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## RECRUITMENT AND SELECTION POLICY

Aligned with the principles Open, Transparent and  
Merit-based Recruitment OTM-R 1 and OTM-R2


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<b>Description</b>	<b>IrsiCaixa's Recruitment and Selection Policy</b>
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## 1. Introduction

A rigorous, transparent and merit-based recruitment and selection process is essential for the success of IrsiCaixa and its staff. In order to achieve the Foundation's strategic objectives and make a significant contribution to the advancement of science and the benefit of society, it is essential to recruit people with the appropriate knowledge, skills and values to effectively perform the required functions.

The aim of this Recruitment and Selection Policy is to align IrsiCaixa's practices with the highest European standards, applying principles of fairness, inclusion, openness and quality. These guidelines are in line with the values promoted by the European Research Area (ERA), the *European Charter for Researchers* and, in particular, with the *Code of Conduct for the Recruitment of Researchers*. IrsiCaixa thus reaffirms its commitment to fair and transparent recruitment that promotes diversity and equal opportunities in all its processes.

This policy applies to all staff hired directly by IrsiCaixa. External collaborators, visitors or undergraduate and master's degree students, as well as those who, working at IrsiCaixa, are hired by other entities with their own selection regulations, are excluded from its scope of application.

All contracting processes must comply with:

- The Workers' Statute and other labour legislation in force in Spain.
- National and European regulations on equal treatment and non-discrimination.
- Legislation on the protection of personal data.
- The European directives related to employment, mobility and professional recognition.


## Responsibilities

- **Guiding principles:** Recruitment and selection must be carried out in accordance with the principles established in this policy, which must be known and applied by all persons authorized to participate in these processes.
- **Applicant:** Person authorized by management to request the incorporation of new personnel.
- **Assignee:** Person designated by the applicant to participate in the selection process.
- **Management:** Ultimately responsible for hiring the selected person and negotiating the conditions of the contract.

## Principles of the Code of Conduct in Recruitment

IrsiCaixa is committed to ensuring that all selection processes are based on the following principles, in line with the recommendations of the European Commission:

- **Transparency:** Procedures, criteria and decisions must be clearly defined, documented and accessible.
- **Merit:** The evaluation must focus on the quality, relevance and coherence of the professional trajectories and achievements of the candidates.
- **Recognition of qualifications:** The qualifications and competences acquired must be assessed, regardless of the country where they were obtained.
- **Recognition of mobility:** Experiences of geographical, intersectoral or interdisciplinary mobility should be positively valued as evidence of professional development.

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## 2. Selection Committee


- The Selection Committee must act with full independence. Its members must not have conflicts of interest and must make objective decisions, based on verifiable evidence and previously established criteria, avoiding any type of subjective judgment or personal preference.
- In the event that it is necessary to incorporate a new member to an already constituted Selection Committee, this incorporation must be carried out at the beginning of the recruitment process, thus guaranteeing the availability of all participants to attend the interviews and prepare adequately.
- The Committee must be made up of people with the necessary knowledge and skills to rigorously evaluate the required profile. Whenever relevant and possible, it is recommended to include members from other groups, departments or institutions, to encourage diversity of perspectives and reduce potential biases.
- The Committee will evaluate the merit of each candidate according to the criteria established in the call and will formulate a recommendation based on the person who has demonstrated the greatest fit to the profile and professional excellence.
- The Selection Committee will be composed of at least three members, guaranteeing in all cases a balanced gender representation, with the presence of at least one woman in its composition being mandatory.
- All deliberations of the Committee shall be strictly confidential, and its members shall refrain from disclosing any information relating to nominations or decisions taken during the process.

### Selection according to job profiles at IrsiCaixa

- For the selection of research staff with R1/R2/R3 profiles or technical support staff, associated with research groups or scientific-technical services, it will be carried out by an internal selection committee, made up of the applicant or assignee and at least 2 members of their own team.
- For the selection of research staff for leadership positions (group leader researchers, area managers and/or directors), the selection committee will be made up of competent internal and external staff, appointed by the management. The director of IrsiCaixa can be part of the selection committee.
- For the selection of management staff to support research, the committee will be made up of at least two people from the management area. In the final interview, the manager will be part of the committee.
- For the selection of communication or administrative personnel, the Committee will be made up of at least 2 people appointed by management. The manager will be able to participate in the final interview.
- For the selection of personnel from the legal department, the Committee will be made up of the manager and at least one other person assigned by management.

## 3. Recruitment process

The recruitment process at IrsiCaixa consists of different phases.

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### 3.1. Identify needs

The recruitment process begins as soon as the need to incorporate new personnel is detected. This need may arise both from the replacement of a professional and from the creation of new positions that respond to the growth, evolution or strategy of IrsiCaixa, including the recruitment of specialized talent.

The identification of this need can come from **direction, management, leading or associated research staff, or people responsible for coordination or management of areas**.

Once the need for hiring has been verified and justified, **management formally authorizes the applicant to** initiate the recruitment and selection process, in accordance with the principles and procedures established in this policy.

**Before formalizing any hiring**, it is up to **management** to make key decisions regarding the fundamental aspects of the position, namely:


- The **approval of the job offer announcement**, ensuring that it meets the criteria of quality, transparency and equal opportunities.
- The **determination of the salary**, in accordance with IrsiCaixa's remuneration policy and the **established salary bands**.
- The definition of the **type of contract**, depending on the nature of the position, the expected duration and the regulations in force.
- The setting of the **start date of the contract**, in coordination with the needs of the requesting area and the budgetary availability.

### 3.2. Job description

Job descriptions are a very important part of the recruitment and selection process. A good job description model requires the applicant to clearly define the objectives, duties and responsibilities of the job to be performed by the candidate, and for the candidate to clearly understand the nature of the job. It also provides a good basis for evaluating job performance and its evolution.

When preparing the job description, IrsiCaixa will ensure that there is no description that, for reasons of disability, gender, race, religion or beliefs, age, sexual orientation, marital status, parental status, care responsibilities or working hours, unfairly disfavors the acceptance of candidates. The job description will use non-discriminatory and inclusive language.

- The applicant will prepare an advertisement with the job description and following a template established internally for each position. The advertisement is prepared by the applicant, preferably with the collaboration of the rest or part of his team, as long as he or she is well aware of the needs of the new position.
- Specifically, the job description should include:
  - Position Title
  - Job profile (R1, R2, R3, R4; technical, administrative or management support staff, communication staff, ...)
  - Offer reference code
  - Research area
  - Research group/unit/area to which it will be attached
  - Main objective of the position

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- General objectives
- Tasks and responsibilities
- Whether or not experience, knowledge and skills are required
- Benefits offered by IrsiCaixa
- Type and duration of the contract
- Hours of work (e.g. full-time or part-time)
- Application Procedure, Required Documents, and Final Date for Application
- Contact details
- Estimated start date of work
- Selection process and criteria

### 3.3. Dissemination of the job offer

The main objective of a job advertising strategy is to attract the best candidates in a competitive, open and transparent way.

IrsiCaixa generally disseminates its job offers in two ways:


- Internal Dissemination: All vacancies will be published on the IrsiCaixa website (<https://www.irsicaixa.es/es/carrera-cientifica/trabaja-con-nosotros>) and announced on corporate social networks (Twitter, LinkedIn, Instagram). The publication of job offers, calls and programmes on the IrsiCaixa website will reflect IrsiCaixa's commitment to a policy of transparency.
- External Dissemination: Extensive publicity will be carried out to attract the best candidates. Depending on the profile of the job, advertisements may be advertised through specific channels. EURAXESS, Biocat (for research or management staff) and other portals for specific positions. IrsiCaixa may use head-hunting companies to identify and attract certain candidates.

## 4. Selection process

As in recruitment, the selection process consists of different phases.

### 4.1. Requests

- The applicant (or assignee), in addition to the updated CV, academic transcript and degree(s), cover letter and recommendation letter(s), may request additional information, especially for jobs with public funding or competitive calls or for prioritisations (undergraduate degrees, report on future activities, etc.). You can also contact the reference persons indicated in the letters of recommendation.
- All applications will be received by both the applicant and the human resources department, through a specific email ([jobs@irsicaixa.es](mailto:jobs@irsicaixa.es)), and referenced with the offer code. Applications will be recorded in chronological order of arrival on the Pre-Selection Registration Sheet.

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The human resources department, as well as the applicant, are the ones who receive the offers for a job, always identified with the offer code.

- Candidates may make queries related to the job by contacting directly through the email in the advertisement.
- Candidates who apply for a bid automatically receive a thank you email, confirming that their application has been successfully received. In this message, they are informed that, once their CV and the documentation provided have been evaluated, the applicant will contact them if they are selected for a personal interview. Likewise, in the event that the application does not advance to the final phase of the selection process, this decision will be communicated by email notification thanking you for your application for the position.

#### 4.2. Pre-selection process

When shortlisting, committee members must not:

- Making assumptions or making negative decisions about data obtained by candidates abroad with whom they are not familiar.
- Be based on discriminatory criteria that dismiss a candidate.
- Recommend, select and interview any candidate, by internal or external staff, who does not meet the essential criteria of the offer.
- Predetermine the number of candidates to be interviewed.
- When a member of the Committee is unable to meet for justified reasons (e.g. illness, family/personal matter, etc.), he or she may be replaced by another member.


The pre-selection categorization should be limited to the knowledge and competencies indicated in the announcement, cover letter and letters of recommendation. The Selection Committee must read each application and categorize the candidates as: A (very good), B (good), C (acceptable) and D (discarded). Those candidates who meet the required knowledge and skills must be pre-selected, and those who do not meet them will also be included in the pre-selection registration sheet, explaining, by means of a brief note, the reasons why they were not pre-selected.

The Selection Committee must:

- Agree on a final pre-selection categorized and agreed upon by all members.
- If unanimity is not achieved, do not exclude from the list candidates about whom there is controversy.
- Consider re-advertising the position if no candidate meets the required knowledge and skills.
- Pre-select more people if a substantial number of applications with the required knowledge and skills for the position are not reached, and discard those who do not have the necessary requirements.

The applicant (or assignee) must record the Committee's decisions on the Final Pre-Selection Record Sheet.

NOTE: You cannot make changes to the sign-up sheets, forms, and reports (template).

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### 4.3. Interview

#### 4.3.1. Scheduling of interviews

- Once the Committee has agreed on the final list of candidates, it must contact them and schedule interviews for the position through letters or invitation emails.
- It is important that shortlisted candidates receive notice for the interview with enough time to prepare for the interview. It is recommended that they receive at least 5 business days' notice prior to the interview.
- Ensure that candidates are aware of the structure of the process and receive the necessary information before attending the interview.
- Interviews may be conducted in person or by videoconference.
- The applicant (or assignee) must identify and reserve a suitable place to do the interviews and schedule them.

#### 4.3.2. Pre-Interview Documentation

Each member of the Committee must:

- Have the job advertisement
- Have the applications of all candidates (CVs, letters, e-mails)
- Know the time and place of the interview
- Know the modality of the interview (face-to-face or videoconference)

### 4.4. Interview Preparation

The Selection Committee must:


- Agree on the set of basic questions that will form the basis of the interview and that will be asked of all candidates. Complementary or clarifying questions can be asked in addition to the basic questions already agreed related to the work to be carried out.
- It is recommended that a variety of evaluation criteria be used and balanced, according to the position being advertised.
- Base your questions only on the knowledge and skills specified in the advertisement, but only those that are relevant to the position. This structure is important, as it will reduce bias towards any of the candidates.
- To know, all members, the procedures for documenting the evaluation of each candidate.

### 4.5. Conducting the interview

The applicant (assignee) at the beginning of the interview must:

- Introduce each candidate to the members of the Selection Committee.
- Explain the purpose and structure of the interview to the candidate.
- Indicate to the candidate that the people on the Selection Committee can take notes.



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The Committee should:

- Treat each candidate equally.
- Ensure that questions cannot be construed as discriminatory in any of the nine areas covered by the Employment Equity Act (gender, sexual orientation, disability, marital status, religion, race, familial status, age).

#### 4.6. Documentation to be completed during the interviews

- Evaluation Form. The Selection Committee must complete the evaluation form during the interview. Scores must be based on the merit of the applicant candidates, on the knowledge and skills indicated in the offer announcement. The weighting according to the profile will be based on the evaluation sheet established and agreed upon by the institution.
- Clear and detailed documentation will help if, after the interview, details are requested and/or if an appeal is filed.


#### 4.7. Decision making of the recommended candidate

- Merit must be judged both qualitatively and quantitatively, focusing on the outcome of the academic and/or professional career, taking into account the profile, professional interruptions, development and added value of experience, and at the same time competencies will be valued.
- The best person for the job won't necessarily be the person who performed best in the interview.
- Identified strengths can be used to help stand out and areas of development should be identified and addressed for further employee training.
- The committee may request additional interviews in order to choose the best candidate. All the above steps aim to filter the candidates to make a list of the 2-3 best candidates for the final decision. Ideally, the final interview of the nominee should be a two-way process where the candidate will also be able to assess whether the position at IrsiCaixa is attractive to them.
- If the Selection Committee cannot reach an agreement on the nominated candidate, the final decision rests with the applicant (PI or area manager).
- If the Selection Committee determines that no candidate meets the criteria for appointment, no appointment will be made and the position will need to be re-advertised.
- The applicant (or assignee) must also write a Final Selection Report which will briefly describe the entire process (shortlist, selection and nomination), the score agreed by the committee and comments on how the decision was made. The report must be signed by all members of the Selection Committee.
- The human resources department will send a letter informing the selected candidate that he or she has been the best evaluated candidate.

#### 4.8. Documentation

At the end of the interview process, the Human Resources department has:

1. CVs, cover letter and letter(s) of recommendation.
2. Letters/emails received and sent.
3. Pre-Selection Record Sheet and Final Selection.
4. Other notes taken during the interviews and which will be recorded in the list and form.

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5. Final report of the nominated candidate's decision, signed by all members of the Selection Committee.

All documentation will be stored securely in the HR Personnel Selection folder, within the internal server of IrsiCaixa Network.

The documentation of each recruitment and selection process will be kept for 2 years. This documentation is essential to support the likelihood that candidates will request clarification on the recruitment stages following the pre-selection or interview.

#### 4.9. Communication to unsuccessful candidates

The human resources department will inform the interviewed candidates, who are not selected, within 3 weeks after the Final Selection Report.

#### 4.10. Reserve candidates

When the Selection Committee recommends reserve candidates, that person will be offered the position in the event that the first candidate rejects the position.

Reserve candidate staff must be notified that they have not been selected once the nominated candidate has confirmed his/her acceptance of the position.

#### 4.11. Grievance/Appeal Procedure


Candidates may request further information and feedback regarding their own application. Complaints can be made to the requester or manager to review and determine the problem.

## 5. Other related aspects

### 5.1. Conflict of interest

We follow the provisions of IrsiCaixa's Conflict of Interest Policy and good practices.

- To avoid any conflict of interest, real or apparent, IrsiCaixa staff participating in recruitment and selection should avoid interviewing and/or making hiring decisions for the selected person with an immediate family relationship. If these circumstances arise, the selection committee member is expected to resign from the committee and the person applying for the job offer will identify a replacement.
- The members of the Selection Committee may also have a close personal relationship or other form of relationship, positive or negative, with one or more of the applicants for a position. In these circumstances, they must inform the manager and other members of the selection committee before the start of the pre-selection and interview processes.
- If the member of the Selection Committee considers that the relationship may make it difficult for him to apply the principle of merit, or if he considers that his participation may compromise

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the application of the principle of merit, the Selection Committee must decide whether it is appropriate for the member of the selection committee to be part of the selection process.

- The Selection Committee may request advice on this matter from the Director or the Manager. If the member of the selection committee continues in the selection process, his opinion should be consulted one last time in any discussion to avoid any perception that would influence the outcome.

## 5.2. Spouses and Partners

IrsiCaixa aims to keep its recruitment process free from any form of discrimination, while recognizing the growing importance of accommodating families if they meet criteria for a job. Therefore, a position at IrsiCaixa can be offered to the spouse/partner of an employee provided that the spouse/partner is fully qualified for the position and provided that preference is not given to the spouse/partner for the appointment, by virtue of the relationship with the worker. The employment of a spouse/partner in any position within IrsiCaixa can only occur with the approval of the director and manager after successfully completing the selection process and based on the requirements aligned with the position. The spouse/partner may not participate in the selection process and in no event may he/she hire or approve any compensation action for his/her spouse or partner.

## 6. Implementation

### 6.1. Compliance

All members of IrsiCaixa shall be bound by, and are individually responsible for, full compliance with the principles and provisions set forth in this Policy. IrsiCaixa reserves the right to initiate any disciplinary, administrative, or legal proceedings it deems appropriate in response to any breach of this Policy by a member of IrsiCaixa.