



IDIBELL policy for Open, Transparent and Merit-Based Recruitment

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1. Introduction

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

IDIBELL must ensure that the attraction and incorporation of talent is promoted, through the establishment of policies for the recruitment, as well as the professional development of its people, guaranteeing a professional career with an evaluation system.

The selection process for staff at IDIBELL must be carried out exhaustively, guaranteeing at all times the contribution of differential value and talent.

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

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

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

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

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

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

2. Phases of Recruitment

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



2.1. Identify the hiring need

The recruitment process originates from the moment the need for a new hire is identified. This need may be motivated by the replacement of a professional or the need to attract new talent. Generally, the need is identified by who from now on will be called the “hiring manager” and can be a principal investigator, a Research Program Coordinator, a unit head, a department head or an area or the general director. Once the hiring need is identified by the hiring manager, the Talent Unit must be informed of the start of the process in order to coordinate the circuit accordingly.

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

2.2. Job descriptions and adverts

The first step after identifying the hiring need is to prepare the job offer. For this, the hiring manager will receive from the Talent Unit the template required, where the specific needs at the hard and soft skills required will be specified. This template will include the required information regarding the IDIBELL, the OTM-R process and all the links to critical information in order to be as much transparent as possible.

Job descriptors ensure that both the hiring manager and prospective candidate understand the main duties, responsibilities and competencies required to fulfill the job and provide the basis for job performance evaluations. For existing positions, the job offer will be based on the job descriptors (DLT) approved on July 2020 by the IDIBELL Directorate and Works Council and provided by the Talent Unit. For newly created positions, a new DLT must be filled and approved.

Specific requirements will be defined jointly by the hiring manager and the Talent Unit, in order to guarantee that both the ethical and professional principles specific to the position to be filled are met.

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

All job adverts at IDIBELL must include the following information:

- Identifier provided by the Talent Unit will consist in a code of letters and numbers and must be stated in any conversation regarding the job offer with any department/unit.
- Position title and researcher career stage (R1-R4)/professional staff classification descriptors associated to, based on agreement with the Works Council and approved on July 2020.
- Research group/Organization unit or department
- Purpose of the job
- Tasks and responsibilities
- Required experience, knowledge and skills
- Desirable experience, knowledge and skills
- Personal qualities
- Number of available positions
- Date of start, duration of contract, type of contract, working hours, location, etc.
- Application procedure and deadline to submit applications



- Reference to IDIBELL's selection and recruitment policy
- Selection process and criteria
- Details of the direct supervisor

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

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

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

Every job offer will specify the Selection Committee responsible of such position (as a general rule the committee will be formed by hiring manager, Talent Unit, Head of Department and General/Area Director, other members may be included, such other unit heads, Program Coordinators, Scientific Advisory Board, etc.). This committee will always be equitable regarding the gender.

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

2.3. Job advertising and application

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

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

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

Applications or questions regarding the jobs will be addressed to jobs@idibell.cat specifying in the title of the email the job offer reference.

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



3. Phases of Selection

The selection process will start immediately after the deadline of the job offer. All decisions related to selection process must be consistent with the criteria outlined in the job offer.

Selection committees must be established for all positions. The composition of the selection committee may vary based on the actual offered position and type of contract. Committees should be independent and gender-balanced as stated in the IDIBELL Equality and Diversity Plan.

All Selection Committees should consist of the following members and should include one third of one gender:

- The Hiring Manager/prospective supervisor (i.e., group leader, principal investigator, head of unit, head of department, area director)
- A member of the Talent Unit
- A member of the research group or organization unit or department

All members of the Selection Committee are provided with standardized evaluation form templates.

For tenure-track (R3-TT) positions under the program Miguel Servet or Ramón y Cajal, CVs and project memories will be collected and an *ad hoc* committee formed by the Scientific Directorate, General Directorate, Coordinators of involved Programs and Talent Unit will prioritize candidates to maximize their success in such competitive calls. This circuit will also be implemented for any hiring process for R3 and R4 positions.

3.1. Application screening and shortlisting

CVs and cover letters will be collected and the Hiring Manager informed about the number of applications and the storage unit of them for objective assessment. Shortlisting is the process by which applicants are assessed against the requirements of the role in order to identify suitable candidates who actually meet the selection criteria (i.e., professional experience, education and training, technical skills and languages). If less than 20 applications have been received, the Hiring Manager will prepare a first shortlisting, and if more than 20 are received, the Talent Unit will assess applicants to determine who can be invited to interview. To do this, a scoring system will be used and a table prepared with all the applications ordered by the number of the selection file and will be categorized according to their interest in A (ideal), B (interesting) and C (discarded). This list will be sent, along with the CVs and cover letters, to the Talent Unit for the second telephone shortlisting. This second shortlisting will be performed first to all the applications categorized as “A” in the first step. By a phone call in English, the Talent Unit will ensure the interest of the applicant into continuing in the process and at the same time will confirm the information provided in their CVs. After the second shortlisting, remaining applicants will be invited to interview.

For R1-R2 positions, principal investigator will be in charge of both shortlistings. Talent Unit will be at their disposal for any doubt arising during the process.

3.2. Interview process

Interview process will be the core part of the selection process. The process will be coordinated by the Talent Unit. Different interviews will be executed previous the final decision is taken. During this interview, hard and soft skills will be analyzed in order to maximize the merit-based selection.

3.2.1. Technical Interview

Technical interview will be performed by the Hiring Manager and/or another expert on the job requested. During this interview, technical and knowledge skills will be assessed via forms, demonstrations or any other mechanism that will



ensure the knowledge and experience of the applicant. The sole purpose of that meeting is to demonstrate the ability to perform the job and the degree of expertise.

Applicants will be ranked in a file according with the tests and only those demonstrated the required know-how will continue the process. The list will be sent to Talent Unit.

This interview may be due together with the Competency-based interview (next section) or in different days, depending on the particularity of the call (this need to be agreed between Hiring Manager and Talent Unit).

3.2.2. Competency-based Interview

This interview will be performed by the Talent Unit and the aim will be to shortlist to the best 2-3 candidates that, having demonstrated the knowledge and skills required for the position, would fit best into IDIBELL's mission, vision and values. This interview will also focus more on the personal aspects of the professional such his/her ability to fit with the team, professional development, trait characteristics and added value to IDIBELL.

The best 2-3 candidates will be decided after this interview and move to the final interview. For established and leading researcher positions (R3 and R4, respectively), at least 1 woman should arrive to the final interview. If not, candidates ranked in "B" during the first shortlisting will start moving through the process. If after analyzing all "A" and "B" candidates, there are no women listed for the final interview, the process will be stopped and job offer published again.

This interview may be due together with the technical interview (previous section) or in different days, depending on the particularity of the call (this need to be agreed between Hiring Manager and Talent Unit).

3.2.3. Final Interview

The final interview aims to choose the best candidate and offer him/her the job position. All the previous steps pretend to filter the candidates in order to make a list of the best 2-3 for final decision. The final interview will be performed by the Hiring Manager, the head of department and the head of the area related to the job position. For critical positions (such as R3-TT, R3, R4, Heads of Departments and/or Directors), the General Director of IDIBELL will join the selection committee.

Final decision will then be taken after the final interview. If none of the candidates manage to get the position, the Hiring Manager will look for suitable candidates among the "B" list or order to re-start the process.

3.3. Job offer and pre-contract agreement

Once a candidate is selected, the Hiring Manager will contact the final candidate in order to offer the job and negotiate the contractual conditions. Those conditions will be collected in writing in the pre-contract agreement that will be sent to the applicant. The pre-contractual agreement must be returned within 48 h signed to the Hiring Manager and to the People Management Unit, that will start the hiring process.

With the pre-agreement signed, the recruitment and selection process ends, all candidates will be informed about the final decision and the pre-onboarding will start for the successful candidate.

The employment contract must be adjusted to the provision of the Estatuto de los Trabajadores and Collective Agreement and all national and Catalan legislation, included CERCA, in force.



4. General considerations and specific criteria according to position

The defined circuit above is designed for all the positions offered by IDIBELL. In case the contract is funded by any of IDIBELL's partner institutions or external funding agencies, their recruitment and selection procedures will be followed.

The only positions that are allowed not to follow necessarily all the steps detailed in this document are R1, R2 and R3-TT positions. Those positions at IDIBELL, by volume and because most of them are evaluated externally through competitive calls, can adapt the circuit and organize a prioritization procedure. Those processes mainly consist in *ad hoc* commissions that evaluate candidates based on the requirements of the grants they are intended to apply for.

- R1/R2: R1 and R2 positions often are requested for master students that have already worked in the group interested into hire a R1 position. IDIBELL has not specific funding for predoctoral or for postdoctoral researchers so the best majority relies on external competitive calls. Those calls have requisites to fulfil and the best candidate will be selected in base of the best fit between their CV and the requirements, to maximize the possibilities of getting granted. However, the Talent Unit must be informed of the amount of R1/R2 selected by a group, the prioritization and the selection process. The Talent Unit will ensure that there is no discrimination among the applicants and that the standards collected in the Code of Conduct for the Recruitment of Researchers are met. R1 and R2 positions must be, in all cases, advertised as stated in 2.3 section of this document.

Positions such the postdoctoral "La Caixa" Junior Leader Retaining, 'Retos Investigación' including the JIN projects, Marie Skłodowska-Curie actions (MSCA) or similar, may adhere also to this format.

- R3-TT: Tenure track positions at IDIBELL represent the main entry to the professional scientific career model of IDIBELL and is channeled via the Miguel Servet and Ramón y Cajal programs. Every year, the IDIBELL Directorate determines the number of positions that will be requested and prioritizes one or more research programs where candidates can be presented. Although there is an active search of candidates for this position, those will be advertised as stated in 2.3 section in this document. For the prioritization of candidates, an *ad hoc* committee composed by the General and Scientific Directorate, the Talent Unit and Program Coordinators who will evaluate the candidates based on curricular merits according to the corresponding call. The Talent Unit will monitor the process and the selected candidates will be encouraged to apply for the grants.

5. Conflict of interest

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

6. Confidentiality

All aspects of the recruiting and selection process must remain confidential and anonymized throughout the process. Any data collected during a phone call, videoconference or in-person interview must not be shared with people other



than those who are taking part of the process and have been appointed members of the selection committee, other than the People Department staff.

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

7. Implementation

7.1. Compliance

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

7.2. Quality control and monitoring of OTM-R

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

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

- Percentage of applicants that do not fulfill the eligibility criteria
- Number of eligible candidates by sex, nationality, age
- Duration of the recruitment process
- Duration of the selection process
- Identify why any vacancies may remain open for longer periods of time or need to be published again



Revisions

REVISION No.	DATE	DESCRIPCIÓ DE LA MODIFICACIÓ
01	January 2021	Writing and approval

Aproval

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