



RECRUITMENT AND SELECTION POLICY

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Recruitment and Selection Policy



Recruitment and Selection Policy

Version	01
Short description	Policy on recruiting and selecting staff at IRB Barcelona
Relevant to	All members involved in recruiting and selecting applicants for IRB Barcelona
Authority	This Procedure has been approved by: <ul style="list-style-type: none"> - Core Working Group of the “Human Resources Strategy for Researchers (HRS4R) & Human Resources Excellence in Research Award” and Managing Director: on 30/09/2015 - Board of Trustees on 10/12/2015
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0. OVERVIEW

On 9th December, 2014, IRB Barcelona was awarded the "HR Excellence in Research" logo. This recognition reflects the commitment of IRB Barcelona to continuously improving its human resources policies in line with the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers*. The award confirms the efforts of IRB Barcelona to ensure fair and transparent recruitment and appraisal procedures.

IRB Barcelona aims to attract, recruit, select and employ candidates of outstanding quality and potential, who can contribute to ensuring continuous improvement in standards and capacity.

The *Recruitment and Selection Policy* provides a framework and structure for all IRB Barcelona staff engaged in the recruitment and selection process.

1. SCOPE

- 1.1. This policy applies to the recruitment and selection of those applying for positions at IRB Barcelona.
- 1.2. All those who are involved in the recruitment and selection of staff are expected to observe this policy in order to ensure their actions are consistent with the principles and procedures of the same.

2. POLICY STATEMENT

- 2.1. The Institute is committed to the principles of [The European Charter for Researchers](#) & [Code of Conduct for the Recruitment of Researchers](#) promoted by the European Commission to ensure fair and transparent recruitment.
- 2.2. IRB Barcelona is fully committed to providing all applicants with equality of opportunity in employment. IRB Barcelona is an equal opportunities employer. All applicants are treated equally during the recruitment process. IRB Barcelona complies with the *Organic Act 3/2007 of 22 March 2007 on effective equality of men and women*, the *Workers' Statute passed by Spanish Royal Legislative Decree 2/2015 of 23 October*, and with the European Directives provided by the ECC about non-discrimination. IRB Barcelona will take no account of gender, marital status, sexual orientation, disability, national origin, political or religious belief, or any other type of discrimination. It undertakes not to discriminate, thereby ensuring fairer recruitment decisions.
- 2.3. IRB Barcelona fully complies with the *Organic Law 15/1999, of Personal Data Protection* and its developing regulations, regarding handling, use, storage, disposal, and disclosure of personal information.

3. PRINCIPLES

The principles, in accordance with the [Code of Conduct for the Recruitment of Researchers](#)¹ of European Commission, to be followed by any member who recruits **researchers**² to IRB Barcelona are the following:

- 3.1. **Recruitment procedures** have to be open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.
- 3.2. **Selection.** Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.
- 3.3. **Transparency.** Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.
- 3.4. **Judging merit.** The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.
- 3.5. **Variations in the chronological order of CVs.** Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.
- 3.6. **Recognition of mobility experience.** Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one

¹ <http://ec.europa.eu/euraxess/index.cfm/rights/codeOfConduct>

² By “researchers” we mean the following positions in our institute: Group Leader, Research Associate, Postdoctoral Fellow, PhD student.

discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

- 3.7. **Recognition of qualifications.** Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.
- 3.8. **Seniority.** The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.
- 3.9. **Postdoctoral appointments.** Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.

Non-Research Staff

- 3.10. Regarding **non-research staff**, any person involved in the selection and recruitment process must follow the principles stated above under the names: 3.1. Recruitment procedures / 3.2. Selection / 3.3. Transparency.

4. OBJECTIVES

The following objectives apply to all those involved in recruitment and selection:

- 4.1. To ensure that the recruitment and selection process meets the operational and strategic requirements of IRB Barcelona.
- 4.2. To ensure that the recruitment and selection process is conducted following the principles and procedures of this policy.
- 4.3. To ensure compliance with equality and diversity regulations (e.g. Organic Act 3/2007 of 22 March 2007 on effective equality of men and women) by promoting equal opportunities during recruitment and selection.
- 4.4. To ensure compliance with personal data legislation and adhering to the appropriate levels of security.
- 4.5. To ensure the treatment of applications with the utmost confidentiality and discretion.

- 4.6. To ensure that appointments are made on the basis of the applicant's suitability for the position.
- 4.7. Selection criteria will be derived from the job description and will be used to match an applicant's qualifications, skills, knowledge, and experience and so on to the requirements of the job opening.
- 4.8. To ensure a fair, transparent and consistent approach throughout recruitment and selection.

5. RECRUITMENT STRATEGIES

- 5.1. The Human Resources Department will provide recommendations and assessment to all those involved in recruitment and selection processes. This support includes sourcing methods, costing and screening, recruitment material including advertisements, duration of the advertisement (start and end date), and timeline and so on.
- 5.2. The recruitment strategies considered include, but are not limited to, external advertising, internal advertising, distribution lists, the use of a search agency, social networks, and international liaisons.

6. ADVERTISING

- 6.1. The main aim of an advertising strategy and campaign is to attract the best candidates in a transparent, timely and cost-effective way.
- 6.2. Internal Advertising.
The commitment of IRB Barcelona to a transparent policy will be reflected by the posting of job openings, calls, and programmes on its website.
- 6.3. External Advertising.
Depending on the nature of the opening and the recruitment strategy chosen, advertisements will be published in specific media, among these various portals and social media networks.
- 6.4. Job Opening Templates.

The Human Resources Department will provide each Hiring Manager³ with a job description template and a job opening template for each position open and will provide guidance on how to fill them out. The advertisement will specify the job position by describing knowledge, experience and skills required, working conditions, instructions on how to apply, and the selection process and criteria used.

³ "Hiring manager" refers to the person who is authorised to select and hire staff for their team. It includes Group Leaders, Research Associates with funding to recruit for specific projects, Core Facility Managers, Administration Heads, Managing Director and Director. Also, other positions can serve as Hiring Manager with the previous approval from their direct supervisor/superior.

7. SELECTION COMMITTEES⁴

- 7.1. The size of the selection committee will vary depending on the position and type of selection process (programme, call, new hiring need...).
- 7.2. When forming a Selection Committee, the gender perspective must be taken into account in order to comply with equality in gender representation. The person in charge of setting up the selection committee will make every effort to achieve gender representation and diversity of membership.
- 7.3. The Human Resources Department must be informed of any selection committee formed.

8. RECRUITMENT AND SELECTION PROCESS

- 8.1. The recruitment and selection process can be conducted in different ways depending not only on the nature of the position open but also on the programmes and calls offering vacancies. In general terms, the recruitment and selection process follows the stages described below.

8.2. Stage 0: Identification of a need to hire /open call/open programme

- Identifying the need to hire and informing the Human Resources Department: When a need to hire a member of staff is identified, the Hiring Manager must inform the Human Resources Department.

The Human Resources Department will send the **Job description template** and **Job opening template** to the Hiring Manager and will provide guidance on how to fill them out. In case of open calls (such as, “IRB Barcelona International PhD Fellowships”, “IRB Barcelona Postdoctoral Fellowships...”) or open programmes (such as “Maths4Life”, “A Future in Biomedicine”, “Crazy about biomedicine”), the internal procedure will be managed by staff involved in the recruitment and selection process in the department in charge of the said call or programme.

8.3. Stage 1: Pre-vacancy Duties

- Preparing the job description. Each vacancy should have a job description (set out in accordance to the job description template), which serves to describe the mission of the position, objectives, responsibilities, activity areas, functional relations (internal and external interlocutors), dimension of the job, and skills. Each Hiring Manager will be responsible for creating, reviewing and updating the job description of their team members, if needed, with the assessment and collaboration of the Human Resources Department⁵. Job descriptions provide essential information for new applicants, as well as the basis for selection criteria.

⁴ It applies to research staff and some key positions.

⁵ Job positions (not the new ones) have to be updated when the position’s responsibilities changes. In these cases, the Hiring Managers and the person who takes up the position can modify the job description and send it to the Human Resources Department.

- Preparing the job opening. Each vacancy will be described in a **job opening** (set out in accordance to the job opening template), in which the Hiring Manager states the knowledge, experience and skills required, working conditions, instructions on how to apply, and details about the selection process and key selection criteria (KSC). The documents requested from applicants will depend on the nature of the position.
- Choosing the recruitment strategy and advertising. For each vacancy, a **recruitment and selection strategy** will be decided between the Human Resources Department and the Hiring Manager. Vacancies will be advertised by the Human Resources Department. The job openings and the way in which they are advertised and disseminated will depend on the nature of the position.
- Creating the recruitment committee: **Selection Committees** must comprise at least three members. The composition of the committee will be determined by the nature of the position, the call or the programme, and will be gender-balanced, to the extent possible.

8.4. Stage 2: Applications and Shortlisting

- Receiving applications. The nominated person in the job advertisement or other media will receive enquires about the job opening, except for those programmes or calls in which applications are uploaded into an internal application tool and in selection processes outsourced to a job agency.
- Screening I. The profiles of the applicants are screened against the requirements of the post. This is an initial assessment to identify candidates who do not meet the selection criteria or who are ineligible to apply.
- Screening II. The purpose is to identify those applicants who meet the most desirable criteria so that they may be given more in-depth consideration at the next stage of the process. Shortlisting must be based on the key selection criteria (KSC) of the job opening, call, or programme.
- Scoring system. A quantitative scoring system can be used in shortlisting activities. Shortlisting decisions may need to be explained to applicants and need to be supported by documentary evidence in the event of an audit or complaint.
- Contacting shortlisted candidates. Applicants will be invited to attend an interview⁶.

8.5. Stage 3: Selection

- Agreeing the method. The selection process will be chosen taking into account the nature of the position, and prior agreement with the Hiring Manager, or in case of specific calls or programmes, as stated in their conditions. A variety of selection approaches may be adopted in addition to the interview, including a panel interview, presentation, group dynamics, assessment centres, written exercises, tests for specific skills, case resolution, and so on.
- Interviewing and applying selection methods. Applicants should be asked similar core questions and similar selection methods should be used based on the requirements for

⁶ In some circumstances, a remote interview may be considered (e.g. Skype, Telephone, Video Conference)

the position. Supplementary or additional tests or questions may be asked to clarify issues or to obtain further information deemed relevant by the interviewers.

- Asking for references. If consent is given by shortlisted candidates, referees could be contacted in order to comment on the candidate's suitability for the post. Also, candidates may be asked for recommendation letters when applying.
- Selecting preferring candidate/s. The Hiring Manager or Selection Committee (depending on the process) may be able to identify the best applicant once all those shortlisted have completed any work-based assessment, interview or selections methods chosen. In this case, an offer can be made.
- Accepting the Job offer. Once the candidate has been selected, he/she will be given a job offer. Once IRB Barcelona has received his/her acceptance, hiring process will be able to start by sending to Human Resources the "Hiring form".
- Notifying unsuccessful candidates. Once the final candidate/s has accepted the job offer, unsuccessful candidates will also be notified that their applications have not been successful.

When a candidate requests feedback on performance during the selection, this will be given by the Hiring Manager, by the Selection Committee or, at his/her request, by the Human Resources Department, or the Research and Academic Administration Department (in the case of calls, grants or fellowships).

- Record-Keeping. All records relating to recruitment and selection processes will be kept for one year after an appointment has been made. The documents to be retained should include the following: applications, references, shortlisting notes, test results, interview notes, and any other documents provided by candidates. IRB Barcelona should give reasonable feedback to unsuccessful candidates upon request within six months of receiving the application.

After a year⁷, the documentation must be destroyed in a safe way (e.g. shredding).

8.6. Stage 4: Induction

The induction of the new staff is the last stage of the recruitment and selection process.

- New employees will be attended by the Human Resources Department, who will provide and explain the Welcome/Induction Pack, the documentation about terms and employment conditions, and access cards.
- New employees will have an Induction-Welcome Interview with the Human Resources Department during their induction period.
- New employees will be trained on Health & Safety rules.
- New employees will be provided with an induction checklist, which will be used as a way of ensuring that information is duly given.

⁷ The period of record-keeping can be longer in those selection procedures being subject to an audit.

- Depending on the position, new employees will attend a specific induction course.
- The direct manager⁸ is the person responsible for ensuring that the new employee is introduced properly to their department, laboratory or facility and for providing him/her with the necessary training for the position.

9. CONFLICT OF INTEREST IN RECRUITMENT

- 9.1. A conflict of interest in recruitment can arise when a recruiter or a panel member has or has had a working or personal relationship with a candidate which could affect the decision he/she makes.
- 9.2. Examples of conflict of interest in recruitment can be (but are not limited to): when a recruiter or a panel member is involved in the shortlisting and/or interviewing of a candidate who is a family member or with whom he/she has a close personal relationship.
- 9.3. In cases where conflict of interest can arise, the recruiters or panel members involved must inform the Human Resources Department of their conflict of interest. This department will then study the case, together with the Managing Director and/or Director and the *Conflict of Interest Committee* of IRB Barcelona (depending on the position), and make a decision regarding his/her continued involvement in the process.

⁸ Includes Group Leaders, Research Associates with funding to recruit for specific projects, Core Facility Managers, Administration Heads, Managing Director, and Director.



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