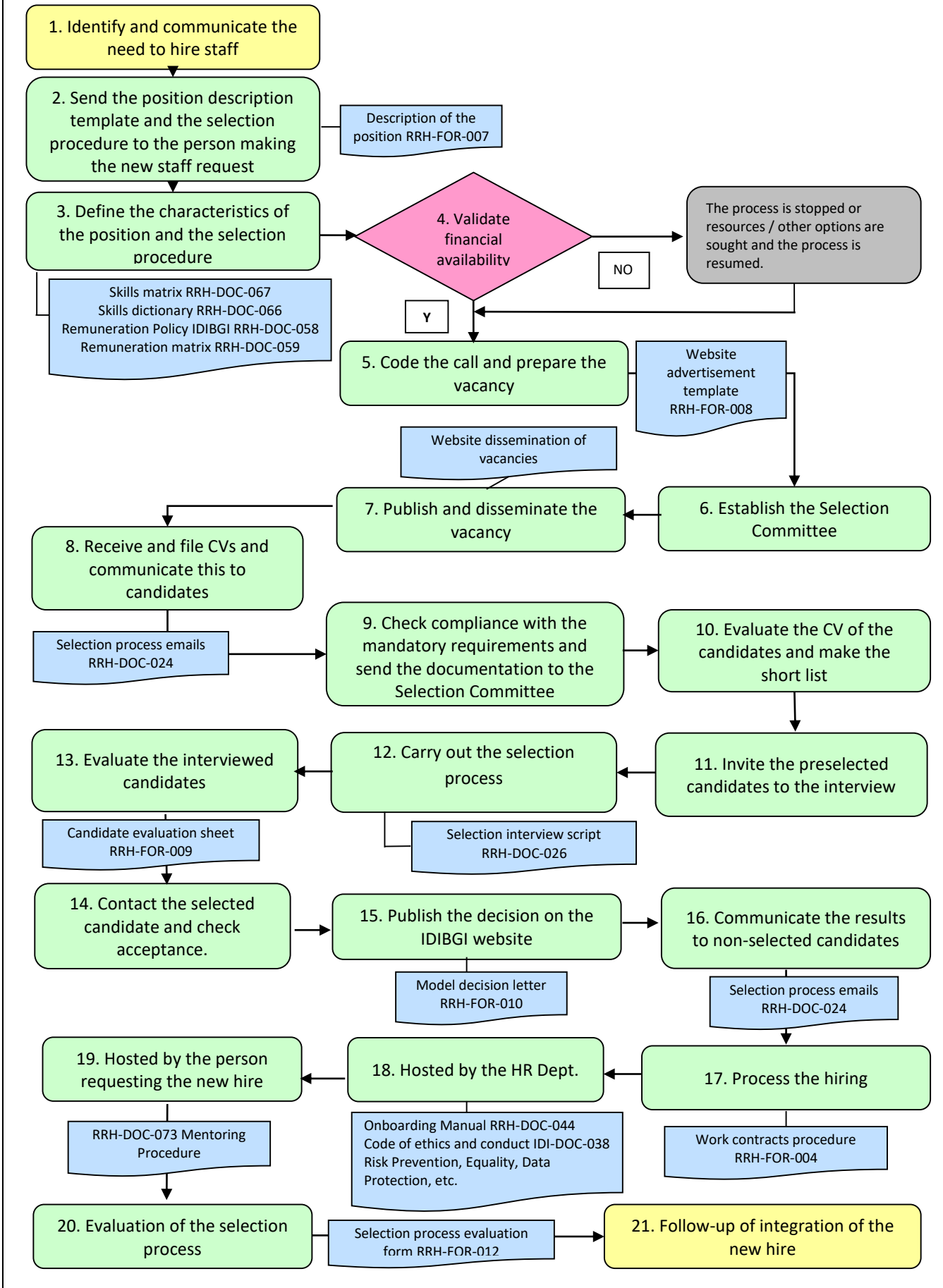




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Staff selection manual	RRH-PGS-001	25/09/2023	06	Anna Ribas
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PROCESS FLOW DIAGRAM



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PURPOSE

The Selection Manual is the guide for new staff joining the IDIBGI, to perform functions within a research group, research support or platforms. The objective of the Manual is to define open, transparent recruitment practices and procedures based on the merits of candidates, along the lines of the report *OTM-R (Open, Transparent and Merit-Based Recruitment of Researchers)* of the European Research Area and the rest of the applicable regulations. Likewise, the selection policy is aligned with the principles of gender equality, transparency and data protection that already govern the institution.

The internal Commission of *HRS4R* of the IDIBGI developed this Internal Selection Manual for the recruitment of staff within the framework of the Action Plan of *HR Excellence in Research 2014-2018*, and the relevant updates have been made.

SCOPE OF APPLICATION

This Selection Manual applies to all staff of the institution who are involved in the process for the hiring of new staff at the IDIBGI. The HR Department will ensure that the procedure described below is followed.

IMPLEMENTATION OF THE PROCEDURE

The process is structured in several phases, with the aim of hiring the most suitable staff to carry out the assigned functions, with a professional category and/or specialty, according to the needs of the workplace.

The process will be carried out in all its phases in an open and transparent manner, taking into account the principles of equality, merit and ability.

Phases of the selection process:

- Phase 0: Identification and preparation of the selection process
- Phase 1: Dissemination of the vacancy and submission of applications
- Phase 2: Evaluation and selection of staff
- Phase 3: Appointment
- Phase 4: Hiring and induction
- Phase 5: Evaluation of the selection process

Phase 0: Identification and preparation of the selection process



1. Identify and communicate the need to hire staff

The selection process starts when the need to hire staff is detected. The person who identifies the need is the person who requests the recruitment and this person can be:

- A researcher who leads a research group.
- The lead investigator of a project or clinical trial,
- Management or Direction of the IDIBGI.

When the need is identified, the person requesting the new staff informs the HR Department of their interest in hiring staff.

2. Send the position description template and the selection procedure to the person making the new staff request

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The HR Department sends the person making the new staff request the document in which the specific specifications and needs of that position will be set out. This information will be transferred, through the form **RRH-FOR-007 Description of the position and procedure for the hiring of staff**.

3. Define the characteristics of the position and the selection procedure

The person making the new staff request completes the document, together with the HR Department, stating the characteristics of the position:

- Name of the position - Professional category.
The professional categories are set out in the **IDIBGI Remuneration Policy (RRH-DOC-058)** and the **Remuneration Matrix (RRH-DOC-059)**, which defines the education and training requirements, knowledge, tasks and level of autonomy for each of the categories, as well as the salary scale that applies to each of the professional categories.
- Functions to be performed
- Start date, expected duration and working hours
- Mandatory requirements
- Basic and technical skills (professional experience, additional training, mobility), and cross-cutting skills (as described in the professional profile in the document **RRH-DOC-067 Skills Matrix and Skills Dictionary RRH-DOC-066**). A score will be determined for each competence/skill, taking into account the table in **section 13**.
- Members of the Evaluation Committee
- Working conditions
- Financing available

Contracts in charge of grants or projects must conform to the characteristics and conditions set by the funding body. The Project Management Department must provide the following information:



- Title of the project
- Official project code
- Funding body
- Project start and end dates
- Logos/phrase/clause required by the funding body

4. Validate data and financial availability

The competent HR, Project Management, Management and/or Management personnel review the job description and the procedure, verify the financial availability and check that it complies with the applicable regulations.

- a) If approved: the procedures to call for the position begin.
- b) If it is not approved due to lack of information: the person requesting the new staff must make the suggested changes.
- c) If it is not approved because there is some element that does not allow the recruitment to go ahead, the process ends.

5. Code the call and prepare the vacancy

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The HR Department assigns a code to the call, in accordance with an order of internal codes, which identifies the process in all successive steps and prepares the call in the form **RRH-FOR-008 - IDIBGI web advertisement model**, which includes all the information about the position displayed in a clear and structured way in order to show the vacancy in an attractive and motivating format. In the same way, the offer is written in three languages to reach the maximum number of candidates, even potential foreign professionals who may be interested.



6. Establish the Selection Committee

The composition of the Selection Committee is specified for each call according to the category and the characteristics of the position. The selection of Committee members takes into account that the staff is properly qualified to assess the candidate, balanced in terms of gender, among other relevant aspects.

For the different categories of research staff, it is recommended to set up the Committee as follows:

Research Staff	Members of the Selection Committee
Lead Researcher (R4)	1) IDIBGI Directorate 2) Scientific Expert (Member of the SAB) 3) Management 4) HR Manager or Technician
Consolidated Researcher (R3)	1) Directorate IDIBGI 2) Lead Researcher 3) Consolidated researcher from another group 4) HR Technician and/or Management
Senior Post-doctoral Researcher (R2a)	1) Consolidated and/or Lead researcher 2) Senior post-doctoral researcher from another group 3) HR Technician
Junior Post-Doctoral Researcher (R2b)	1) Consolidated and/or Lead researcher 2) Junior or senior post-doctoral researcher (from the same or different group) 3) HR Technician
Pre-Doctoral Researcher (R1)	1) Consolidated and/or Lead researcher 2) Junior or senior post-doctoral researcher (from the same or different group) 3) HR Technician

Other research staff	Members of the Selection Committee
Research Technician	1) Head of department or lead and/or consolidated researcher 2) HR Technician 3) Consideration may be given to include another technician from the group
Assistant Laboratory Technician	1) Head of department or lead and/or consolidated researcher 2) HR Technician 3) Consideration may be given to include another technician from the group
Nurse	1) Head of department or lead and/or consolidated researcher 2) HR Technician
Project Manager	1) Consolidated and/or Lead researcher 2) Junior or senior post-doctoral researcher (from the same or different group) 3) HR Technician

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Administration and management staff	Members of the Selection Committee
Head of Department	1) Senior Management and/or Management 2) HR Manager or Technician 3) Current manager or another senior technician in the department.
Technician	1) Head of Department 2) HR Technician 3) Consideration may be given to include another technician from the group or a member of management.
Administrator	1) Head of Department 2) HR Technician

Phase 1: Dissemination of the vacancy and submission of applications

7. Publish and disseminate the vacancy

The aim of publication and dissemination is to attract the greatest number of candidates and at the same time promote the career development of our own staff. With this dual purpose, a strategy is defined by the person making the new staff request and the HR Department that includes the internal and external dissemination of vacancies.



At the same time, the vacancy is published on the external web portals agreed with the person requesting the new staff, detailed in the document **RRH-DOC-025 Websites broadcasting vacancies** depending on the area/speciality of the position. In the case of research staff position vacancies, they will always be disseminated on the EURAXESS platform with the aim of reaching a wider audience. The HR Department is responsible for preparing the documents, publishing the vacancy and following it up.

In order to facilitate job applications, the presentation of the supporting documentation of the qualifications is not requested at this stage, it will only be requested of the person selected at the end of the process.

As a general rule, vacancies must be advertised for at least 15 days, except in cases where an express selection process is defined.

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

The HR Department receives the applications for the current vacancies and confirms to the candidates that their documentation has been correctly received (Response text to the CV submission, included in the Document of **Standard mail selection process RRH-DOC-024**). All CVs and documents are identified with the internal code of the call and are saved in the IDIBGI system, respecting the control and security measures in compliance with RGPDUE 2016/679 in the matter of personal data protection, until the deadline for submitting applications ends.

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Phase 2: Evaluation and selection of staff

9. Check compliance with the mandatory requirements and send the candidates' documentation to the Selection Committee

Once the deadline for submitting applications ends, the HR Department reviews the candidates' CVs and checks that they meet the requirements set out in the call. The HR Department is responsible for carrying out an initial screening in order to send the documentation provided by the candidates who are best suited to the position offered to the Selection Committee:

- Curriculum vitae
- Covering letter

And the following documentation will be attached to the Committee members:

- Attach CERCA video <https://gender.cerca.cat/en/bias-in-recruitment/>
- Document of absence of conflict of interest (DACI), which must be signed by all members of the Committee and the person responsible for the appointment.

10. Evaluate the CV of the candidates and make the short list

The Selection Committee will evaluate the CV of the eligible candidates and their suitability with the evaluation criteria defined in the job description.

The Selection Committee will evaluate the CV information objectively, taking into account the technical skills assessed in the published call. Therefore, the professional track record and future potential will be assessed globally, without taking into account the chronological order of merits and CV alterations. This evaluation will result in the short-listed candidates, those who meet the minimum mandatory requirements and who present the greatest merit in the evaluation criteria.

11. Invite the preselected candidates to the interview

The HR Department will contact the short-listed candidates and invite them to a selection interview and/or to the tests previously agreed with the Committee, taking into account its availability.

12. Carry out the selection process



The selection interviews are carried out in person at the IDIBGI facilities or, if necessary, can be arranged at other locations or through communication channels (telephone or video conference).

The Selection Committee is the body in charge of conducting the interviews according to predefined points in the document **RRH-DOC-026 Selection interview script** with the aim of objectively assessing the degree of performance and suitability of the candidates and resolving any queries that may arise. On the other hand, if it is considered necessary, other supplementary selective tests may be carried out.

13. Evaluate the interviewed candidates

The Selection Committee will assess:

- Qualification
- Education and Training

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- Languages
- Professional experience
- Willingness to travel/relocate
- Cross-cutting skills of candidates globally in relation to the workplace.
- Results of the tests carried out.

The Selection Committee evaluates the CV information, the interview and the set of selective tests objectively, based on transparent and open selection practices and procedures, taking into account the merit of the candidates through the assessment of technical, basic and cross-cutting skills.

This assessment is carried out using the form **RRH-FOR-009 Candidate evaluation sheet**. The Committee will be responsible for evaluating technical, basic and cross-cutting skills. The highest score will be given to the candidate who demonstrates the most abilities in relation to the different skills assessed, the rest will be scored in a weighted manner, proportionally.

Different ratings can be agreed depending on the position and the specific characteristics of the position, recommending applying the following rating percentages:



Professional categories	Technical and basic skills	Transversal skills
Heads of department and lead researcher	55%	45%
All other professional profiles	60%	40%

Positions of responsibility require obtaining leadership, organisational, communication skills, etc., which is why it is considered appropriate to prioritise cross-cutting skills than to other positions.

A test may be included in the selection process through a practical case, psychotechnical test or any other tool in cases where there is a tie between the candidates in the score received or it is deemed necessary to expand the information available on any of the skills. The evaluation and score of the test would be added to the form **RRH-FOR-009 Candidate evaluation sheet**. The person with the highest score will be selected. If he or she does not accept the position, the person selected would be the one with the second-best score.

The interpretation of the evaluation criteria and the degree of suitability of the candidates corresponds to the Selection Committee, which can declare the call void if, according to its criteria, the candidates do not meet the necessary conditions to access the position. It may be worth extending the call so that new candidates can apply for the vacancy.

- If the position is not filled, the selection process ends.
- If the position is filled, the selected candidate is appointed.

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Phase 3: Appointment

14. Contact the selected person, provide supporting documentation and check acceptance of the job

The HR Department contacts the selected candidate, informs him or her of the result of the process and requests the supporting documentation of the qualifications required for the call. In the event that the candidate cannot prove the required qualifications, the recruitment cannot be formalized.

The HR Department checks that the candidate accepts the conditions of the position and, if so, requests the necessary documentation to process the employment contract.

15. Publish the decision on the IDIBGI website

The selection process ends with the appointment of the selected person - subject to their acceptance - and the publication of the call for proposals on the IDIBGI website (<https://idibgi.org/en/treball/>). The duration of the process depends on the position to be filled and its characteristics. The decision template is included in the form **RRH-FOR-010 Resolution model IDIBGI web**.

16. Communicate the result of the process to candidates and non-selected persons

First, the HR Department communicates the result of the process to the interviewed candidates, through a telephone call. Whenever possible, or in case of express request, the Committee's decision will be explained, as well as the strengths and weaknesses of the candidatures, taking into account the technical and cross-cutting skills already assessed in the form **RRH-FOR-009 Candidate evaluation sheet**.

Subsequently, the HR Department informs all the candidates who applied for the vacancy that they have not been selected to fill the position, and the completion of the selection process by email according to **RRH-DOC-024 Standard mail selection process**.

17. Process the hiring



The HR Department informs the workplace management who has been the selected person and provides the necessary documentation and information to process the employment registration and the contract, as detailed in the form **RRH-FOR-004 Employment contracts procedure**.

Phase 4: Hiring and induction

18. Hosted by the HR Department

The new hires are inducted by the staff of the IDIBGI HR Department and by the person requesting the new staff. The HR Department explains and provides all the necessary documentation for new hires:

- Work contracting: Employment contract, communication of data to the payer (Form 145) or other documentation that the call or type of contract requires
- Induction Manual (**RRH-DOC-044**)
- Informative and confidentiality clause for data protection by the user (**IDI-DOC-043**)
- Informative documents and occupational risk prevention training: Occupational Risk Prevention Bulletin, Biosafety Manual (**IDI-DOC-061**), EPI's delivery control, Offering initial health examination.
- Code of ethics and conduct of the IDIBGI. (**IDI-DOC-038**)
- CERCA code of conduct (**IDI-DOC-034**)

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- Code of good practices in research (**IDI-DOC-001**)
- Equality Plan (**RRH- DOC- 041**)
- Protocol for the prevention and handling of sexual, psychological and other harassment. (**RRH-DOC-001**)
- RGPDUE-LOPDGDD training document
- Access to the employee portal (payrolls, internal protocols, welcome manual, etc.).
- Other information of interest depending on the position (work clothes, digital access to the facilities, access to the hospital's healthcare management computer application, etc.).
- Carrying out the initial training: Description, history, organisation and operation of the institution; Explanation of the various research areas and groups; risk prevention; bio-safety regulations and laboratory operation.
- Visit to the facilities.

19. Hosted by the person requesting the new hire

As indicated in the **RRH-DOC-073 Mentoring Procedure**, the person requesting the recruitment is responsible for ensuring the efficient induction of the person into the workplace, the use of the facilities and equipment, the presentation of the equipment, and offering the necessary training for efficient professional development. He/she will determine an ACCOMPANYING person for the new hire and during the first week of induction (ideally the first day), and will provide them with information on the following topics:

- Presentation of the staff who make up the department/research group.
- Explanation of the organisation and operation of the research group/department where the student/employee will join.
- Emphasise the use of laboratory facilities to ensure that the person correctly learns the procedures to be carried out, both in terms of laboratory techniques and the subsequent cleaning of the equipment and the space to ensure that it is left in good condition.

Phase 5: Evaluation of the selection process



20. Evaluate the selection process

Once the selection and hiring process is complete, HR evaluates the implementation of the selection process, in accordance with the principles, recommendations and steps established in this manual. The assessment is carried out using the standard form **RRH-FOR-012 Selection process assessment sheet for HR**.

21. Follow-up of integration of the new hire

One month after the new staff member is hired, the HR Department will ask for feedback from the person making the new staff request, in order to know the level of adaptation of the new staff member, both in terms of the tasks of his/her workplace, and regarding the work team.

On the other hand, the same process will be carried out with the new hire in order to find out if the tasks of his or her workplace match the information given during the selection process, and if he or she feels at ease with the work team and to detect any room for improvement in future selection processes.

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Express recruitment process

In exceptional situations and if duly justified in the document **Description of the position RRH-FOR-007** an express selection process can be followed. For example, to replace a worker who has been recognised as temporarily incapacitated without prior notice, a hiring to fill his/her position must be carried out on a specific day, on the basis of scientific issues, official or contractual terminations.

In these cases, the selection process will follow the same circuit but the duration of all phases of the process will be reduced, mainly the phase of disseminating the vacancy and submission of applications (Phase 1) and the phase of 'evaluation and selection of personnel (Phase 2).

Conflicts of interest

We may find ourselves in a situation of conflict of interest with regard to a selection process, when the recruiting person and/or a member of the Selection Committee has had or maintains a personal and/or professional relationship with the candidate that could affect the former's decision criteria.

Accordingly, all the people who participate in the selection process sign the document **IDI-DOC-095 Declaration of absence of conflict of interest**, in which the person signing records the absence of a conflict of interest in the selection procedure in which they participate.

In the event that a conflict of interest is detected, the recruiting person and/or the member of the Selection Committee must inform the HR Department as soon as possible, which will evaluate the steps to follow.



It may occur that it was a third person who was aware of the existence of a conflict of interest; in this case, they will communicate it through the internal information channel (report channel) accessible at the [link](#) as soon as they know of it.

The HR Department will analyse the situation and take the measures it deems appropriate, such as the withdrawal of staff affected by the conflict of interest in the selection procedure and related activities.

Confidentiality

Candidates will be kept confidential throughout the selection process. The information and data obtained in personal interviews, telephone calls, video conferences or through other possible channels, may only be shared with those people who participate in the selection process and are part of the Selection Committee, as well as with the rest of the HR Department staff.

The candidate database will be managed by the HR Department with the maximum guarantees of confidentiality, and for the sole purpose provided for in this document. Strictly necessary information may be shared with members of the Selection Committee for the management of the selection process.



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Person requesting IDIBGI recruitment Department or group staff. Candidates for the position called for by IDIBGI.	New IDIBGI employees Person requesting the recruitment process.
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RESOURCES AND RESPONSIBILITIES			
Functional area involved	Actions phases of the selection process	Technical	Financial
Human Resources	2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15, 16, 17, 18, 20, 21	Human Resources Dept. Staff	IDIBGI annual budget
Directorate/Administration/Management of projects	1, 3, 4	Staff of the Dept. Projects, Directorate/Administration	IDIBGI annual budget, scholarships, calls, etc.
Person making the new staff request	1, 3, 4, 7, 19, 21	Person making the new staff request	Own funds of the research group or department, scholarships, calls, etc.
Recruitment committee	6, 10, 11, 12, 13, 20	Committee members	NA

INDICATORS ASSOCIATED WITH THE PROCESS	
IDI-FOR-033	Table of HR risks, opportunities and indicators

KNOWLEDGE ASSOCIATED WITH THE PROCESS			
Knowledge Area	Catchment Source	Location	Manager
<i>European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers</i>	European Commission	Website	Dept. HR
EU General Data Protection Regulation 2016/679 LOPDGDD 3/2018	BOE - Official State Gazette of Spain	Website	DPD
<i>Open, Transparent and Merit-based Recruitment of Researchers</i>	European Commission	Website	Dept. HR
<i>Towards a European Framework for Research Careers</i>	European Commission	Website	Dept. HR
<i>Research Careers in Europe Landscape and Horizons</i>	European Science Foundation	Website	Dept. HR
<i>Recruitment Bias in Research Institutes</i>	CERCA	YouTube	Dept. HR
Royal Legislative Decree 2/2015, of 23 October, of the Workers' Statute Law	BOE	Website	Dept. HR
Law 14/2011, of 1 June, on Science, Technology and Innovation	BOE	Website	Dept. HR
Law 44/2003, of 21 November, on the organization of health professions.	BOE	Website	Dept. HR
Organic Law 3/2007, of 22 March, for the effective equality of women and men.	BOE	Website	Dept. HR
Organic Law 1/2015 of 30 March	BOE	Website	Compliance Officer

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DOCUMENTED INFORMATION ASSOCIATED WITH THE PROCESS				
Code	Name	File site	File manager	Time
RRH-FOR-007	Description of the position and procedure for the hiring of staff	M//: Administration	Dept. HR	15 years
RRH-DOC-067	IDIBGI Competence Matrix	M//: Administration	Dept. HR	15 years
RRH-DOC-066	IDIBGI Skills Dictionary	M//: Administration	Dept. HR	15 years
RRH-DOC-058	IDIBGI Remuneration Policy	M//: Administration	Dept. HR	15 years
RRH-DOC-059	Remuneration Matrix IDIBGI	M//: Administration	Dept. HR	15 years
RRH-FOR-008	IDIBGI website advertisement template	M//: Administration	Dept. HR	15 years
RRH-DOC-025	Web dissemination of vacancies	M//: Administration	Dept. HR	15 years
RRH-DOC-024	Standard mail selection process	M//: Administration	Dept. HR	15 years
RRH-DOC-026	Selection interview script	M//: Administration	Dept. HR	15 years
RRH-FOR-009	Candidate evaluation sheet	M//: Administration	Dept. HR	15 years
RRH-FOR-010	IDIBGI web resolution model	M//: Administration	Dept. HR	15 years
RRH-FOR-004	Work contracts procedure	M//: Administration	Dept. HR	15 years
RRH-DOC-073	Mentoring Procedure	M//: Administration	Dept. HR	15 years
RRH-FOR-012	Selection process assessment sheet for HR	M//: Administration	Dept. HR	15 years
IDI-FOR-033	Table of HR risks, opportunities and indicators	M//: Administration	Head of Quality	15 years