

GOAL

The management of persons has become a strategic and differential element for all organisations. The smooth running of ICRA depends largely on the capacity, talent, potential and degree of integration of the people who make up the organisation. With this premise, personnel selection is seen to be a key factor in ICRA's competitive strategy.

The purpose of this document is to describe the procedures and tools which have to be used whenever the need to cover a vacancy in the organisation is detected. The purpose is to guarantee that the most suitable candidate is selected, offering equal opportunities to all of them, and that the selection process is as agile and effective as possible and is conducted in full accordance with the currently applicable regulations.

SCOPE

This procedure affects and has to be applied by all the positions belonging to the employed workforce of ICRA, with the exception of those who are assigned by Competitive Calls (FI, FPI, BdP, JdIC, MSCA, RyC, etc.)

RESPONSIBILITIES

This protocol highlights some of the responsibilities which have to be assumed by the Management, LRs, Heads of Department, etc., whenever a selection process is carried out.

GENERAL MANAGER

- To sign the approval accepting the need to cover the vacancy and the start of the selection process.

R&D&I

- In the case of recruitments on account of Projects, to approve the recruitment conditions (length of contract, salary, position, etc.) and ratify that the recruitment can be made on account of the project in question.

PI / RESPONSIBLE

- This is the person who promotes the recruitment and is in charge of defining the conditions of the working position, and also of drafting the contents of the job offer for receiving candidacies.

HR

- To sign the approval accepting the need to cover the vacancy and the start of the selection process.
- To verify the conditions of the position defined by the LR/Head.
- To approve the contents and format of the announcement, and to supervise all the process.
- To participate in the execution of the selection process.
- To prepare and communicate the economic and recruitment proposal.

STAGES OF THE SELECTION PROCESS

The various stages which make up the selection process are described below. This classification will permit standardised management of the process.

ICRA is a non-profit organisation whose personnel recruiting procedures are governed by the principles of publicity, competition, transparency, confidentiality, equality and non-discrimination, as laid down in the Code of Conduct for Recruitment of Researchers in the European Charter for Researchers, Section 175(a) of the Public Sector Contracting Act nº 30/2007 and Section 16 of the Science, Technology and Innovation Act nº 14/2011.

ICRA commits in full to the Policy on Open, Transparent and Merit-based Recruitment of Researchers (OTM-R), which lays the foundations for the recognition of talent, establishing open and transparent recruitment practices and procedures based on the merits of the candidates and guaranteeing the principles of gender equality, transparency and data protection.

1. INITIATION OF INCORPORATION OF PERSONNEL AND ANNOUNCEMENT OF PROCESS

At the moment when the need to cover a vacancy is detected, the Management, Operations, Head of Area/Department and the corresponding LR or Head must complete the Initiation of Incorporation of Personnel form and submit it to HR in order for it to analyse the needs and verify the data.

REG_3.3.1.1-1 (Initiation of Incorporation of Personnel)

Once HR receives the request to cover a position, the first step before commencing the selection process will be for the persons involved - that is:

- Requester/Promoter
- R&D&I Office
- HR
- General Manager

- to conduct an **analysis on the need** and feasibility of covering the position in question. The detection of the incorporation needs will be carried out primarily via the following channels:

DETECTION OF NEEDS	REQUESTER/PROMOTER
Project	Principal Investigator (IP) / Co-IP or delegated person.
Strategic Plan and/or Unforeseen Need	Direction, General Manager, Head of Area/Department, Responsible

The R&D&I Office will confirm whether the position is foreseen and in what conditions and whether sufficient economic resources exist in the project for the recruitment.

In the case of positions which have to be covered by means of competitive subsidies (FI, FPI, JdC, BdP, MSCA, RyC, etc.), it will be verified that the requirements are those corresponding to the announcement.

HR will verify this as a necessary condition for authorising the initiation, guaranteeing that it complies with the currently applicable employment legislation.

HR will provide advice on the choice of the most appropriate contract in each case in accordance with the currently applicable employment legislation.

The various contractual modalities can be studied at: [Employment Contract](#)

To commence the selection process, the **Initiation form must be signed favourably by:**

- Requester/Promoter
- HR
- R&D&I (in the case of a recruitment on account of Projects)
- General Manager

Any rejected initiation will entail the termination and consequent shelving of the process.

Once the initiation has been authorised, the selection process will be announced.

[REG_3.3.1.1-2 \(Announcement of the Selection Process\).](#)

2. CONSTITUTION OF THE SELECTION COMMITTEE

In order to comply with the requirements of **MERIT and CAPACITY**, a Selection Committee will be constituted, formed by one person occupying the Chair; a Secretary, being a person from HR; and a number of Members, who may be ICRA personnel related with the related area or areas of activity and who have sufficient professional experience and judgment to evaluate the applications received for the position.

In any cases where this may be required, external personnel (experts, advisors, etc.) may also participate as members.

The Selection Committee will be constituted, whenever possible, in a paritary manner in terms of gender, and in order to avoid partiality in the recruitment of research personnel, the Members will be shown the video "Recruitment Bias in Research Institutes", which can be viewed in the following link:

[Recruitment Bias in Research Institutes](#)

Prior to the vacancy announcement, the Selection Committee will define the necessary assessment criteria for granting the award of the position.

[REG_3.3.1.1-3 \(Constitution of Selection Committee and rules\).](#)

3. EXECUTION OF THE SELECTION PROCESS

3.1 Preparation of the Job Offer

The announcement will always be published using the Spanish, Catalan or English languages.

The offer must specify at least the following aspects:

- Characteristics of the position
- Definition of functions, tasks to be performed and responsibilities
- Requirements of the position
- Submission process of applications:
 - Documentation to be submitted with the application
 - Means of submission of applications
 - Submission period for applications

3.2 Definition of the publication channels (dissemination)

The job offer is published both internally and externally, to guarantee compliance with the principle of publicity laid down in the currently applicable regulations.

The means for publishing the announcement will be:

Official channels:

- ICRA website
- ICRA noticeboard
- EURAXESS (in the case of research positions or techniques linked to research)

Other optional channels:

- Specialised websites (Infojobs, Infofeina, etc.)
- Social media (LinkedIn, Instagram, Twitter, etc.)
- Universities, etc.

The minimum publication period for each job offer will be 15 calendar days, unless stipulated otherwise.

3.3 Process of reception of applications

The CVs can be received by e-mail sent to the address call@icra.cat, indicating the reference number of the job offer to which the application is being submitted.

Once the established period for submitting applications has closed, a list of registered candidates will be drawn up.

[REG_3.3.1.1-4 \(List of Candidacies\)](#).

3.4 Assessment and prioritisation of applications

An assessment is made of the applications submitted on the basis of objective criteria, followed by a scoring process to prioritise the candidacies and commence the interview stage.

In accordance with Royal Decree-Law nº 2/2015 passing the redrafted text of the Workers' Statute Act, employees are entitled not to be discriminated against directly or indirectly for gaining employment, or once employed, on the grounds of gender, civil status, age

(within the limits laid down by the Statute itself), racial or ethnic origin, social condition, religion or beliefs, political ideas, sexual orientation, membership or non-membership of a trade union, or on the grounds of language, within the Spanish State.

Neither can they be discriminated against on the grounds of disability, provided they are in suitable conditions to perform the work or occupation in question.

Consideration is given to the universal accessibility of persons with disability under Article 1.2 of Act nº 51/2003 of 2 December on equal opportunities, and 5% of the vacancies are reserved provided the applicants successfully complete the selection processes and certify their disability and compatibility with the performance of the tasks, in such a manner that we will progressively achieve 2% of the total workforce.

In accordance with Organic Act nº 3/2007 on effective equality between women and men, the selection process will respect and guarantee equal treatment and opportunities, without discrimination.

In the event of a tie between different candidacies in suitable conditions, an analysis will be made of the number of women and men in the area corresponding to the position, and the candidacy of the less represented gender will be selected.

This evaluation will be carried out by means of the following procedure:

[REG_3.3.1.1-5 \(Evaluation of Candidacies \[Initial Evaluation\]\)](#).

3.5 Personal interview

The interview may be carried out in person or online.

The goal of the interview is to get to know the person in order to gather indicators and evidence as to whether they have the necessary knowledge, experience and characteristics to cover the position efficiently.

A selection interview script is available here:

[IT_3.3.1.1-1_Guió_Entrevista_Selection](#)

The Selection Committee is offered the video “Recruitment Bias in Research Institutes”, a tool of reference for improving the decision-making process of researchers in the personnel selection procedure. It can be viewed in the following link:

[Recruitment Bias in Research Institutes](#)

The following requirements must be guaranteed at all times to ensure the validity of the interview:

- Attention to and clear definition of the necessary characteristics and competences of the position.
- Orientation of questions to the defined criteria.
- Objectivity of the evaluation.

The interview will be conducted by the members of the Selection Committee created for each selection process and any other person considered appropriate (technical consultants, etc.) in order to assess the suitability of the candidate for the position.

In any cases in which it is considered advisable, a part or the whole of the selection process may be subcontracted.

Once the interview has been conducted, it will be evaluated in accordance with the following procedure:

[REG_3.3.1.1-5 \(Evaluation of Candidacies \[Interview Evaluation\]\)](#).

3.6 Selection of Finalist Candidate

Following the corresponding evaluation of each one of the interviews, the result will be communicated to the finalist candidate by e-mail.

If the selection process is to cover a permanent position (Research Scientist or Research Professor) of the Research Area, once the finalist candidate has been selected, their application will be forwarded to the Scientific Council for validation and ratification.

If the finalist candidate accepts the position, they will be sent the Proposal of Incorporation with the contractual conditions.

The documents associated with the selection process, once the candidate has been chosen, are:

[REG_3.3.1.1-6 \(Summary of Selection Process\)](#)

[REG_3.3.1.1-7 \(Recruitment Conditions\)](#)

By means of this document, the IP/Responsible proposes the contractual conditions along with the report justifying the remuneratory assignation.

The Research Committee will take charge of verifying, overseeing and guaranteeing the Salary Adjustment and Equity of each position to be covered (Research Personnel).

The Administration Committee will take charge of verifying, overseeing and guaranteeing the Salary Adjustment and Equity of each position to be covered (Administration and Management Personnel).

[REG_3.3.1.1-8 \(Verification of Recruitment\)](#)

3.7 Closure of process

In general, an e-mail is sent to the persons who have not been selected, but in any case, when no notification is received from ICRA the application will be considered rejected: silence is negative.

STAGES OF THE RECRUITMENT PROCESS AND INCORPORATION OF NEW PERSONNEL

1. RECRUITMENT PROCESS AND INCORPORATION OF NEW PERSONNEL

HR will request the necessary information for processing the recruitment:

- Personal details
- DNI-NIE-PASSPORT
- NASS (Social Security Registration)
- Bank data
- Employment record (if required)

In the event of the finalist candidate being a foreigner (EC or non-EC citizen), ICRA places at their disposal an External Advice Service to process the corresponding work and residence permits.

1.1 Preparation / access to the position:

The Line Manager will define the needs of:

- Furnishings (office and laboratory).
- IT equipment: the Line Manager will contact the IT Department with sufficient prior notice to request the necessary IT resources.
- Accesses to the ICRA premises
- Individual Protection Equipment

1.2 Announcing the new incorporation:

On the date of incorporation, an e-mail is sent to all the ICRA employees announcing:

- Person's name.
- Date of incorporation.
- Category
- Area / Department they are entering
- Project on which they will be working (if applicable)
- Line Manager

1.3 Welcome to ICRA

Each new incorporation has a Line Manager, who is the person who will oversee their integration and reception.

WELCOME:

WHO	IP / Responsible	HR	IP / Responsible
WHAT	Welcome for new employee	Processing of employment documentation	Presentation of ICRA Tour of ICRA premises
HOW		Sign employment contract and related documentation Sign Incorporation Registers and deliver the access card to the ICRA premises (Reception)	Show the various spaces of the centre: offices, laboratories, etc. Show the work area.
WHEN	The first day		
WHERE	H2O Building (ICRA)		

INCORPORATION:

QUI	IP / Responsible		IP / Responsible or <i>Delegated Person</i> *
WHAT	Presentation of the members of their Area/Department	Information on goals, tasks and responsibilities	Specific Information/Training on OHP (Workplace) Information on and access to the IT System
HOW	Identification of their team and their functions within the ICRA structure.	According to the goals to be pursued by each Area/Department	Information/Training on OHP in the specific working processes in which the new employee is to work and/or participate. Information on ICRA.Net / NetTime
WHEN	The first day		
WHERE	ICRA In their Area/Department		ICRA In their workplace

* *With personnel management responsibilities.*

A document on the General Employment Conditions of the workers is available to all the ICRA personnel here:

[DOC_3.3.1.1-3 \(General Employment Conditions\).](#)