

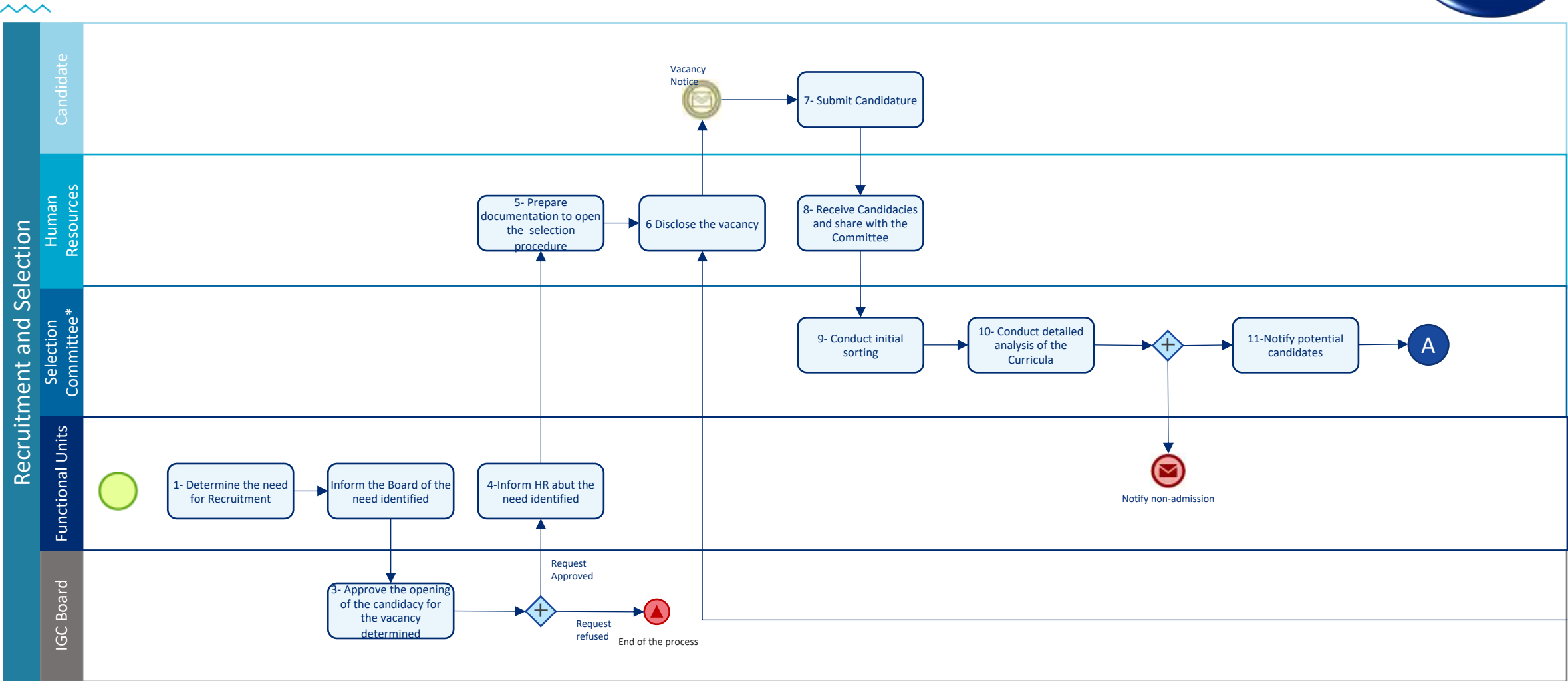


# RECRUITMENT PROCESS



# RECRUITMENT AND SELECTION PROCESS

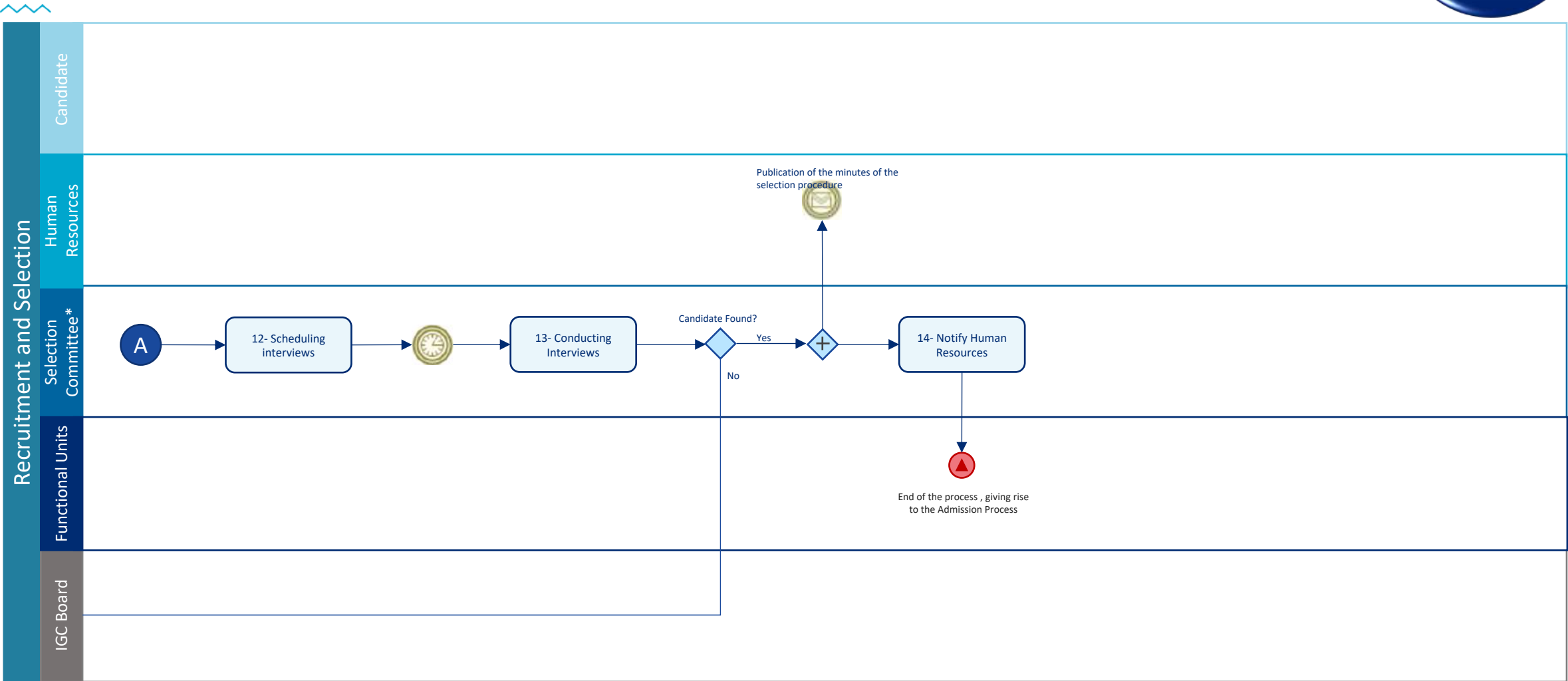
## Flowchart (1/2)



\*Note: The selection committee will be set up in accordance with the rules attached to this document, whenever possible.

# RECRUITMENT AND SELECTION PROCESS

## Flowchart (2/2)



\*Note: The selection committee will be set up in accordance with the rules attached to this document, whenever possible.

# RECRUITMENT AND SELECTION PROCESS

## Narrative (1/3)



#	Name of the activity	Description of the activity	R	A	C	I
1	Determine the need for Recruitment	Those responsible for the Functional Units must identify the respective recruitment needs	Functional Units	IGC Division	Project Managers	IGC Board
2	Inform the IGC Board of the need determined	Those responsible for the Functional Units must inform the IGC Board when a need for recruitment is determined.	Functional Units	Project Managers		IGC Board
3	Approve the opening of the candidacy for the vacancy determined	The IGC Board is responsible for the approval of the recruitment of any resource that is identified by the functional units Approved: Should the need for recruitment be approved, the ICG Board is responsible for notifying the functional unit of its decision Not approved: Should the need for recruitment be refused, the ICG Board is responsible for notifying the functional unit of its decision, and shall not go ahead with the process	IGC Board			Functional Units
4	Inform HR of the need determined	The heads of the Functional Units shall design the required profile and inform the FCG/IGC Human Resources Department at the time of approval of the request by the IGC Board	Functional Units	Human Resources		IGC Board
5	Prepare the documentation for the opening of the procedure	Human Resources are responsible for the preparation of all the documentation relating to the recruitment and to the opening of the vacancy following the guidelines of the Functional Units (Job description, intended profile and advertisement)	Human Resources	Functional Units	Project Managers	IGC Board

Note - the RACI matrix allows the different roles for those involved to be summarised:

**R: Responsible**, the person responsible for the performance of the activity

**A: Accountable**, the person ultimately responsible and answers for the activity

**C: Consulted**: third party that may be consulted for the performance of the activity

**I: Informed**: third party that must be informed about the results of the activity

# RECRUITMENT AND SELECTION PROCESS

## Narrative (2/3)



#	Name of the activity	Description of the activity	R	A	C	I
6	Disclose the vacancy	Human resources are responsible for publishing the advertisement, sharing the form	Human Resources	Functional Units		IGC Board
7	Submitting candidacy	-	-	-	-	-
8	Receiving Candidacies and sharing with the Selection Committee	Human resources are responsible for gathering all candidacies received, systematising the information and forwarding it to the Selection Committee	Human Resources	Selection Committee		Selection Committee IGC Board
9	Performing initial selection	After the close of the candidacies the Selection Committee previously defined in the notice of the procedure is responsible for analysing the candidacies received, so as to exclude any candidate that does not meet the criteria established in the procedure	Selection committee	Human Resources		Candidates excluded IGC Board
10	Perform detailed analysis of the Curricula	After the first selection, the selection committee is responsible for the performance of a detailed analysis of the curricula received in order to obtain a short-list. During this stage a detailed analysis is performed of the following components; <ul style="list-style-type: none"> <li>- International and professional mobility</li> <li>- Academic and professional qualifications, including informal qualifications (the level of qualifications is consentaneous with the needs of the post to be tilled)</li> <li>- Appraisal of the candidate's achievements</li> <li>- Standard of individual development</li> </ul>	Selection committee	Human Resources		IGC Board

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# RECRUITMENT AND SELECTION PROCESS

## Narrative (3/3)



#	Name of the activity	Description of the activity	R	A	C	I
11	Notify the candidates	After the conclusion of the detailed analysis of the Curricula: <b>Should the curriculum be excluded:</b> The selection committee is responsible for informing the candidates that they will not continue in the process. <b>Should the curriculum be approved:</b> The selection committee is responsible for informing the candidates that they will move on to the next stage.	Selection committee	Human Resources		IGC Board
12	Scheduling interviews	The selection committee is responsible for scheduling interviews with those candidates showing greater potential	Selection committee	Human Resources		Candidates
13	Conducting Interviews	The selection committee is responsible for conduction face-to-face interviews with the final candidates	Selection committee	Human Resources		IGC Board
14	Notify Human Resources	After conclusion of the interview the selection committee is responsible for drafting the minutes of the meeting and sharing the results on the platform; the committee shall also inform the ICG Board, the respective Project Manager and human resources of the final decision and the results of the interviews. <b>A candidate has been found:</b> Should a candidate have been found the process moves on to admission <b>No candidate has been found:</b> If no candidate has been found the candidacies are reopened	Selection committee	IGC Board Human Resources	IGC Board	Candidates IGC Board Project Manager

Note - the RACI matrix allows the different roles for those involved to be summarised:

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# ANNEXES

# ANNEXES

## Obligatory requirements for each advertisement

All advertisements shall include the 13 points listed below in order to meet the Code of Conduct for the Recruitment of Researchers:

- A. Framework of the candidacy
- B. Applicable legislation
- C. Duration of the contract
- D. Place of work
- E. Objective of the activity
- F. Scientific orientation
- G. Statement of progression/evolution
- H. Academic training and knowledge/skills
- I. Salary and employment conditions
- J. Formalisation of the candidacies
- K. Selection and exclusion criteria
- L. Composition of the jury
- M. Non-discrimination and equality of access policy
- N. Notification of the results
- O. Dates of the selection procedure



# ANNEXES

## Model advertisement for PhDs

**NOTICE REF. (Insert ref. chosen for the advertisement, suggestion: CD+project no.) FOR THE OPENING OF THE INTERNATIONAL SELECTION PROCEDURE FOR THE HIRING OF information relating to the vacancy to be filled**

1. At a meeting of the Board of Directors of the Calouste Gulbenkian Foundation, a resolution was passed to open an international procedure to fill a vacancy **information relating to the position to be filled** for the performance of scientific research activities at the Instituto Gulbenkian de Ciência, Oeiras, Portugal, under a fixed term employment contract under the terms of the Labour Code, with a view to filling a vacancy within the scope of R&D project No. (...) entitled (...), to perform the duties detailed hereunder: **(information of the position to be contracted),**

Scientific area: **information of the position to be contracted.**

2. Applicable legislation

- Decree 57/2016, of August 29, which enacts a regime for hiring PhDs intended to stimulate scientific and technological employment in every area of knowledge (RJEC), as amended by Law 57/2017, of July 19.
- Labour Code, enacted by Law 7/2009 of February 12, as amended
- Regulatory Decree 11-A/2017 of December 29.

3. In accordance with Article 13 of the RJEC the jury of the selection procedure shall have the following composition:

**(PI indicate at least 3 names as members of the jury, maximum 5)**

Chair: **(PI to be recruited)xxxxx**; Members: **(2 PhDs)xxxxx**. Alternate members **(optional): 2 PhDs**

4. The place of work is situate at the Instituto Gulbenkian de Ciência, Rua da Quinta Grande 6, Oeiras, Portugal.

5. The monthly salary to be granted corresponds to level **xxxxx** of the sole salary table, approved by Order-in-Council 1553-C/2008, of December 31, or **xxxxx** euros.

6. Candidates for the selection procedure may be Portuguese, foreign or stateless persons having a PhD in biology and a scientific and professional curriculum revealing a profile suited to the activity to be carried on. Should the PhD have been granted by a foreign higher-education institution it will have to meet the provisions of Decree-Law 341/2007, of October 12, and any formalities established therein must ben complied with by the date of signature of the contract. The jury reserves the right to invite for the position at issue the candidate next following in the event that the first classified is not recognised as having the academic degree of PhD after the aforesaid formalities have been complied with

# ANNEXES

## Draft advertisement for PhDs

7. (Statement on progress in the career to be adapted in the light of the contract)

8. Requirement for admission to the selection procedure:  
(information of the position to be contracted):

9. Under the terms of Article 5 of the REJC the selection takes place through assessment of the scientific and curricular career of the candidates, involving the relevance, quality and timeliness of the scientific production during the past five years considered most relevant by the candidate..

10. The five-year period to which the preceding paragraph refers may be increased by the jury, at the request of the candidate, on the grounds of suspension of scientific activity for socially-protected reasons, in particular, for reasons of parental leave, long-term serious illness and other situations of non-availability for work as provided for by law.

**11. The following are evaluation criteria: (alter on the basis of the position to be filled, though the selection criteria must be gone into in greater depth)**

The candidacies will be assessed in keeping with the analysis of the documents presented: Detailed curriculum (60%); Motivation Letter (15%), References (15%) and Interview of the candidates selected by the jury (10% maximum weighting). The interview, if any, is intended solely for the clarification of aspects related with the results of the investigation of the candidates. Career interruptions or variations in the chronological order of the CVs will not be penalised, and the latter will be considered as the evolution of a career and, consequently, as a potentially valuable contribution to the professional development of the researchers in the sense of a multi-dimensional professional career.

12. The decision is taken by the nominal vote of the Jury in accordance with the eligibility and selection procedures. No abstention is permitted. The system of final classification of the candidates is expressed on a scale of 0-100.

13. Minutes of the meetings shall be written up, containing a summary of what took place, the votes cast by each of the members, with the respective grounds, as well as the list providing the order of the approved candidates with their classification. The minutes shall be made available to the candidates as and when so requested.

14. The final decision of the jury is approved by the most senior manager of the institution, who also has to take a decision on the hiring.

15. Formalisation of the candidacies: (Alter depending on the position to be contracted/ type of selection procedure)

15.1. Candidacies are addressed to the Manager of the Instituto Gulbenkian de Ciência, and shall be formalised to email address \_\_\_\_\_@\_\_\_\_\_, containing the reference of this notice, full name and civil identity number and citizen card validity date, taxpayer number, date of birth, tax residence, email address and telephone number.

# ANNEXES

## Draft advertisement for PhDs

- 15.2. The candidacy shall be accompanied by documents evidencing the conditions laid down in the preceding point for admission to this selection procedure (in PDF format), namely:
- a) Copy of the PhD certificate or diploma, indicating the date of conclusion thereof;
  - b) Detailed curriculum vitae, structured in accordance with the items of the foregoing points and indication of the more relevant scientific activities of the past five years, **candidates being allowed to present the CV on the basis of evidence reflecting a representative set of achievements and qualifications suited to the post to which the candidacy refers.**
  - c) Other documents relevant to the assessment of the major in a related scientific area.
- 15.3. The deadline for the submission of candidacies will be **xxxx** calendar days as from the date of publication of this Notice.
16. Candidates who incorrectly formalise their candidacy or fail to meet the requirements of this selection procedure by the stated deadlines shall be excluded from the selection procedure. The jury is entitled to demand of any candidate, in the event of doubt, presentation of documents proving their declarations.
17. False declarations provided by the candidates will be punished under the terms of the law.
18. The list of candidates admitted and excluded, as well as the final-classification list, will be published on the website of the Instituto Gulbenkian de Ciência website <http://www.igc.gulbenkian.pt>, the candidates being notified by email with delivery- receipt notification.
19. Deadline for the Final Decision of complaints. The final decisions of the Jury shall be handed down within a maximum of 90 days as from the closing date for the submission of candidacies. Having been notified of the decision of the jury the candidates have 10 working days to express their opinion.
20. This selection procedure is solely for the purpose of filling the stated vacancy, and it may be terminated up until approval of the candidates' final-order list and lapses upon the occupation of the job position on offer.
21. The permanent employment contract concluded within the scope of this notice will lapse for supervening, absolute and definitive impossibility of its continuation, in the event that its funding by the financier is terminated, without prejudice to the communication of its termination to the worker, under the provisions of Article 345 of the Labour Code.

## ANNEXES

### Model advertisement for PhDs

22. Non-discrimination and equality of access policy: Instituto Gulbenkian of the Calouste Gulbenkian Foundation actively promotes a policy of non-discrimination and equality of access, and therefore no candidate may be privileged, benefited, prejudiced or deprived of any right or be exempt from any duty by virtue, in particular, of ascendancy, age, gender, sexual orientation, marital status, family situation, education, or social standing, genetic heritage, reduced work capacity, incapacity, chronic illness, nationality, ethnic origin or race, territory of origin, language, religion, political or ideological convictions and union membership.

23. Under the terms of Decree-Law 29/2001, of February 3, a candidate suffering incapacity has preference in the event of equality of classification, which prevails over any other legal preference. Candidates must declare, on their honour, in the candidacy form, their degree of incapacity, the type of incapacity and the means of communication/expression to be used in the selection process, under the terms of the aforesaid legislation

# ANNEXES

## Rules for the selection committee

In accordance with (cite the article, if applicable) and with the Code of Conduct for the Recruitment of Researchers, the jury of the selection procedure must meet the following requirements:

1. Have members with sundry specialisations and skills;
2. Have appropriate balance between genders;
3. If appropriate and feasible, include members of different sectors (public and private) and subjects.
4. If possible, include members of other countries and having experience relevant to the evaluation of the candidate.

# ANNEXES

## BPMN Notations

### Events



#### Start Event

The start event indicates where a process begins.



#### Intermediate event

The intermediate event indicates something that happens between the start and the end of the process.



#### End Event

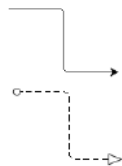
The end event indicates where a process ends.

### Pools and Swimlanes



Its purpose is to represent departments, roles and responsibilities.

### Connectors



#### Sequence flow

Indicates the order in which the activities are performed in a process

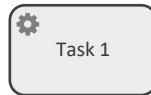
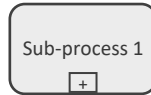
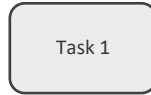
#### Message Flow

Indicates the flow of messages (information) between two entities (represented by the components) that are prepared to be sent or received.

### Processes

#### Activity/ process

An activity is a generic type of work that a department (for example) performs. An activity may be **automatic** (a task to be performed) or a block (a sub-process)



#### Sub-process

A sub-process is an activity that contains other activities (a process).

#### Automatic activity/ process

Activity or process performed in an automatic manner, without human intervention

### Main Intermediary Events



**Timer** – Event implies temporal occurrence



**Message** – Event implies occurrence of exchange of information



**Signal** – Event implies occurrence of a signal given by the process



**Connection** – Event use to connect the start/end of processes, ensuring chaining



**Connection** – Event used to show hierarchic scheduling



**Cancellation** – Event used to show the cancellation of the process



**Error** – Event used to show the occurrence of an error in the process



**Constraint** – Symbolises possible constraints identified in the activity

### Passages Gateway



A gateway is used to separate or to converge various process flows.



#### Exclusive Gateway

At a given point of the process an output flow between the existing paths is selected.



#### Parallel Gateway

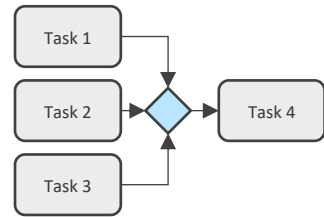
At a given point of the process all output flows are activated simultaneously.

# Annexes

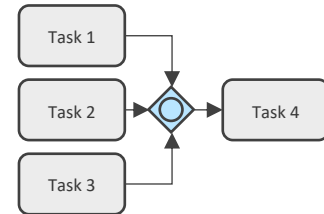
## Good BPMN practices

A gateway is used to separate or converge various process flows, and is used when the flow needs to be controlled

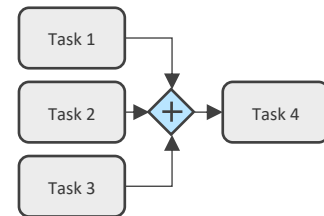
### Types of gateway used to converge flows



**Exclusive Junction**  
Only one of the input tasks gives rise to the output task. Both signages have the same meaning -

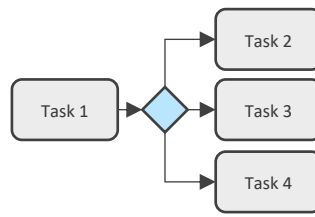


**Exclusive Junction**  
The flow continues when the first input arrives, the first task to be completed gives rise to the output task

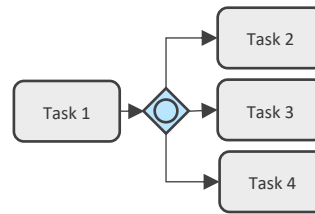
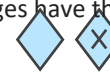


**Parallel Junction**  
Flow continues only after all the inputs have been executed. All input tasks are necessary to generate the output task

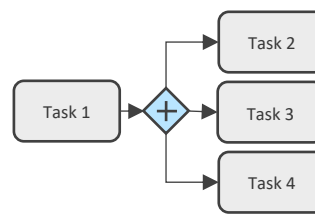
### Types of gateway used to separate flows



**Decision**  
Only one of the paths is taken. Both signages have the same meaning -



**Inclusive Decision**  
The input task may give rise to one or more output tasks



**Parallel Separation**  
The input task gives rise to one or more output tasks. All output tasks are executed

### Good Practices

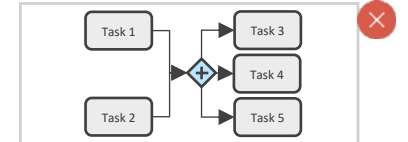
- There must only be one flow entering and leaving and activity



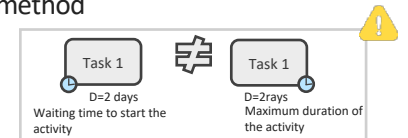
- All the paths existing in the flow need to have an End Event



- The same gateway must not be used for convergence and for separation



- Intermediate events, associated with the activity, have their own placement method



# Annexes

## Example Process

