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HR EXCELLENCE IN RESEARCH

Staff recruitment manual

• Objective

The Recruitment Manual is the guidelines for the recruitment of staff for research projects, clinical trials, the structure of the IDIBGI itself, and for research groups at the IDIBGI. 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 report OTM-R (Open, Transparent and Merit-Based Recruitment of Researchers) of the European Research Area and national legislation. Similarly, the recruitment policy is aligned with the principles of gender equality, transparency and data protection that the institution is implementing.

Within the framework of the HR Excellence in Research 2014-2018 Action Plan, the IDIBGI's internal HRS4R committee prepared this internal Recruitment Manual for the recruitment of research staff.

• 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 (actions 1-6)

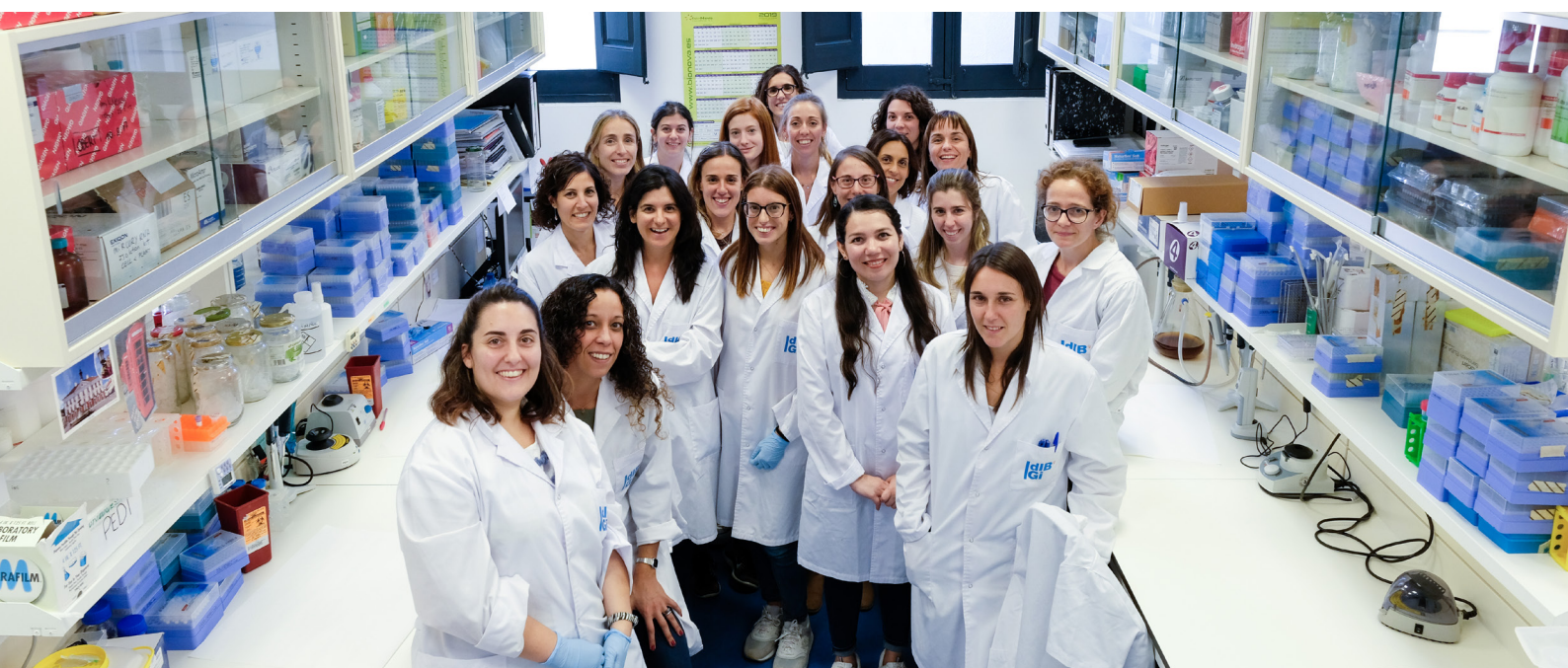
Phase 1: Dissemination of the job offer and presentation of applications (actions 7-8)

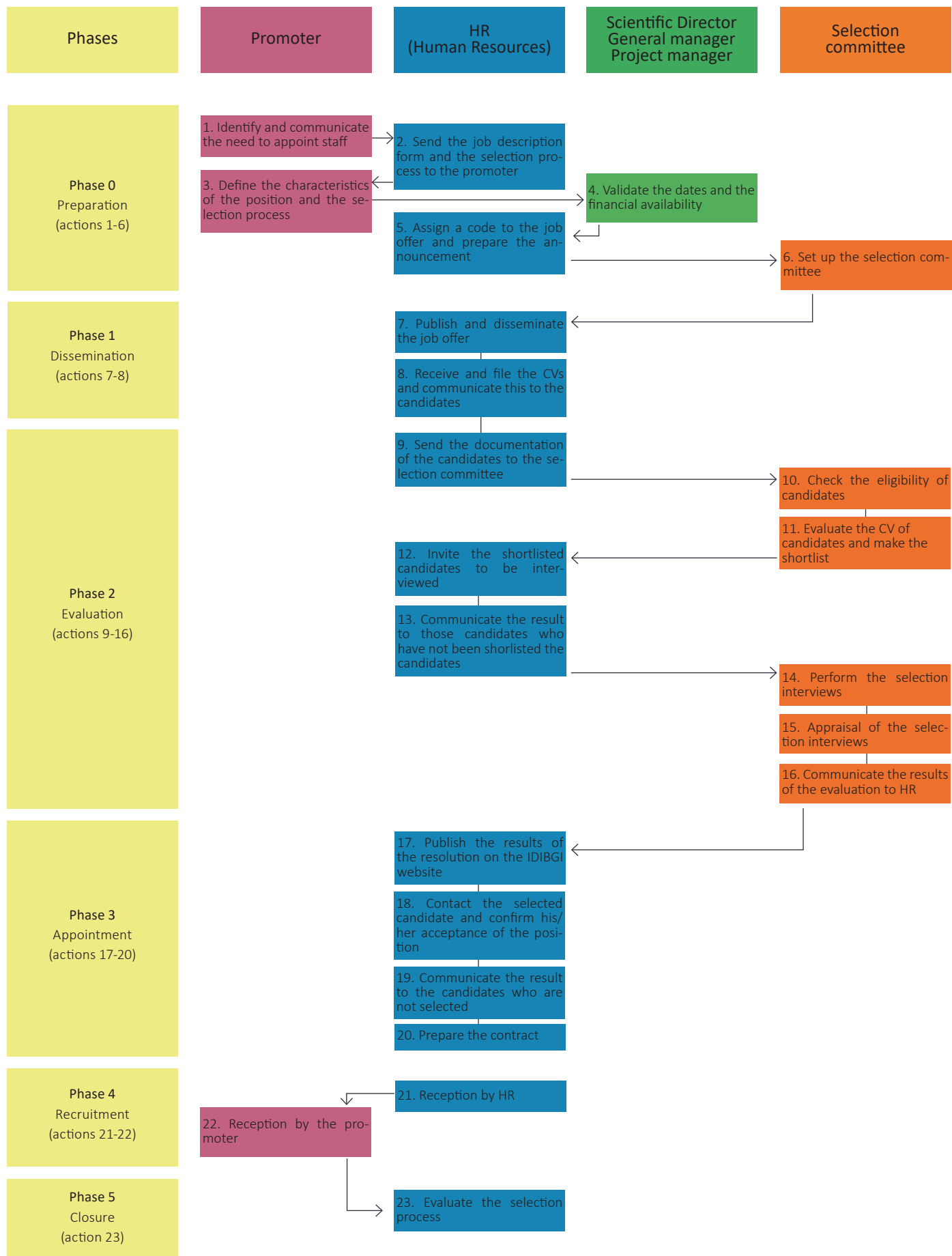
Phase 2: Evaluation and recruitment of staff (actions 9-16)

Phase 3: Announcement of the appointment (actions 17-20)

Phase 4: Recruitment and induction (actions 21-22)

Phase 5: Evaluation of the recruitment process (action 23)





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 (RRH-FOR-007 –Description of the position and staff recruitment procedure).

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

The promoter fills in the document and stipulates the characteristics of the position:

- Professional category
- Functions
- Obligatory requirements
- Evaluation criteria (professional skills, professional experience, additional training, mobility)
- Working conditions
- Funding available
- Selection and evaluation procedure

Contracts which depend on subsidies or projects must conform to the characteristics and conditions set by the financing body.

Professional categories at the IDIBGI are:

| Professional categories | Definition |
|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research staff | <p>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”.</p> <p>Depending on the degree of independence achieved over their research career, four different groups can be distinguished (R1-R4), 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.</p> <p>The Scientific Career Plan (RRH-DOC-046) define the professional skills for research positions (R1-R4) and possibilities of promotion.</p> |
| Research support staff | <p>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.</p> |
| Administration and management staff | <p>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.</p> |

These professional categories are included in the Remuneration Policy which describe in detail the minimum requirements and salary that corresponds to each category.

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.

1. If it is approved, the procedures to make the job offer are set in train.
2. 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 (RRH-FOR-008 –Sample IDIBGI website announcement) that are agreed with the promoter.

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.

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

| Research Staff | Members of the selection committee |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leading Researchers (R4) | <ol style="list-style-type: none"> 1) Scientific Director 2) External expert (member of the SAB) 3) General Manager 4) HR Technician |
| Established Researchers (R3) | <ol style="list-style-type: none"> 1) Scientific Director 2) Leading Researcher 3) Established Researcher (different research group) 4) HR technician and/or General Manager |
| Recognised Researcher Senior (R2a) | <ol style="list-style-type: none"> 1) Leading and/or Established Researcher 2) Recognised Researcher Senior (different research group) 3) HR technician |
| Recognised Researcher Junior (R2b) | <ol style="list-style-type: none"> 1) Leading and/or Established Researcher 2) Recognised Researcher Junior or Senior (same or different research group) 3) HR Technician |
| First Stage Researcher (R1) | <ol style="list-style-type: none"> 1) Leading and/or Established Researcher 2) Recognised Researcher junior or senior (same or different research group) 3) HR Technician |

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

7. Publish and disseminate the job offer

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.

In all cases the offer will be published on the IDIBGI website and disseminated among existing staff (RRH-DOC-024–Standard emails in the recruitment process). At the same time, the offer will be published on external websites agreed with the promoter (RRH-DOC-025– Webs announcing job offers). 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 (RRH-DOC-024–Standard emails in the recruitment process). 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 RGPDUE 2016/679 relating to personal data protection, until the end of the period during which applications may be submitted.

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 (RRH-FOR-009).

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 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 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.

Once evaluated, the committee communicates the list of shortlisted candidates to HR and the dates of the selection tests.

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 (RRH-DOC-024–Standard emails in the recruitment process).

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 pre-defined structure (RRH-DOC-026–Structured job interviews) 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.

The selection committee appraises the information from the CV, interviews and selections 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.

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:

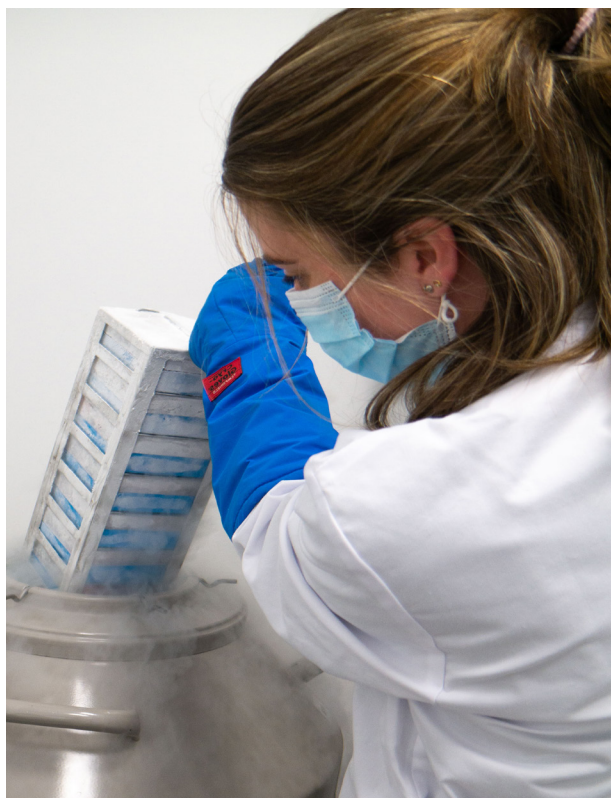
| Professional categories | Merits of the CV | Interview |
|-------------------------------------------|------------------|-----------|
| Leading Researcher (R4) | 50% | 50% |
| Established Researcher (R3) | 75% | 25% |
| Recognised Researcher Senior (R2a) | 65% | 35% |
| Recognised Researcher Junior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

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 (RRH-FOR-009) with the evaluation of all of the candidates, highlighting the strengths and weaknesses.



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 (RRH-FOR-010-Website resolution template) on the IDIBGI website. 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 (RRH-DOC-024 – Standard emails in the recruitment process). 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 (RRH-FOR-004 –Procedure for labour contracts).

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.

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, in terms of the principles, recommendations and steps that are set out in this manual. The evaluation is recorded in the template RRH-FOR-012 –HR recruitment process evaluation sheet.

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) or, alternatively, a letter should be sent to the director of the IDIBGI explaining the situation and setting out the reasons for disconformity.

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 temporarily 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).

| Document | Author | Link |
|----------------------------------------------------------------------------------------------------|-------------------------|---------------------|
| <i>European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers</i> | Comissió Europea | WEB |
| <i>Open, Transperent and Merit-based Recruitment of Researchers</i> | Comissió Europea | WEB |
| <i>Towards a European Framework for Research Careers</i> | Comissió Europea | WEB |
| <i>Research Careers in Europe Landscape and Horizons</i> | Eur. Science Foundation | WEB |
| <i>Recruitment Bias in Research Institutes (vídeo)</i> | CERCA | WEB |
| Real Decreto Legislativo 2/2015, de 23 de octubre de la Ley del Estatuto de los Trabajadores | BOE | Web |
| Reglament EU General de Protecció de dades 2016/679. LOPDGDD 3/2018 | BOE | Web |
| Ley 14/2011, de 1 de junio, de la Ciencia, la Tecnología y la Innovación | BOE | Web |
| Ley 44/2003, de 21 de noviembre, de ordenación de las profesiones sanitarias. | BOE | Web |
| Llei Orgànica 3/2007, de 22 de marzo, para la igualdad efectiva de mujeres y hombres. | BOE | Web |
| Llei orgànica 1/2015 de 30 de març | BOE | Web |