IRTA's Human Resources Policy.

OPEN, TRANSPARENT AND MERIT-BASED RECRUITMENT OF RESEARCHERS (OTM-R).
Policy for R+D staff selection.

December 2016

Human Resources Policy

IRTA, as a research institute, is aware that one of its most important and fundamental values is its staff. Therefore, we know that the only way to achieve better results is to attract and select the most valid person for each job position.

We make an effort to attract the best talent in today's increasingly changing, global and technologically demanding environment, and this has become one of our most important challenges.

IRTA defines itself as a dynamic, open company with the capacity to learn and create that possesses values that guide its vision.

In our field, the agri-food industry, we are recognized internationally and work in a range of different disciplines. We also have important facilities available throughout the Catalan region and offer interesting working conditions and support to the researchers employed.

Our Human Resources policies are essentially based on creating the ideal conditions in our Institute for working with quality, learning with enthusiasm, precision and commitment in order to make people feel and be part of IRTA.

To make this possible, we create trust in our teams and involve them in our project identity, as well as generating space for creativity and innovation, and fostering communication flows that allow individual learning, both within groups and between teams.

From Human Resources, we promote communication, learning and professional development through individual and team evaluation systems, with training linked to strategic and professional needs. We also offer flexible working environments that eliminate all barriers related to gender, capacity or origin.

For the incorporation of staff, IRTA carries out open, transparent selection and recruitment processes, by means of external dissemination at the international level, with maximum information of its job offers and a selection process accompanied by suitable communication to the candidates. The processes are based on the assessment of merits in order to guarantee the selection of the most suitable candidate and the most appropriate match between the person and the work place.

The whole process guarantees equal opportunities for all candidates – without discrimination by sex, doctrine or nationality.

For the recruitment of researchers, IRTA upholds the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers produced by the EU (https://euraxess.ec.europa.eu/jobs/charter/european-charter and https://euraxess.ec.europa.eu/jobs/charter/code) with the aim of achieving quality, favourable and homogenous working condition standards for all its personnel, regardless of the work place or geographical location. The Code of Conduct covers the areas of "Ethics and Professionals", "Recruitment (contracting)", "Conditions of Work and Social Security" and "Training".

The fact that IRTA complies with the principles the EU envisages for contracting researchers, which include evaluation and continuous improvement in this area, has led to the award of the HRS4R seal of excellence (*Human Resources Strategy for Researchers*).

It is precisely the field of selection/recruitment of researchers that has become one of the high priority actions by EU Member States.

In this respect, IRTA fully endorses the report of the working group of the *Steering Group of Human Resources Management* (of the European Research Area) concerning *Open, Transparent and Merit-based Recruitment of Researchers (OTM-R)*; https://euraxess.ec.europa.eu/useful-information/policy-library#document-collapsible-research-careers-strengthened-hrs4r-process, since it provides the foundation for the recognition of talent on the basis of equal opportunities and contributes to increased mobility throughout the international territory.

The criteria for recruitment of researchers have been established in an internal procedure (PG-77), technical instructions and protocols, all of which are integrated into IRTA's quality system that compiles all updates and modifications that need to be introduced following any revisions and improvements that might arise.

Selection of R+D+T Staff

1. Objective and scope

The objective of this procedure is to define and establish the internal staff selection methodology for new incorporations to IRTA, given the priority of promoting the recruitment of talent.

This procedure will apply to all IRTA selection processes and job contracts.

2. Responsibilities

- Director of Human Resources and Organization
- Heads of Programmes / Functional Director
- Corporate Proximity Services (CPS)
- Selection Committee
- Scientific Director

3. R+D staff selection process according to the type of contract and duration:

3.1. Selection with contract duration of less than 12 months.

3.2. Selection with contract duration of 12 months or more and up to 3 years.
3.3. Temporary contract of more than 3 years.
3.4. Temporary contract duration of 2 years and up to 5 years with public funding.

Once the vacancies to be offered have been determined, in agreement with the Scientific Director (hereinafter SD), the only interlocutor during the selection process will be the Human Resources and Organization Department (hereinafter HR). In case it is necessary to consult the SD this will be carried out through HR.

3.1. R+D staff selection with contract duration of less than 12 months

Start of the process:

The Head of Programme will send the contract proposal to the Corporate Proximity Services (CPS): profile, budget and cost centre. The CPS will prepare the documentation and send the profile of the job vacancy to HR, who will verify the proposal and proceed with recruitment according to the specific instructions (budget and feasibility of contracting).

In order to proceed with the recruitment proposal, it will be essential to have the budget and cost centre that finances the contract. If this is not the case, HR will not authorize the proposal.

For this type of contract, a public call for the post is not obligatory and the process of contracting can begin by sending the PIF from the Head of Programme to HR through the CPS of the centre.

If there are no suitable candidates and the post has to be published, the same publication guidelines used for contract calls of more than 12 months will be followed.

This type of contract *cannot be extended for more than 11 months and 29 days in total*.

Requirements of the candidates:

For the recruitment of category E or higher, it is imperative:
- To be in possession of a PhD.
- Minimum 2-year post-doctoral experience in research organizations outside IRTA. However, in the case that this experience has been obtained within IRTA, it will be necessary to have obtained the doctorate in an organization outside IRTA.
- To have an h-index equal to or higher than the category in which they will be contracted and / or a minimum of 10 already published SCI articles.
  Exceptionally, in the case of category F vacancies, candidates who do not yet have a doctoral degree can be accepted, provided they can prove their thesis has been deposited in the sponsoring university and the defence date has been set.

All documentation related to this process should be sent to the HR department for verification prior to contracting. This documentation will be filed in a database that HR and the CPS of the incorporation centre will have access to.

Reception of the selected candidate:

The Head of Programme or other delegated person, such as a mentor, etc., will be responsible for the new employee, welcome him/her with the support of the CPS and show them the facilities of the centre. In addition, he/she will be given the *Reception Manual (R-14-00-01) and the employment contract the same day of his/her incorporation*. They will also be provided with the ***Start of Contract Registration form (SCR, R-78-00-02)***, which must be signed to confirm receipt of the internal documentation (contract, labour risks dossier, etc.).

First evaluation of new incorporations:

The first evaluation of new incorporations, *R-77-00-05*, aims to determine how the integration of the new research colleague evolves in the organization, identifying those aspects where it is necessary to provide tools that could help him/her improve their development and integration.

This document will be completed by the person directly responsible for the new employee, approximately one month after his/her incorporation, and will be sent to HR through the centre's CPS for recording in their file.

3.2. R+D staff selection with contract duration of 12 months or more and up to 3 years

When contracting a researcher on a temporary basis of between 11 months and 29 days and 3 years, it is necessary as a general rule to publish the vacancy and its level, which will be Research Collaborator F.

The Head of Programme may propose contracting a researcher at level D or higher if the specific activity and the necessary functions to carry it out require it. However, it is essential that the Selection Committee make a reasoned request so it can be presented to the Scientific Director (SD) for approval.

Start of the process:

The Head of Programme will send the profile of the job vacancy to be filled to HR through the CPS of the centre, completing all the fields requested in the model template *R-77-00-01 Call for a Vacancy*, as described in instruction *IT-77-01 Selection Guide: Interviewer's Manual*.

The Head of Programme will send the recruitment proposal to the CPS. The CPS will prepare the documentation and send the profile to HR, who will verify the proposal and proceed with recruitment according to the specific instructions (budget, cost centre and feasibility of contracting). HR will send the profile of the post to the SD for approval if it is level D or higher.

In order to proceed with the recruitment proposal, it will be essential to have the budget and cost centre that finances the contract. If this is not the case, HR will not authorize the proposal.

Requirements of the candidates:

- To be in possession of a PhD.
- Minimum 2-year post-doctoral experience in research organizations outside IRTA. However, in the case that this experience has been obtained within IRTA, it will be necessary to have obtained the doctorate in an organization outside IRTA.
- To have a scientific level similar to or above the average of IRTA's researcher category F (or equivalent to the one that corresponds if the contracted person accedes to a higher level) at the closure of the vacancy call.

The following will be considered as additional merits:
- Doctorate and / or post-doctoral training outside the Spanish territory in a research centre or university of recognized prestige.
- Capacity for innovation, agreements with companies and experience in technology transfer.

Publication of the call:

The HR department and the programme itself will provide maximum diffusion to the vacancy call. The usual **sources of recruitment** for researchers are, among others:

- IRTA's web
- Euraxess
- Euro ScienceJobs
- Social networks: LinkedIn, Twitter
- Other specific sources: the programme that will receive the new researcher will distribute the call to contacts within its field, and communicate the dissemination undertaken to HR. Similarly, a request can also be made to HR to expand the dissemination by providing a list of specific contacts (research groups, universities, etc.) to send the call to.
- In cases where it is necessary, HR, with the authorization of the SD, will announce the offer through paid adverts in scientific websites (e.g. Naturejobs, Academic Positions or Euro ScienceJobs, Research Gate, etc.).

Period for publication of the vacancy: the post must be published for a minimum period of 1 month.

The Selection Committee:

The members of the Selection Committee will take into account the requirements of the European Charter of Excellence in HRS4R, and the EU "Code of Conduct for the Recruitment of Researchers".

IRTA fully adheres to the principles of the *Open, Transparent and Merit-based Recruitment of Researchers* (OTM-R), which provides the basis for the recognition of talent based on equal opportunities.

The selection committee for research staff will be composed of four members: a representative of the SD, who will chair the Committee, the Head of Programme where the new post will be attached, and two D or higher level researchers agreed by the SD and the Head of Programme.

In cases where the offered post is level C or higher, an external evaluator (if possible a foreign national) will be included, thus complying with article 14 of the European Charter of Excellence in HRS4R, and the EU "Code of Conduct for Recruitment of Researchers".

Selection process:

HR will make a first selection of suitable candidates according to the requirements of the call and send the CVs of those suitable to the SD for calculation of their scientific indices. The SD's report will be sent to the members of the Selection Committee.

- The Selection Committee will analyse the submitted CVs, make an appropriate evaluation, check to see if they meet the requirements and merits of the call, and select the candidates for the interview phase. If the number of selected candidates is less than 3, the post will be reconvened.
- The Selection Committee, with the support of the CPS of the centre, will invite the candidates to an interview.
- The interviews can be carried out in-person or by phone. It is recommended that candidates have 30 minutes for their presentation, approximately 15 minutes to present their curricular merits, and another 15 minutes to explain the adequacy of their professional experience to the requirements of the call. The members of the Selection Committee may request any clarifications they deem appropriate and can ask any necessary questions for the correct evaluation of the candidate.
- The Selection Committee will send the *R-77-00-03* selection report to HR through the CPS of the centre. The names of the selected candidate and the two finalists will also be specified. In the event that the post remains vacant, the reasons should be indicated.
- HR will send the selection report and the CV to the SD for information.
- HR will send the resolution to the Selection Committee with a copy to the CPS.
- The CPS will prepare the PIF and send it to HR with the corresponding signatures.
- HR will arrange to contract the candidate.

Communication with the candidates:

During the various phases of the process, the participating candidates will be informed until the final resolution, according to:

. Acknowledgement letter R-77-00-08
. Rejected candidates letter R-77-00-09
. Shortlisted candidates letter R-77-00-10
. Selected candidate letter R-77-00-11

Candidates interviewed by the Selection Committee will be informed of the weaknesses and strengths of their candidacy.

See Annex *IT-77-02 Communication circuit for the selection process.*

HR will file the corresponding documentation in a computer database. The CVs will be kept in IRTA's Job Centre for one year.

The CV of the selected person will be incorporated into the institutional repository of CV's created for the purpose.

Reception of the selected candidate:

The Head of Programme or delegated person, such as a mentor, etc., will receive the new employee, welcome him/her with the support of the CPS and show them the facilities of the centre. In addition, he/she will be given the *Reception Manual (R-14-00-01) and the employment contract the same day of his/her incorporation*. They will also be provided with the ***Start of Contract Registration form (SCR, R-78-00-02)***, which must be signed to confirm receipt of the internal documentation (contract, labour risks dossier, etc.).

First evaluation of new incorporations:

The first evaluation of new incorporations, *R-77-00-05*, aims to determine how the integration of the new research colleague evolves in the organization, identifying those aspects where it is necessary to provide tools that could help him/her improve their development and integration.

This document will be completed by the person directly responsible for the new employee, approximately one month after his/her incorporation, and will be sent to HR through the centre's CPS for recording in their file.

3.3. R+D staff selection for temporary contracts of more than 3 years

In the case of filling a post for more than 3 years, the usual level of recruitment will be at researcher level D of the IRTA R+D scale. The offer of places with these characteristics will need to have the authorization of the General Manager.

Start of the process:

The Head of Programme will send the proposed profile of the job vacancy to the SD for approval and subsequently it will be processed by HR after completing all the fields requested in the model template *R-77-00-01 Call for a Vacancy*, as described in instruction *IT-77-01 Selection Guide: Interviewer's Manual*.

The Head of Programme will send the recruitment proposal to the CPS. The CPS will prepare the documentation and send it to HR, who will revise, verify and manage the diffusion of the vacancy.

In order to proceed with the recruitment proposal, it will be essential to have the budget and cost centre that finances the contract. If this is not the case, HR will not authorize the proposal.

Requirements of the candidates:

- To be in possession of a PhD.
- Minimum 2-year post-doctoral experience in research organizations outside IRTA. However, in the case that this experience has been obtained within IRTA, it will be necessary to have obtained the doctorate in an organization outside IRTA.
- To have a scientific level similar to or above the average of IRTA's researcher category D (or equivalent to the one that corresponds if the contracted person accedes to a higher level) at the closure of the vacancy call.

The following will be considered as additional merits:
- Doctorate and / or post-doctoral training outside the Spanish territory in a research centre or university of recognized prestige.
- Capacity for innovation, agreements with companies and experience in technology transfer.

Publication of the call:

The HR department and the programme itself will provide maximum diffusion to the vacancy call. The usual **sources of recruitment** for researchers are, among others:

- IRTA's web
- Euraxess
- Euro ScienceJobs
- Social networks: LinkedIn, Twitter
- Other specific sources: the programme that will receive the new researcher will distribute the call to contacts within its field, and communicate the dissemination undertaken to HR. Similarly, a request can also be made to HR to expand the dissemination by providing a list of specific contacts (research groups, universities, etc.) to send the call to.
- In cases where it is necessary, HR, with the authorization of the SD, will announce the offer through paid adverts in scientific websites (e.g. Naturejobs, Academic Positions or Euro ScienceJobs, Research Gate, etc.).

Period for publication of the vacancy: the post must be published for a minimum period of 1 month.

The Selection Committee:

The members of the Selection Committee will take into account the requirements of the European Charter of Excellence in HRS4R, and the EU "Code of Conduct for the Recruitment of Researchers".

IRTA fully adheres to the principles of the *Open, Transparent and Merit-based Recruitment of Researchers* (OTM-R), which provides the basis for the recognition of talent based on equal opportunities.

The Selection Committee for research staff will be composed of four members: the Scientific Director or delegated person, who will chair the Committee, the Head of Programme where the new post will be attached, and two D or higher level researchers agreed by the SD and the Head of Programme.

In cases where the offered post is level C or higher, an external evaluator (if possible a foreign national) will be included, thus complying with article 14 of the European Charter of Excellence in HRS4R, and the EU "Code of Conduct for Recruitment of Researchers".

Selection process:

HR will make a first selection of suitable candidates according to the requirements of the call and send the CVs of those suitable to the SD for calculation of their scientific indices. The SD's report will be sent to the members of the Selection Committee.

- The Selection Committee will analyse the submitted CVs, make an appropriate evaluation, check to see if they meet the requirements and merits of the call, and select up to 5 candidates for the interview phase. If the number of selected candidates is less than 3, the post will be reconvened.
- The Selection Committee, with the support of the CPS of the centre, will call the candidates to interview.
- The interviews can be carried out in-person or by phone. It is recommended that candidates have 30 minutes for their presentation, approximately 15 minutes to present their curricular merits, and another 15 minutes to explain the adequacy of their professional experience to the requirements of the call. The members of the Selection Committee may request any clarifications they deem appropriate and can ask any necessary questions for the correct evaluation of the candidate.
- The Selection Committee will send the *R-77-00-03* selection report to HR through the CPS of the centre. The names of the selected candidate and the finalists will also be specified. In the event that the post remains vacant, the reasons should be indicated.
- HR will send the selection report and the CV of the successful candidate to the SD for information.
- The SD will prepare a report for the General Manager with a copy to HR.
- The General Manager will decide on the report and inform the SD and HR.
- HR will send the resolution to the Selection Committee with a copy to the CPS.
- The CPS will prepare the PIF and send it to HR with the corresponding signatures.
- HR will arrange to contract the candidate.

Communication with the candidates:

During the various phases of the process, the participating candidates will be informed until the final resolution, according to:

. Acknowledgement letter R-77-00-08
. Rejected candidates letter R-77-00-09
. Shortlisted candidates letter R-77-00-10
. Selected candidate letter R-77-00-11

Candidates interviewed by the Selection Committee will be informed of the weaknesses and strengths of their candidacy.

See Annex *IT-77-02 Communication circuit for the selection process.*

HR will file the corresponding documentation in a computer database. The CVs will be kept in IRTA's Job Centre for one year.

The CV of the selected person will be incorporated into the institutional repository of CV's created for the purpose.

Period for publication of the vacancy: the post must be published for a minimum period of 1 month.

Reception of the selected candidate:

The Head of Programme or delegated person, such as a mentor, etc., will receive the new employee, welcome him/her with the support of the CPS and show them the facilities of the centre. In addition, he/she will be given the *Reception Manual (R-14-00-01) and the employment contract the same day of his/her incorporation*. They will also be provided with the ***Start of Contract Registration form (SCR, R-78-00-02)***, which must be signed to confirm receipt of the internal documentation (contract, labour risks dossier, etc.).

First evaluation of new incorporations:

The first evaluation of new incorporations, *R-77-00-05*, aims to determine how the integration of the new research colleague evolves in the organization, identifying those aspects where it is necessary to provide tools that could help him/her improve their development and integration.

This document will be completed by the person directly responsible for the new employee, approximately one month after his/her incorporation, and will be sent to HR through the centre's CPS for recording in their file.

3.4. R+D staff selection for temporary contract durations of 2 years and up to 5 years in competitive human resources calls with public funding.

Depending on the type of public competitive call, the contract may have a duration of from two to five years. In the case of doctoral students, the contract can be 3 or 4 years and for *postdocs* the contract can vary from 2 to 5 years.

In the case of calls for contracts with a duration of two years (Juan de la Cierva – Incorporation, Juan de la Cierva – Training, Beatriu de Pinós, etc.), the usual level of recruitment will be as researcher F or E from the IRTA R+D scale.

In the case of calls for contracts with a duration of five years (INIA PhD, Ramón y Cajal PhD, etc.), the usual level of recruitment will be as researcher D from the IRTA R+D scale.

Start of the process:

As a general rule, competitive public calls, both in the case of pre-doctoral and post-doctoral calls, are published officially in the Boletín Oficial del Estado (BOE), the Diario Oficial de la Generalitat de Cataluña (DOGC) or in the Participant Portal of the European Union.

In some cases, prior to the publication of the call, the funding body contacts IRTA's General Manager and / or Scientific Director to notify the number of places that will be awarded to the Institute, which gives IRTA's Management on certain occasions the option of assigning the places.

In coordination with the SD, HR will manage the call with the Head of Programme and, if applicable, with the tutor, from its publication to the definitive resolution, at which point contracting will be arranged.

Requirements of the candidates:

The requirements of the candidates are established in the call and depend on the type of grant assistance in question.

Publication of the call:

The HR department and the programme itself will provide maximum diffusion to the vacancy call. The usual **sources of recruitment** for researchers are, among others:

- IRTA's web
- Euraxess
- Euro ScienceJobs
- Social networks: LinkedIn, Twitter
- Other specific sources: the programme that will receive the new researcher will distribute the call to contacts within its field, and communicate the dissemination undertaken to HR. Similarly, a request can also be made to HR to expand the dissemination by providing a list of specific contacts (research groups, universities, etc.) to send the call to.
- In cases where it is necessary, HR, with the authorization of the SD, will announce the offer through paid adverts in scientific websites (e.g. Naturejobs, Academic Positions or Euro ScienceJobs, Research Gate, etc.).

Period for publication of the vacancy: the period for publication of the vacancy depends directly on the terms established by the financing body.

Selection process:

The selection and communication process with the candidates is carried out by the financial entities themselves through the necessary provisional and definitive resolutions.

In the case of INIA grants, the evaluation body will be the General Subdirectorate of Coordination of Future Programmes; for AGAUR grants it will be a commission appointed by the President of the Executive Commission for Research Grants (CEAR) and the General Director of Research; for MINECO grants, the evaluation body will be the National Evaluation and Foresight Agency (ANEP), etc.

For all grants where it is considered necessary to publish the call for the recruitment of candidates, HR will undertake a first selection of suitable candidates according to the requirements of the competitive public call.

The CVs of the shortlisted candidates will be sent to the SD and the Head of Programme, who will coordinate and manage the process by informing HR of the results achieved.

Where applicable, HR will notify the non-selected candidates of the reasons for rejecting their candidature.

HR will file the corresponding documentation in a computer database. The CVs will be kept in IRTA's Job Centre for one year.

The CV of the selected person will be incorporated into the institutional repository of CV's created for the purpose.

5. **Related documentation:**

- *IT-77-01: Selection Guide: Interviewer's Manual.*
- *IT-77-02: Communication circuit*
- *R-77-00-01: Call for a vacancy model.*
- *R-77-00-02: Selection report.*
- *R-77-00-03: E-mail reply to unsuccessful candidates.*
- *R-77-00-04: Curricular interview and skills model.*
- *R-77-00-05: Evaluation of integration of new incorporations.*
- *R-77-00-06: Exit interview.*
- *R-78-00-02: Start of contract registration form.*
- *R-14-00-01: Reception manual.*
- *Communication from the General Manager 03/10*