



**CEU'S GENERAL HIRING
PROCESS**

**UNIVERSITY'S HUMAN RESOURCES AREA
SCHOOL'S HUMAN RESOURCES AREA
RECRUITMENT AREA**

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DOCUMENT REVIEW

Rev. 0: Initial edition of the document, recast of a previous text approved by the Board of Trustees of Fundación Universitaria San Pablo CEU in May 2013.

1 Proposals for improvement to the CEU's General Hiring Process of the Foundation and its Centers.

1.1. Adaptation to a Quality Management System format.

1.2. Inclusion of operational modifications related to:

- Centralization of applications in a single system to facilitate compliance with the Organic Law on Data Protection (LOPD 15/1999).
- Publication of offers on the corporate website and other media, following the transparency and universality criteria.
- Internal promotion of vacancies, to favor horizontal and vertical mobility of CEU employees.
- Comprehensive and objective evaluation of the candidate (technical and behavioral), following meritocratic standards such as qualification, skills, knowledge, and competencies, as well as clinical and personality fit.
- Incorporation of English language (or other languages) assessment into a standardized system and performed by a professional CEU service.
- Requirement of concurrence of candidates per position, as long as the position allows it.
- Establishment of a welcoming process for the new employee in order to make known organizational aspects, as well as those related to behavioral expectations, ideology and values of the Institution.
- Incorporation of a protocol for access to professions and/or activities involving regular contact with minors, complying with Law 26/2015, of July 28, 2015, on the modification of the system for the protection of children and adolescents.

1.3. Inclusion of the Management Selection Process.

- Participation, where appropriate, of specialized companies that issue reports on the candidates and that will be added to the evaluations carried out by the personnel responsible for CEU.

Rev. 1: Text update

Rev 2: Adaptation to the current organisational structure

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I. OBJECT

The strategic objectives of the organization and the social and labor environment define and significantly condition the policies for the selection and incorporation of people to the Institution, and these in turn, the procedures and methodologies to be followed.

This document is developed within the framework of the General Personnel Selection Policy of CEU and incorporates measures to the process leading to the establishment of improvements that guarantee an optimal result in something as vital as the incorporation of suitable teachers-researchers and professionals in an organization with clear foundational values and ideology.

This document describes the processes related to the incorporation of new personnel in the Foundation's centers that at different times have been reported to the Board of Trustees and others that are proposed in order to improve the CEU's General Hiring Process. These processes are:

- Teaching and non-teaching needs forecasting process.
- Teacher selection process.
- Non-teaching selection process.
- Selection process Executives.
- Process of modification of conditions for Teachers and Non-Teachers.

The presentation of the process simplifies the information in phases, by means of diagrams with explanatory notes. The objective is to establish itineraries that govern the bodies responsible for procurement and allow them to have all the necessary information, including the most relevant forms for internal use.

The General Hiring Process sets out the guidelines to be followed in all CEU Centers. The specific selection procedures that are developed for specific groups or Centers that so require, will do so considering the provisions of this document.

When situations arise that are not contemplated in the general process or that imply a substantial modification of the same, reports will be requested from the Intervention and Internal Audit Office and the General Secretary's Office of Fundación Universitaria San Pablo-CEU.

II. SCOPE

It includes all actions: from the initial forecast of teaching and non-teaching staff needs to the formalization of contracts, including substantial changes in the dedication or duration of the current contract and that have an impact on the initial budget forecasts, all of which refer to any type of contractual relationship (labor, civil, commercial, etc.) or teaching collaboration.

III. REFERENCES

- Internal Governance Rules of Fundación Universitaria San Pablo-CEU (may, 2016).
- AENOR (2013). UNE-ISO 10667: Evaluation of people in work contexts.

IV. PROCESS OF FORECASTING TEACHING AND NON-TEACHING NEEDS

IV.1 Description of the process

1. The Centers shall prepare their teaching and non-teaching staff forecast for the following academic year. This activity forecast will include, among other data, everything related to degrees, subjects, groups, academic credits, teaching hours and quantification of the necessary teaching staff. This forecast will be reflected, in the case of Universities, in the POD (Teaching Organization Plan), and, in the case of Secondary Schools, in the DOC (Centre's Organization Document). The rest of the Centers will prepare their forecasts in the formats and documents established for this purpose.
2. This activity forecast will be transferred for verification to:
 - Vice-Rectorates for Teaching Staff
 - Universities' management departments (non-teaching staff of the universities)
 - Centers' Management departments (teaching and non-teaching personnel of centers)
3. This activity forecast will be submitted to the following bodies for their approval:
 - Directorate of Universities.
 - School Management.
 - Directorate of Postgraduate Studies.
 - Directorate of Professional Training.
 - University's Human Resources Responsible
 - School's Human Resources Responsible.
4. The Centers will prepare the estimate of personnel additions, removals and modifications derived from the approved activity forecast. The modifications will include: extensions or reductions of working days, contractual modalities, changes of assignment, category promotions and remuneration variations. This estimate shall be transferred to:
 - Vice-Rectorates for Teaching Staff
 - Universities' management departments (non-teaching staff of the universities)
 - Centers' Management departments (teaching and non-teaching personnel of centers)

They will analyze the proposals received and correct them, if necessary, to ensure that they are in line with the approved activity forecast and will submit them to the Business Unit Managers and the People Area of Universities and Schools for their approval.
5. The People Area of the Centers, based on the estimate, will prepare the list of teaching and non-teaching personnel for the corresponding academic year.
6. The People Area of the Centers will send the personnel data to the Corporate Operations and Finance Department for incorporation into the Budget, which will be submitted to the General Management for its approval and will be presented to the Board of Trustees for approval.
7. Once the Budget has been approved, the Secretary of the Board of Trustees shall inform the different levels of the Foundation.
8. The personnel budget shall be implemented.

V. TEACHING STAFF SELECTION PROCESS

V.1. Description of the process

1. The Center fills in the **Recruitment Application** indicating the suitable academic and professional profiles of the candidates. The document will be reviewed and signed by the Center's Management Department and sent to the People Area for approval, informing the Business Unit Management.
2. The Recruitment Area, in coordination with the Center, publishes the offer on the CEU Employment Portal.
3. The Center, in coordination with the Recruitment Area, carries out the pre-selection of the applications received.
4. The Center conducts the **Technical Interview** of pre-selected candidates; English language (or other languages) assessment by the Language Service. The reports are sent to the Recruitment Area.
5. The Recruitment Area carries out the **Behavioral Evaluation** of the pre-selected candidates and prepares a report of the same. The Behavioral Assessment will include a competency-based assessment and a psychometric test, if applicable.
6. The Recruitment Area together with the Center carry out a **Pedagogical Evaluation**. A report will be prepared with the result.
7. The Center Management together with the People Area/Recruitment Area carry out an overall assessment of the candidates and make the selection decision.
8. The Vice-Rectorate for Teaching Staff / Center Management completes the **standardized proposal forms**, which will be sent to the People Area of the center. In addition to the above documentation, the supporting documentation for the hiring of teaching staff established at any given time by the Center must also be provided.
9. The People Area of the center reviews the information received, completes the remaining information (type of contract, compensation) and sends it to Recruitment Area.
10. The General Management approves, as the case may be, the proposals and corresponding documentation to be submitted to the Appointments and Remuneration Committee.
11. The Appointments and Remuneration Committee examines the proposal and, if appropriate, submits it to the Board of Trustees.
12. The Board of Trustees approves or disapproves the proposal submitted.
13. If approved, the Secretary of the Board of Trustees informs the different levels of the Foundation of the resolutions adopted by the Board of Trustees.
14. The People Area initiates the Administrative Proceeding for Contracting.
15. The Center carries out the Welcoming of the newly incorporated.

VI. NON-TEACHING STAFF SELECTION PROCESS

VI.1 Description of the process

1. The Center completes the **Hiring Application**, indicating the suitable professional profiles of the candidates. The document will be reviewed and signed by the Center's Management/Management and sent to the People Area for approval, informing the Business Unit Management.
2. The Recruitment Area, in coordination with the Center, publishes the offer on the CEU Employment Portal and carries out the pre-selection of the applications received.
3. The Center conducts the **Technical Interview** of the pre-selected candidates and evaluates the English language (or other languages), as appropriate, by the Language Services, forwarding the report to the Recruitment Area.
4. The Recruitment Area performs the **Behavioral Assessment** and prepares a Behavioral Assessment report. The Behavioral Assessment will include, at least, a competency-based interview and a psychometric test.
5. The Center, together with the People Area/ Recruitment Area, performs an overall assessment of the candidates and makes the selection decision.
6. The Center transfers to the People Area the hiring proposal in the **"Proposal Model for New Non-Teaching Staff"**. In addition to the above documentation, the supporting documentation for the hiring of teaching staff established at any given time by the Center is also provided.
7. The People Area reviews the information received, completes the remaining information (type of contract, compensation) and sends it to the Recruitment Area.
8. The General Management reports to the Appointments and Remuneration Committee. or proposes approval by the Board of Trustees (for positions with remuneration in excess of 50,000 euros gross per year).
9. In case of approval, the People Area initiates the Administrative Hiring Procedure.
10. The Center carries out the Welcoming of the newly incorporated.

VII.MANAGEMENT SELECTION PROCESS

VII.1 Description of the process

In order to obtain the incorporation of management personnel to the Institution that meet the desirable standards of professionalism, merit and ability, the established procedure can be reinforced with the intervention of companies specialized in the field of selection that provide added value to the process.

Indicatively, the phases of the management selection process would be as follows:

1. Definition of the need by the General Management.
2. Definition of the job profile and candidates by People Area/ Recruitment Area.
3. Internal pre-selection of potential candidates for promotion.
4. Presentation and definition of profiles and internal candidates to an external specialized company hired to intervene in the process.
5. Carrying out the selection process with the stages that have been determined (interviews, dynamics, references, etc.).
6. Evaluation, by the General Management, of the proposal prepared by the People Area/ Recruitment Area and the external company.
7. Presentation by the General Management of the proposal and contractual conditions, previously reported by the Legal Department and the General Comptroller, to the Appointments and Remuneration Committee, which shall issue a report and, if appropriate, submit it to the Board of Trustees.

The intervention of a specialized company is justified by the need for advice and access to the market, in order to complement the means available to the Institution in terms of selection.