is followed.

#### 8. Receive and file the CVs and communicate this to the candidates


HR receives the applications for the current vacancies and confirms to the candidates that the documentation has been correctly received.<sup>6</sup>All of the CVs and documents are identified with the internal code for the job vacancy and are saved on the IDIBGI's server, in conformity with Organic Law 15/99 relating to personal data protection, until the end of the period during which applications may be submitted. At the same time, information from the CV is included in the internal job offer database.

<sup>3</sup>RRH-FOR-008 –Sample IDIBGI website announcement

<sup>4</sup>RRH-DOC-024–Standard emails in the recruitment process

<sup>5</sup>RRH-DOC-025– Webs announcing job offers

<sup>6</sup>RRH-DOC-024 –Standard emails in the recruitment process

 <b>Institut d'Investigació Biomèdica de Girona Dr. Josep Trueta</b>	PROCEDURE	CODE	DATE	REV.	DEPT./AREA
	Staff recruitment manual	RRH-PGS-001	20/01/2017	0	Human Resources
Modification: Creation Document				Page:8of16	

## c) Phase 2: Appraisal and selection of staff

### 9. Send the documentation of the candidates to the selection committee

Once the period for presenting applications has finished, HR sends the documentation presented by the candidates to the selection committee (the CV and supporting documentation), together with the candidate evaluation sheet.<sup>7</sup>

### 10. Check the eligibility of the candidate

The selection committee checks the eligibility of the candidates and compliance with the obligatory requirements to be considered for the vacancy.

### 11. Evaluate the CV of the candidates and make the shortlist

The committee appraises the CVs of the eligible candidates and the candidates' suitability for the position on offer, following the defined evaluation criteria. Once evaluated, the committee communicates the list of shortlisted candidates to HR and the dates of the selection tests. Candidates are evaluated in the terms established in Section 6 of this manual.

### 12. Invite the shortlisted candidates to be interviewed

HR contacts the shortlisted people and invites them to a job interview and/or to tests that have been arranged by the committee.

### 13. Communicate the result to those candidates who have not been shortlisted

HR communicates the result of the appraisal by email to the people who have not been shortlisted.<sup>8</sup>

### 14. Perform the selection interviews

The job interviews are carried out face-to-face at the IDIBGI or, if necessary, at other locations and with other communication channels (telephone or videoconference). The selection committee is in charge of conducting the interviews following a predefined structure<sup>9</sup> in order to evaluate objectively the degree of compliance and the suitability of candidates, and to resolve any questions that may arise. If it is considered necessary, other complementary selection tests can be performed.

### 15. Appraisal of the selection interviews


The committee will evaluate the qualifications, training, professional experience and mobility, and the skills of the candidates generally, taking into account the supporting documents that have been supplied and the tests that have been undertaken, as is laid out in Section 6 of this manual.

<sup>7</sup>RRH-FOR-009 –Candidate evaluation sheet

<sup>8</sup>RRH-DOC-024–Standard emails in the recruitment process

<sup>9</sup>RRH-DOC-026–Structured job interviews



 <b>Institut d'Investigació Biomèdica de Girona Dr. Josep Trueta</b>	PROCEDURE	CODE	DATE	REV.	DEPT./AREA
	Staff recruitment manual	RRH-PGS-001	20/01/2017	0	Human Resources
	Modification: Creation Document				Page:9of16

The interpretation of the appraisal criteria and the degree of suitability of the candidates corresponds to the IDIBGI. The committee can declare the recruitment process to be void if, according to their criteria, none of the candidates meet the necessary conditions to be appointed to the position.

- a. If the process is declared void: the selection process is finalised.
- b. If the process is not declared void: the candidate selected is named.

#### **16. Communicate the results of the evaluation to HR**

The selection committee informs HR of the name of the candidate who has been selected and returns the candidate evaluation sheets<sup>10</sup> with the evaluation of all of the candidates, highlighting the strengths and weaknesses.

#### **d) Phase 3: Appointment**

#### **17. Publish the results of the resolution on the IDIBGI website**

The selection process finalises with the naming of the person who has been selected and the publication of the resolution of the job offer<sup>11</sup> on the IDIBGI website (<http://www.idibgi.org/ca/ofertes-de-treball>). The length of the process depends on its characteristics and the position being contracted.

#### **18. Contact the candidate selected and confirm his/her acceptance of the position**

HR contacts the candidate selected and communicates the result of the selection process. HR confirms that the candidate accepts the position and, if this is affirmative, the documentation is requested to prepare the labour contract.

#### **19. Communicate the result to the candidates who are not selected**

HR communicates the result of the process to the candidates not selected through a personalised email.<sup>12</sup> Whenever possible, or when specifically asked to do so, the decision of the committee will be explained along with the strong and weak points of the candidacies.

#### **20. Prepare the contract**


HR informs the labour consultancy of the appointment and provides the documentation and information necessary to prepare the registration of the worker with the Social Security and the contract.<sup>13</sup>

<sup>10</sup>RRH-FOR-009–Candidate evaluation sheet

<sup>11</sup>RRH-DOC-024 – Standard emails in the recruitment process

<sup>12</sup>RRH-DOC-024 – Standard emails in the recruitment process

<sup>13</sup>RRH-FOR-004 –Procedure for labour contracts

 <b>Institut d'Investigació Biomèdica de Girona Dr. Josep Trueta</b>	PROCEDURE	CODE	DATE	REV.	DEPT./AREA
	Staff recruitment manual	RRH-PGS-001	20/01/2017	0	Human Resources
Modification: Creation Document					Page:10of16

#### e) Phase 4: Starting work and induction

##### 21. Reception by HR

New staff members beginning work at the IDIBGI are received by the HR staff and by the promoter. HR supplies and explains the documentation relating to the labour contract, data protection, the functions and obligations of staff, prevention of occupational risks, access to and documentation of the website (payslips, internal protocols, new employees manual, etc.) and other information of interest depending on the position (work clothes, digital access to the premises, access to the software application for the healthcare management of the hospital, etc.).

##### 22. Reception by the promoter

The promoter of the job offer is the person responsible for ensuring that the person is well-inducted to his/her new job, showing the worker the premises and equipment, introducing the team, and providing the necessary training for correct professional growth.

#### f) Phase 5: Evaluation of the recruitment process

##### 23. Evaluate the recruitment process


Once the recruitment has finished and the position has been taken up, HR evaluates how the recruitment process has been undertaken,<sup>14</sup> in terms of the principles, recommendations and steps that are set out in this manual.

#### g) Fast-track recruitment process

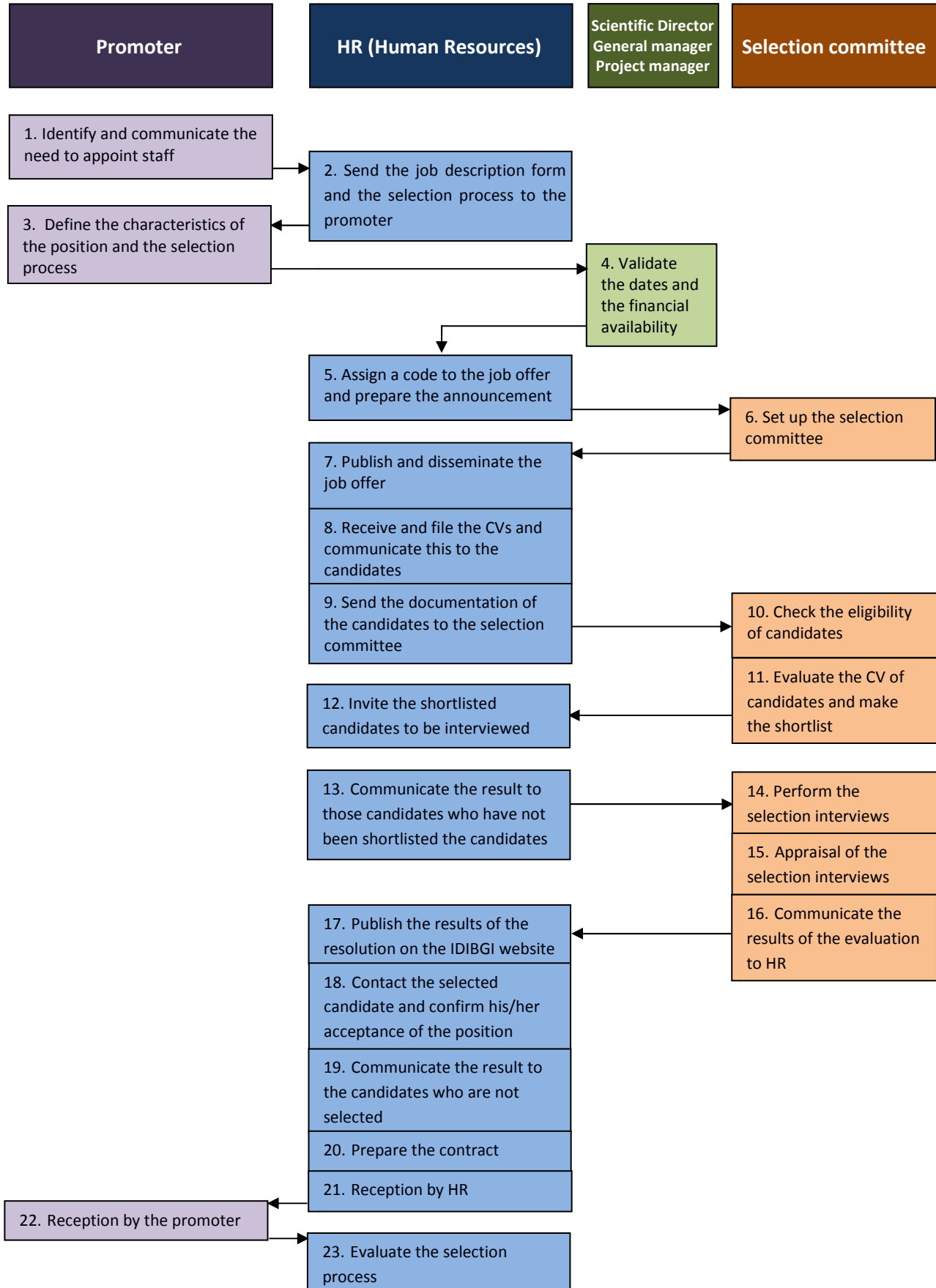
In duly justified situations a fast-track recruitment process can be followed. For example, to substitute a worker who has been temporally and without warning been certified as being unfit for work, because the staff member has to start work on a particular day for scientific reasons, or because it is stipulated in an official resolution or contract.


In these cases, the recruitment process will follow the same procedure but each of the phases of the process will be shortened, in particular, the phase of dissemination of the job offer and the presentation of applications (Phase 1) and the phase of appraisal and selection of staff (Phase 2).

<sup>14</sup>RRH-FOR-012 –HR recruitment process evaluation sheet

 <b>Institut d'Investigació Biomèdica de Girona Dr. Josep Trueta</b>	<b>PROCEDURE</b>	<b>CODE</b>	<b>DATE</b>	<b>REV.</b>	<b>DEPT./AREA</b>
	Staff recruitment manual	RRH-PGS-001	20/01/2017	0	Human Resources
	Modification: Creation Document				Page:11of16

### Recruitment process scheme



 <b>Institut d'Investigació Biomèdica de Girona Dr. Josep Trueta</b>	PROCEDURE	CODE	DATE	REV.	DEPT./AREA
	Staff recruitment manual	RRH-PGS-001	20/01/2017	0	Human Resources
	Modification: Creation Document				Page:12of16

### Section3: Communication and dissemination strategy

The objective in defining a communication and diffusion strategy is to attract the largest number of candidates and to encourage the career progression of existing staff. With this double intention, a strategy is designed that includes internal and external dissemination of the job offer:

#### – Internal communication

All job offers are published on the IDIBGI webpage (<http://www.IDIBGI.org/ca/ofertes-de-treball>) and emails are sent to the staff.<sup>15</sup>

#### – External communication

At the same time, offers are published on the external websites and social networks that have been agreed with the promoter. HR presents the promoter with a list of webpages where job offers can be published<sup>16</sup> and provides advice on the different possibilities based on the position and the specific job characteristics.

In all cases, HR is responsible for preparing the documents, adapting them for publication through internal and external channels, publishing the job offers, and keeping track of them.

### Section4: Selection committee


The selection committee is responsible for evaluating the degree to which candidates comply with the requirements and are suitable for the post on offer. In order to ensure that the selection is made transparently and based on the merits and skills of the candidates, the following aspects should be taken into account in selecting the members of the committee:

- Number of people. This can vary depending on the type of position and the characteristics of the selection process. Ideally, the committee should be made up of a minimum of three people.
- Gender perspective. As a measure to incorporate the gender perspective in the process of selection, the committee should be balanced in terms of gender and the committee should watch the video made by CERCA entitled *Recruitment Bias in Research Institutes* before beginning the interviews in order to avoid gender biases in the recruitment of researchers.<sup>17</sup>
- Include external and international experts from diverse areas (academic and non-academic, researchers and non-researchers, etc.) depending on the position.
- The members of the panel must have the necessary training and experience to be able to evaluate the merits and skills of the candidates.

<sup>15</sup>RRH-DOC-024– Standard emails in the recruitment process

<sup>16</sup>RRH-DOC-025– Websitesannouncing job offers

<sup>17</sup>CERCA. *Recruitment Bias in Research Institutes*. Link: [https://www.youtube.com/playlist?list=PLIRaTLZqki-CuOpGbtSp\\_CUgJvyBM\\_Bti](https://www.youtube.com/playlist?list=PLIRaTLZqki-CuOpGbtSp_CUgJvyBM_Bti)

 <b>Institut d'Investigació Biomèdica de Girona Dr. Josep Trueta</b>	<b>PROCEDURE</b>	<b>CODE</b>	<b>DATE</b>	<b>REV.</b>	<b>DEPT./AREA</b>
	<b>Staff recruitment manual</b>	<b>RRH-PGS-001</b>	20/01/2017	0	Human Resources
	Modification: Creation Document				Page:13of16

It is recommended that the committee should be formed in the following way for the research staff categories:


<b>Research Staff:</b>	<b>Members of the selection committee</b>
<b>Leading Researchers (R4)</b>	1) Scientific Director 2) External expert (member of the SAB) 3) General Manager 4) HR Technician
<b>Established Researchers (R3)</b>	1) Scientific Director 2) Leading Researcher 3) Established Researcher (different research group) 4) HR technician and/or General Manager
<b>Recognised Researcher Senior (R2a)</b>	1) Leading and/or Established Researcher 2) Recognised Researcher Senior (different research group) 3) HR technician
<b>Recognised Researcher Junior (R2b)</b>	1) Leading and/or Established Researcher 2) Recognised Researcher Junior or Senior (same or different research group) 3) HR Technician
<b>First Stage Researcher (R1)</b>	1) Leading and/or Established Researcher 2) Recognised Researcher junior or senior (same or different research group) 3) HR Technician

## Section5: Evaluation of candidates

The evaluation of the candidates consists of the assessment of the degree of compliance and suitability of the candidates to the job on offer, in accordance with the evaluation criteria defined in the job offer. The selection committee appraises the information from the CV, the interview and the set of selection tests objectively, applying quantitative and qualitative criteria, making an overall assessment of the career development and future potential, without taking into account the chronological order of the achievements and variations to the CV. In first place, the committee evaluates the candidacies based on the information contained in the CVs (qualifications, training, professional experience and mobility) and, in second place, appraises the interview (capacity, skills, expertise and professional behaviour of the candidates) and the results of the set of selection tests.

It is the committees work to interpret the evaluation criteria and the suitability of the candidates. If the committee considers that none of the candidates meets the necessary conditions to fill the vacancy, the process can be declared void.

The evaluation criteria are based on the criteria defined in this section, but these are set for each vacancy and are set out in the job offer.

 <b>Institut d'Investigació Biomèdica de Girona Dr. Josep Trueta</b>	PROCEDURE	CODE	DATE	REV.	DEPT./AREA
	Staff recruitment manual	RRH-PGS-001	20/01/2017	0	Human Resources
	Modification: Creation Document				Page:14of16

#### a) Evaluation criteria

- Academic titles: the academic titles that are relevant for the job on offer.
- Basic and continued training: training related to the job on offer will be taken into account, whether formal or informal (courses, workshops, seminars, etc.). Computing knowledge and foreign languages, especially English, will be positively evaluated.
- Professional experience: professional experience: career progression and research potential will be evaluated taking into account the scientific publications, teaching experience, activities that involve staff supervision and teamwork, proven capacity to obtain financing, participation in research projects and/or knowledge transfer, research and innovation management activities, and scientific dissemination.
- Mobility: academic, training, research and work experience abroad should be evaluated, taking into account the period of time, the destination, the relevance to the job on offer, the existence of qualifying tests and/or recommendations.
- Professional skills: knowledge, capacity, skills, expertise and appropriate behaviour for the professional practice and career development should be taken into account. For research staff, the skills are set out in Section2.

#### b) Selection tests

The selection committee can invite candidates to a personal interview with the aim of evaluating or assessing with greater exactitude the professional skills of the candidate and his/her suitability for the job on offer. The job interviews can be conducted face-to-face, by telephone, or by videoconference.


The job interview should be conducted following a predefined structure.<sup>18</sup> The use of the same guide for all of the candidates will direct the questions towards the evaluation criteria defined in the offer, favour comparison between candidates and avoid gender biases. During the interview, questions that the candidate may have regarding the conditions and characteristics of the position should also be clarified.

Complementarily, the committee may require other selection tests to be performed, such as professional tests, psychometric tests, personal aptitude questionnaires, group dynamic or other practical exercises. All the shortlisted candidates must do the same selection tests.

#### c) Evaluation of criteria

For each job offer, percentages are established for compliance with the criteria set out in the offer. The appraisal of the merits of the CV consists of the evaluation of the titles, training, the professional

<sup>18</sup>RRH-DOC-026–Structured job interviews

 <b>Institut d'Investigació Biomèdica de Girona Dr. Josep Trueta</b>	<b>PROCEDURE</b>	<b>CODE</b>	<b>DATE</b>	<b>REV.</b>	<b>DEPT./AREA</b>
	Staff recruitment manual	RRH-PGS-001	20/01/2017	0	Human Resources
	Modification: Creation Document				Page:15of16

career, and experiences with mobility. In the interview and other selection tests, professional skills are evaluated (knowledge, capacity, skills, expertise and professional behaviour of the candidates).

The result of this appraisal is recorded on the candidate evaluation sheet,<sup>19</sup> together with the strong points and weak points of each candidacy.

Different scores can be agreed depending on the position and the specific characteristics of the job on offer. Notwithstanding, for research staff categories, taking into account the skills associated with each category, it is recommended that the following percentages be used in making the evaluation:

Professional categories	Merits of the CV	Interview
Leading Researcher (R4)	50%	50%
Established Researcher (R3)	75%	25%
Recognised Researcher Senior (R2a)	65%	35%
Recognised Researcher Junior (R2b)	65%	35%
First Stage researcher (R1)	50%	50%


## Section 6: Conflict resolution

If situations of conflict arise in the course of the process of recruitment to the IDIBGI (conflict of interests with members of the committee, evaluation of the recruitment process, etc.) an email should be addressed to HR ([rrhh@idibgi.org](mailto:rrhh@idibgi.org)) or, alternatively, a letter should be sent to the director of the IDIBGI explaining the situation and setting out the reasons for disconformity.

## Section 7: Regulations and recommendations that are relevant to staff recruitment.

- *The European Charter for Researchers & The Code of Conduct for the Recruitment of Researchers*. Comissió Europea, Brussel·les, 2005. Link: [https://euraxess.ec.europa.eu/sites/default/files/am509774cee\\_en\\_e4.pdf](https://euraxess.ec.europa.eu/sites/default/files/am509774cee_en_e4.pdf)
- *Open, Transparent and Merit-based Recruitment of Researchers*. Comissió Europea, Brussel·les, juliol 2015. Link: [https://cdn1.euraxess.org/sites/default/files/policy\\_library/otm-r-finaldoc\\_0.pdf](https://cdn1.euraxess.org/sites/default/files/policy_library/otm-r-finaldoc_0.pdf)
- *Towards a European Framework for Research Careers*. Comissió Europea, Brussel·les, juliol 2011. Link: [https://cdn5.euraxess.org/sites/default/files/policy\\_library/towards\\_a\\_european\\_framework\\_for\\_research\\_careers\\_final.pdf](https://cdn5.euraxess.org/sites/default/files/policy_library/towards_a_european_framework_for_research_careers_final.pdf)
- *Research Careers in Europe Landscape and Horizons*. European Science Foundation, Strasbourg, 2013. Link: [http://archives.esf.org/fileadmin/Public\\_documents/Publications/moforum\\_research\\_careers.pdf](http://archives.esf.org/fileadmin/Public_documents/Publications/moforum_research_careers.pdf)
- *Recruitment Bias in Research Institutes*. CERCA, Barcelona, juliol 2016. [https://www.youtube.com/playlist?list=PLIRaTLZqki-CuOpGbTSp\\_CUGJvyBM\\_Btj](https://www.youtube.com/playlist?list=PLIRaTLZqki-CuOpGbTSp_CUGJvyBM_Btj)

<sup>19</sup>RRH-FOR-009–Candidate evaluation sheet

 <b>Institut d'Investigació Biomèdica de Girona Dr. Josep Trueta</b>	PROCEDURE	CODE	DATE	REV.	DEPT./AREA
	Staff recruitment manual	RRH-PGS-001	20/01/2017	0	Human Resources
	Modification: Creation Document				Page:16of16

- Real Decreto Legislativo 2/2015, de 23 de octubre, por el que se aprueba el texto refundido de la Ley del Estatuto de los Trabajadores
- Ley 14/2011, de 1 de junio, de la Ciencia, la Tecnología y la Innovación.
- Ley 44/2003, de 21 de noviembre, de ordenación de las profesiones sanitarias.
- Ley Orgánica 3/2007, de 22 de marzo, para la igualdad efectiva de mujeres y hombres
- Ley Orgánica 15/1999, de 13 de diciembre, de protección de datos de carácter personal.