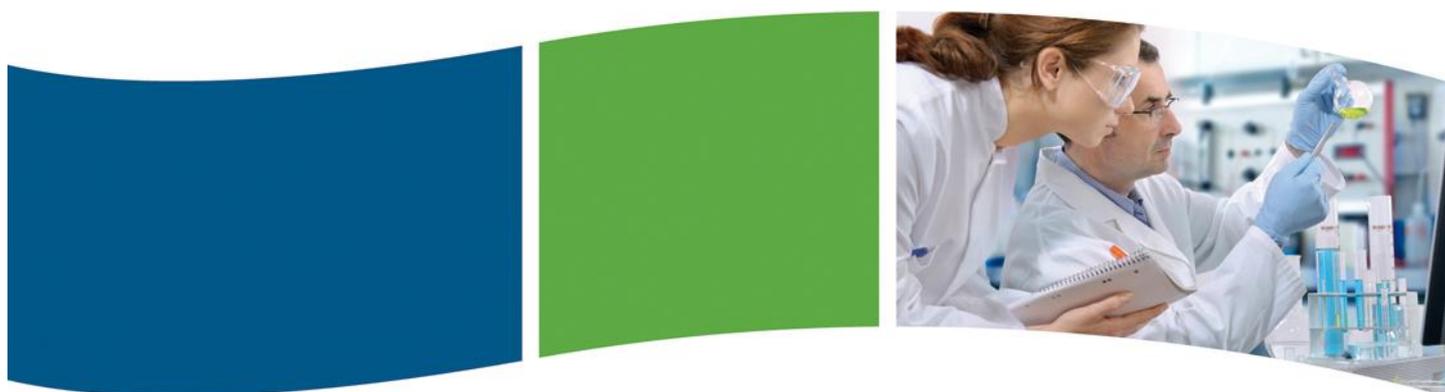


## Talent Recruitment Policy



## INDEX

1. INTRODUCTION.....	3
2. EUROPEAN FRAMEWORK: EUROPEAN CHARTER FOR RESEARCHERS ...	3
3. ADAPTATION OF THE TALENT RECRUITMENT POLICY OF IREC TO THE CODE OF CONDUCT FOR THE RECRUITMENT OF RESEARCHERS .....	5
4. TALENT RECRUITMENT PROCESS.....	6
4.1. ADVERTISING OF NEW JOB VACANCIES.....	6
4.2. EXTERNALIZATION OF THE SELECTION PROCESS .....	8
4.3. APPLICATION OF THE CANDIDATE.....	8
4.4. CANDIDATE ASSESSMENT PROCESS .....	9
4.5. EXTERNAL ASSESSMENT OF THE PROFESSIONAL PROFILE.....	10
4.6. SELECTION OF CANDIDATE .....	11
4.7. FORMAL OFFER TO CANDIDATE .....	11
5. DATA PROTECTION .....	11

## 1. INTRODUCTION

To guarantee the Institute's research excellence and due to the use of European funds in the financing of the infrastructure and the activity of the Institute, and its willingness to increase its participation in research European projects, development, demonstration and exchange of researchers, and to guarantee the future sustainability of the Institute, it is necessary to formalize a people recruitment policy that ensures the best talent recruitment at a specific cost.

The present document will come into effect on April 1, 2012.

## 2. EUROPEAN FRAMEWORK: EUROPEAN CHARTER FOR RESEARCHERS

In this framework it is necessary to ensure that the human resources management of the Institute is progressively adopting the stipulations of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, published in 2005 by the *Directorate-General for Research Human Resources and Mobility* of the *European Commission*.

Published on March 11, 2005, the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers is a document in which the European Commission makes some recommendations for the purposes of defining the European Research Area.

The document regulates different aspects of **researchers and their professional career**, in connection with research freedom, accountability towards their funders or employers, good practice in research, dissemination and exploitation of results, evaluation, teaching and managerial duties, supervision of other researchers, public engagement, value of mobility, continuing professional development.

And it also regulates different aspects applicable to **employers and funders**, in connection with fair and transparent selection of new researchers, recognition of the profession, non-discrimination, appropriate working conditions, stability and permanence of employment, fair funding and salaries, gender balance, drawing up of a specific career development strategy for researchers, enhance of mobility, easy access to research training and continuous development, ensuring the rights of researchers to reap the benefits of the exploitation (if any) of their R&D results through appropriate legal protection (in particular through appropriate protection of Intellectual Property Rights, including copyrights), implementation of evaluation and appraisal systems for assessing the professional performance of researchers on a regular basis and in a transparent manner by an independent committee, creation of a stimulating research and research training environment, which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed.

As these are recommendations, member states do not have the legal obligation to obey them, but different institutions from all over the EU joined these governing principles of the R&D&i policy: Austrian Rectors' Conference, *Fonds de la Recherche Scientifique* (FNRS) of Belgium, *Centre National de la Recherche Scientifique* (CNRS) of France, French University Rectors' Conference, German Rector's Conference, Conference of Italian University Rectors, etc.

The Talent Recruitment Policy of IREC should tend to the progressive fulfilment of the stipulations of this Charter with regard to recruitment of new researchers, in connection with the different fundamental principles that it presents.

In the European Charter for Researchers, the European Commission recommends to the Member States the development and introduction of a group of policies which, for information purposes only, are:

1. That Member States endeavour to undertake the necessary steps to ensure that employers or funders of researchers develop and maintain a supportive research environment and working culture, where individuals and research groups are valued, encouraged and supported, and provided with the necessary material and intangible support to enable them to fulfil their objectives and tasks. Within this context, particular priority should be given to the organisation of working and training conditions in the early stage of the researchers' careers, as it contributes to the future choices and attractiveness of a career in R&D.
2. That Member States endeavour to take, wherever necessary, the crucial steps to ensure that employers or funders of researchers improve the recruitment methods and career evaluation / appraisal systems in order to create a more transparent, open, equal and internationally accepted system of recruitment and career development as a prerequisite for a genuine European labour market for researchers.
3. That Member States – as they formulate and adopt their strategies and systems for developing sustainable careers for researchers – take duly into account and are guided by the general principles and requirements, referred to as The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers outlined in the Annex.
4. That Member States endeavour to transpose these general principles and requirements within their area of responsibility into national regulatory frameworks or sectoral and / or institutional standards and guidelines (charters and / or codes for researchers). In so doing they should take into account the great diversity of the laws, regulations and practices which, in different countries and in different sectors, determine the path, organisation and working conditions of a career in R&D.
5. That Member States consider such general principles and requirements as an integral part of institutional quality assurance mechanisms by regarding them as a means for establishing funding criteria for national / regional funding schemes, as well as adopting them for the auditing, monitoring and evaluation processes of public bodies.
6. That Member States continue their efforts to overcome the persisting legal and administrative obstacles to mobility, including those related to intersectoral mobility and mobility between and within different functions, taking into account an enlarged European Union.
7. That Member States endeavour to ensure that researchers enjoy adequate social security coverage according to their legal status. Within this context, particular attention should be paid to the portability of pension rights, either statutory or supplementary, for researchers moving within the public and private sectors in the same country and also for those moving across borders within the European Union. Such regimes should guarantee that researchers who, in the course of their lives, change jobs or interrupt their careers do not unduly suffer a loss of social security rights.
8. That Member States put in place the necessary monitoring structures to review this Recommendation regularly, as well as to measure the extent to which employers, funders and researchers have applied the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

The European Charter for Researchers is a set of general principles and requirements which specifies the roles, responsibilities and entitlements of researchers as well as of employers and / or funders of

researchers. The aim of the Charter is to ensure that the nature of the relationship between researchers and employers or funders is conducive to successful performance in generating, transferring, sharing and disseminating knowledge and technological development, and to the career development of researchers. The Charter also recognizes the value of all forms of mobility as a means for enhancing the professional development of researchers.

In this sense, the Charter constitutes a framework for researchers, employers and funders which invites them to act responsibly and as professionals within their working environment, and to recognise each other as such. The Charter addresses all researchers in the European Union at all stages of their career and covers all fields of research in the public and private sectors, irrespective of the nature of the appointment or employment, the legal status of their employer or the type of organisation or establishment in which the work is carried out. It takes into account the multiple roles of researchers, who are appointed not only to conduct research and / or to carry out development activities but are also involved in supervision, mentoring, management or administrative tasks. This Charter takes as its premise that researchers as well as employers and / or funders of researchers have an overriding obligation to ensure that they meet the requirements of the respective national or regional legislation. Where researchers enjoy a status and rights which are, in certain respects, more favourable than those provided for in this Charter, its terms should not be invoked to diminish the status and rights already acquired.

Researchers, as well as employers and funders, who adhere to this Charter will also be respecting the fundamental rights and observe the principles recognised by the Charter of Fundamental Rights of the European Union.

Although the Charter refers to citizens of the European Union, the Institute does not restrict its talent recruitment to this area, but is open to other nationalities, giving priority to the recruitment of the best international talent within the corresponding scientific and technological field.

### 3. ADAPTATION OF THE TALENT RECRUITMENT POLICY OF IREC TO THE CODE OF CONDUCT FOR THE RECRUITMENT OF RESEARCHERS

In parallel to the publication of the European Charter for Researchers, the European Union published its Code of Conduct for the Recruitment of Researchers, whose main principles are set out below and shall be observed by the Talent Recruitment Policy of the Institute.

The code of conduct for the recruitment of researchers consists of a set of general principles and requirements that should be followed by employers and / or funders when appointing or recruiting researchers. These principles and requirements should ensure observance of values such as transparency of the recruitment process and equal treatment of all applicants, in particular with regard to the development of an attractive, open and sustainable European labour market for researchers, and are complementary to those outlined in the European Charter for Researchers. Institutions and employers adhering to the Code of Conduct will openly demonstrate their commitment to act in a responsible and respectable way and to provide fair framework conditions to researchers, with a clear intention to contribute to the advancement of the European Research Area.

Regarding new recruitment offer, and as established in the Code, the Institute should introduce recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Job recruitment advertisements should give a broad description of knowledge and competences required, and should not be so specialised as to discourage suitable applicants.

It is therefore absolutely necessary when validating the selection process of applicants to give the appropriate and widest possible advertising of the vacancy, taking into account the specificities of each professional profile, in order to expand the possibilities of talent recruitment.

The Institute should include a description of the working conditions. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

Regarding selection process, selection committees should bring together diverse expertise and competences and, where appropriate and feasible, include members from outside the Institute, 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.

All available instruments should be used, in particular international or globally accessible web-based resources such as the pan-European Researcher's Mobility Portal: <http://ec.europa.eu/euraxess/>.

Regarding judging merit, the selection process should take into consideration the whole range of experience of the candidates, focusing on their overall potential as researchers. 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, developments or inventions.

Any mobility experience, e.g. a stay in another country / region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage or the research career, should be considered as valuable contribution to the professional development of a researcher.

## 4. TALENT RECRUITMENT PROCESS

The following is an overview of the recruitment process in IREC, from the publication of a job vacancy to the offer of a position to the finally selected candidate.

### 4.1. ADVERTISING OF NEW JOB VACANCIES

4.1.1. IREC should advertise new vacancies, whether permanent or temporal, by project or specific activity in its website [www.irec.cat](http://www.irec.cat), under "*Job Openings & Fellowships*". The offer shall describe the job, the requirements and conditions, the process for applying for the vacant post, the deliverables and deadlines in the process.

In addition to using its own website as a way of publicising the vacancy, IREC should use electronic means of international scope specific for each type of position, always being reasonable in relation to the expense implied and the budget availability at every moment. In the case of positions related to the completion of a project funded by public funds, regardless of short-term budgetary reasons, the staff from IREC should always use electronic means of international scope to advertise the position, optimizing the cost of such action.

The following websites are examples of international reference sites where the Institute suggests the responsible for selection processes to publish the vacancies, descriptions and requirements of positions to ensure that vacancies may be known by the international scientific community, always depending on the specialty and field to which the vacancy belongs:

In general, any vacancy in the field of R&D&i shall be published in:  
<http://ec.europa.eu/euraxess/index.cfm/jobs/index>

And depending on the field or specialty, vacancies should be published, as a matter of example, among others, in:

<http://careers.ieee.org/> (electrical engineering)

<http://www.nature.com/naturejobs/science> (Nature's magazine platform)

<http://www.rediris.es/list/sdis/ofe-trabec/> (university jobs and fellowships network)

<http://www.sciencejobs.com/splash.action>

<http://www.windindustryjobs.com/?DCMP=EMC-BULLETINWIJ200212> (wind power industry)

<http://www.docteurschimie.org> (doctor's research network in Chemistry)

<http://www.abg-intelagence> (international research network)

<http://www.researchgate.com> (international research network)

<http://www.fciri.cat/borsatreball> (research community in Catalonia)

<http://www.chemseer.com/>

<http://becas.com/>

Professional networks such as Xing ([www.xing.com](http://www.xing.com)) or LinkedIn ([www.linkedin.com](http://www.linkedin.com)), where groups are highly specialised for each field of activity, there is interaction with professionals from around the world and more and more access to information is more efficiently, may also be used.

As an example, a vacancy in the field of nanoionics and fuel cells, within the area of Advanced Materials for Energy, may be published in the specific group of LinkedIn of solid oxide fuel cells, with more than 700 specialised users from all over the world:

[http://www.linkedin.com/groups?gid=2219776&goback=%2Egan\\_2219776](http://www.linkedin.com/groups?gid=2219776&goback=%2Egan_2219776)

It is also recommended to use the website platforms of the universities of the Board of IREC (UB, UPC and URV) and others such as the one of the Imperial College of London, or the California Institute of Technology, or even those of the Professional Association of physicists, chemists or engineers.

The promoters searching for the right professionals for the vacant position should verify their budget availability and otherwise consult the finance direction of the Institute in the case that advertising on such websites and similar involves a cost to the Institute.

When an area of the Institute wishes to start the process of recruiting a person to fill a specific position, the Human Resources responsible should previously be given a document containing a detailed description of the following:

- Justified need of the new vacant position (whether it is provided in the annual budget of the Institute and working conditions)
- Description of the position
- Functions of the job to be filled

- Professional requirements (scientific and / or management credentials, of strategic vision if necessary, basic and specialised education, languages, location and availability to travel if necessary, etc.)
- Employment conditions (temporary or permanent, estimated salary if applicable)
- Documentation to be provided by the applicant
- Evaluation criteria
- Evaluation committee, if applicable
- Interlocutor of selection process
- Estimated cost of selection, if any (external evaluation, cost of the advertisement, travel...)

Conformity from Human Resources is required before starting the selection process.

## 4.2. EXCEPTIONS IN THE PROCESS OF PUBLICATION OF NEW VACANCIES

4.2.1. When based on Spanish labor rules, IREC is forced to change the type of employment contract to an investigator by depletion of legal term of the contract and the job still exists.

4.2.2. When a vacancy is created by a buildup of urgent work of short duration and that in no event the contract work may be longer than 6 months.

4.2.3. When a vacancy is created and this coincides with the completion of a research project whose research is fully related to the research of the new project. In this case, in order to avoid losing the know-how generated in the previous project with the same line of research, the vacancy may be filled by the investigator who worked for the previous project, subject to a positive evaluation of the principal researcher of the completed project, and also subject to a positive assessment of the principal researcher of the project that generates the vacancy stating the perfect suitability of the researcher for this project.

## 4.3. EXTERNALIZATION OF THE SELECTION PROCESS

Depending on the type of vacant position and specialization of the professional profile required, an external selection process carried out by a professional firm with renowned business prestige in the sector should be authorized.

It is necessary to contact the Head of Personnel of the Institute, Mr. Francesc Torregrosa, who should channel these actions by informing the concerned party about the existing agreements at every moment for external selection processes. It should be necessary to consider the existence of a budget allocation to deal with the expense.

## 4.4. APPLICATION OF THE CANDIDATE

In some cases, and always depending on the specialization of the position, advertisements published by the Institute should direct candidates interested in a vacancy to send the application to a specific email account of a member of the candidate assessment committee, while in other cases candidates may be directed to the website of IREC ([www.irec.cat](http://www.irec.cat)) to channel by Human Resources the application to the position and the processing of the selection. In no event may not be published the advertisement less than three weeks

In the latter case, and after identifying a vacancy of interest, or even in general applications with no identification of a specific vacancy, candidates may apply for the vacancy through the interface of the Institute of the online application, accessible from each of the vacancies offered to which the candidate wants to apply.

In order to process the application in IREC, candidates may complete the online application form, which provides us with relevant personal data, and upload the material required by the application.

Candidates should bear in mind that submitting the online application entails two steps:

As a first step, the online application form asks candidates to provide their personal data for identification purposes. After submitting this information, candidates should receive an email to the address indicated in order to validate the presentation and continue the process by using a link provided.

The second part of the process consists in providing relevant data on academic qualifications, area of interest of IREC, and the upload of documentation required for the application as indicated in the corresponding call. All attachments should be in PDF or plain text. After the application form is complete and the material required is uploaded, the application of the vacancy is ready to be submitted and included into the database of the IREC petitioner.

Candidates should bear in mind that when submitting the application to the position and the accompanying attachments, IREC may have permission to use the data provided for the recruiting process, always according to the data protection policy in force.

After submitting an application, candidates should receive an automatic response in terms of recognition, including a reference number for other purposes and queries.

Updating of documents attached to the application is possible through the online tool, always within the established deadlines.

The database of job applications, and therefore all applications received through IRECjobs, is being managed for recruitment by the Human Resources of IREC. All information should be treated confidentially and only for the purposes aforementioned, and may be provided to areas or people associated to the IREC within the context of the selection process, and only to the strictly necessary extent to manage the process.

#### 4.5. CANDIDATE ASSESSMENT PROCESS

As indicated in the job offer, applications are reviewed taking into account the requirements and determining factors as well as the candidate skills.

In the case that the recruitment personnel from IREC consider a candidate optimum for the position, the candidate should be informed about the next assessment step. Those not passing the different evaluations should also be informed and have the right to receive detailed information about their assessment.

The candidate, following the instructions of the recruitment personnel from IREC, may now indicate his/her interest in the application or expand the possibilities and interests on the scientific front or updating programs or scientific projects to those of the Institute. IREC may ask at this moment reference letters to the candidate. Assessment of references should be accessible for people related to IREC in the context of the selection process.

In the case of researchers, the assessment of candidates to a vacant position should begin with the scientific assessment, so that in general it should be focused on the evaluation of previous experience, previous scientific production and background of applicant. Under these criteria final candidates in the process should be decided.

To quantify the assessment, it should be taken into consideration the score given to the suitability to the position according to the previous professional experiences, and the score given to the scientific assessment based on publications and their impact, conferences and being a post doctorate or not. It should also be taken into consideration the score given to the assessment of other aspects such as the supervision of tasks, teamwork, knowledge transfer, management of research and innovation, mobility or public-private cross-sectoral career. The sum of these scores should decide the ranking between candidates.

The assessment committee should issue a report to allow all candidates know the name of the final candidates, their scores and ranking position in the process.

This report, signed by the Main Researcher responsible for the assessment process, should also inform about the specific score given to the assessment of merit and scientific skills, in comparison with the score given to other factors mentioned in the preceding paragraphs.

The assessment should ensure observance of values such as transparency, efficiency, support and international comparability as described for example in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

Candidates should be prepared to be contacted by phone during the selection process, or have a job interview in IREC's working place with the people associated to IREC in the context of the selection process or the external entities subcontracted by IREC, always with the aim of discussing the suitability of the candidate, the project content or scientific activity, the economic conditions and the legal aspects.

#### 4.6. EXTERNAL ASSESSMENT OF THE PROFESSIONAL PROFILE

IREC has signed an agreement with the professional firm MC Asociados, where professionals in the field of personnel assessment with broad experience in selection processes of different profiles may assess whenever necessary for a specific position the suitability of the selected professionals to the profile described, their competences, their psychological profile and even carry out a verifying process of previous employment references.

Positions in the field of management should necessarily be handled to the external evaluator of the profile, while in the case of profiles related to research and technological development, the responsible for the process should not be obliged to carry out this external assessment by a professional firm specialized in personnel selection, although he/she considers of interest for the selection process an assessment of the final candidates in relation to the psychological profiles or finds necessary a reference verification, not in relation to an assessment of the candidates regarding capacities and scientific merit.

All formalities with this professional firm or any other required in very specific cases are to be managed through the Head of Personnel of the Institute, Mr. Francesc Torregrosa.

#### 4.7. SELECTION OF CANDIDATE

Once the assessment process is over, the responsible for the selection should identify the right candidate and notify his/her decision to the head of Human Resources of IREC. This one should request the Management of IREC (Finance Director or General Director) approval for the new contracting, after checking with Management Control that there is budget available and a forecasted incorporation.

It may be the case that the selection process ends in a ranking of candidates with an assessment considered insufficient by the evaluation committee. In this case, the vacancy should be declared void and all candidates should be informed about their rejection.

In the case that the selection process ends satisfactorily, Human Resources will post on the IREC website for two weeks the proposed resolution of the vacancy in order to have maximum publicity and dissemination of the resolution of the selection process. . Possible decisions at this stage are:

- a) Acceptance / formal offer: the selected candidate should be sent an offer.
- b) Standby: the waiting list is reserved for candidates who may receive an offer in the event that a best positioned candidate rejects a position. If this were the case, they should be informed that the best positioned candidate in the waiting list has confirmed acceptance.
- c) Rejection: exceptionally, if the head of Human Resources or the responsible for the selection indicates so, and only if the candidate explicitly accepts, the application material may be considered for another position that may fit the candidate profile.

The reasons for rejecting an application should be confidential and should not be disclosed outside IREC.

Rejected candidates in a selection process may keep on submitting their applications in new selection processes, as well as submitting applications for more than one open selection process at the same time.

#### 4.8. FORMAL OFFER TO CANDIDATE

After the approval by the Finance Director or the General Director of IREC for the contracting, Human Resources of IREC should present an initial offer to the candidate asking him/her to confirm acceptance of the position.

The selection process is completed as soon as the candidate confirms acceptance of the position offered and agrees with a tentative starting date. Human Resources of IREC should help the new employee with administrative and legal paperwork, such as immigration formalities (visa application process, etc.), enrolment in academic programs (in the case of doctoral students, for example), relocation and other necessary administrative issues.

### 5. DATA PROTECTION

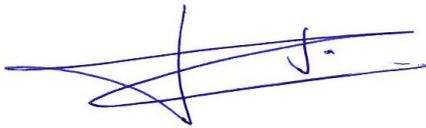
In accordance with Law 15/1999 of December 13, of personal data protection, IREC should inform the candidates that all personal data provided as part of the selection process established by IREC where they participate or may participate in the future, should be guarded and protected by IREC in compliance with the aim of the selection process.

This information should be treated with the corresponding confidentiality and only for the aforementioned purposes, and may only be provided to external entities subcontracted for selection processes or associated people from IREC within the context of the selection process, and only to the

extent strictly necessary for the process management.

In case of doubt, a potential candidate is recommended to contact the recruitment staff of Human Resources of IREC through the email address [ftorregrosa@irec.cat](mailto:ftorregrosa@irec.cat).

Signed,

A handwritten signature in blue ink, consisting of several overlapping loops and lines, positioned above the printed name.

Jaume Marfà Sánchez  
Director of Finance and Systems