

# HIRING PROCESSES IN CFM

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## 1 INTRODUCTION

CFM's Gender Equality Plan (GEP) includes an objective that seeks to promote parity in all jobs and at all levels. To achieve this objective there are several actions related to the hiring and promotion processes:

2.1.1. Reviewing the recruitment and promotion processes/criteria to include not only metrics but other aspects as well, as for example: team-working, effective collaboration, mentoring/empowering of colleagues and participation at the GEC.

2.1.2. Developing a explicit, transparent, unbiased and public criteria for the recruitment and promotion processes.

2.1.3. Including gender balance as a criterion, every other condition being equal, for selection, promotion and research funding allocation.

2.1.4. Taking maternity, paternity and parental leave periods into consideration when assessing and evaluating Research output for internal recruitment and promotion decisions.

2.1.6. Training decision-makers and members of selection and promotion committees regarding gender bias, inclusive recruitment and promotion procedures.

2.1.7. Require gender balance (60/40 percentage) in all recruitment committees; requiring a justification for single-gender presence if needed.

2.1.8. Inclusive writing of job profiles to attract a diverse pool of candidates, and specifically mentioning CFM's gender equality compromise and policy at job profiles, as a way to attract further female researchers.

Since the entry routes to the CFM are diverse, we will firstly analyse the options and who leads the contracting in each case. In addition, it will also be important to analyse the last hiring processes from recent years, to see what the outcome of these recruitment processes is. Once this analysis has been carried out, we will assess how to respond to all these actions.

## 2 WAYS TO ENTER CFM

We have analysed the main routes of entry to the CFM and listed them in the following table:

Area	Position	Type of contract	Procedure	Organisations involved	Structures
Research staff	Predoctoral researchers	PhD Fair	<ol style="list-style-type: none"> <li>1. A general announcement is made with all the projects proposed by CFM research staff.</li> <li>2. Predoctoral applicants present their resumes.</li> <li>3. A commission with 4 researchers is defined; it is intended to be balanced.</li> <li>4. The committee pre-selects a shortlist. Other researchers can look and suggest candidatures.</li> <li>5. Preselection considers the 4 projects they are interested in. The IPs of the projects also say which students they find interesting.</li> <li>6. Pre-selected people are invited, and a connection is made between candidates and PIs. The candidates ask for interviews with the PIs of the projects that they are most interested in. Then, the IPs and students are asked for their opinion again to see affinities.</li> <li>7. The committee assesses the resumes and makes a ranking. The final ranking considers the curriculum of students and the “matching” of affinities.</li> </ol>	MPC	Internal Committee
		Basque Government Scholarship	In this procedure there is a part that is done from the centre, the principal researcher chooses applications, or makes a part of the process; but another is done by an external commission. These are procedures laid down by the Basque Government.	Basque Government	External Committee
		Through projects (IKUR, ERC, nationals...)	<ol style="list-style-type: none"> <li>1. Projects are proposed by the research staff and there are people who ask for these projects presenting their curriculum.</li> <li>2. There is a committee that evaluates and decides on the most appropriate candidature.</li> <li>3. Typically, resumes come through IPs. As a result, they often find the applications right.</li> </ol>		Internal Committee
			<ol style="list-style-type: none"> <li>1. Recruitment processes operated through a job vacancy.</li> <li>2. When there is a project, the specific need for a predoc is presented and resumes that fit the profile demanded are sent to the IP workbag.</li> <li>3. Then there is a recruitment commission from the centre. There is a parity committee in which the principal researcher of the centre is present.</li> </ol>	CSIC	Internal Committee
			<ol style="list-style-type: none"> <li>1. Projects are proposed by the research staff and there are people who ask for these projects, presenting the curriculum.</li> <li>2. There is a committee that evaluates and decides on the most appropriate candidature.</li> <li>3. Typically, resumes come through IPs. As a result, they often find the applications right.</li> </ol>	MPC	Internal Committee
			<ol style="list-style-type: none"> <li>1. Projects are proposed by the research staff and there are people who ask for these projects, presenting the curriculum.</li> </ol>	UPV/EHU	Internal Committee

Area	Position	Type of contract	Procedure	Organisations involved	Structures
	Postdoctoral research		2. There is a committee that evaluates and decides on the most appropriate candidature. 3. Typically, resumes come through IPs. As a result, they often find the applications right.		
		FPI	In this procedure there is a part that is done from the centre, the principal researcher chooses candidates, or makes a part of the process; but another is done by an external commission. These are procedures set by the Ministry	Ministry of Science and Innovation	(IP) Project Leader External Committee
		Through projects (IKUR, ERC, nationals...)	1. Recruitment processes operate through a job vacancy or workbag. 2. When there is a project, the specific need is presented and the resumes that fit the profile demanded are sent to the IP . 3. Then there is a commission from the recruitment centre. There is a joint commission in which the principal investigator of the centre is present.	CSIC	
			1. Projects are proposed by researchers and there are people who ask for these projects, presenting the curriculum. 2. There is a committee that evaluates and decides on the most appropriate candidature. 3. Typically, resumes come through IPs and resumes. As a result, they often find the applications right.	MPC	
			The UPV/EHU sometimes hires by project. In such cases an ad hoc committee is set up.	UPV/EHU	
		Gipuzkoa Fellow	People requesting this call need support from the legal representative of the centre, but the selection process is outside the CFM	DFG-GFA	External Committee
		Ramon and Cajal	The centre presents an expression of interest saying how many places it can take, but the selection process is alien to the CFM	Ministry of Science and Innovation	External Committee
		Marie Curie Fellow	The selection process is alien to the CFM	European Union	External Committee
		Ikerbasque Fellow	Applicants need support from the legal representative of the centre, but the selection process is outside the CFM	Ikerbasque	External Committee
		Ikerbasque Associate	Applicants need support from the legal representative of the centre, but the selection process is outside the CFM	Ikerbasque	External Committee
	Senior Research	Permanent	1. The management of the centre has to ask that it needs personnel, that is how the process begins and a public job offer is made. 2. Considering what has been requested by all the centres, super wide profiles are created for the offers. These offers mention the destination centers. 3. A commission is created from the CSIC, with people being proposed from the centres (from all the centres that have requested staff) and some external. The committee must be equal. They are usually about 5 members. People who ask for these places are often already working in CSIC centres. To promote in the CSIC there is another procedure. There is a commission, the CSIC sets out how many promotions there may be per year. The committee is balanced, and quite large. You have to run some tests.	CSIC	External Committee



Area	Position	Type of contract	Procedure	Organisations involved	Structures
		Ikerbasque professor	Applicants need support from the legal representative of the centre, but the selection process is outside the CFM	Ikerbasque	External Committee
Service staff	Administrative technical staff		1. Ads are taken out. 2. Resumes are received. The applicants have to be career service. 3. The committee evaluates the resumes received and selected some people who meet the profile for the interviews. 4. The committee chooses one person. CSIC does an interview (we do not know if in all cases).	CSIC	Internal Committee
			1. The need to create a new job is appreciated. 2. It is made public on the websites of the CFM, MPC and social networks 3. Applications are received 4. A parity committee is set up to select the candidate	MPC	Internal Committee
			1. The need to create a new job is appreciated. 2. It is made public on the websites of the CFM, MPC and social networks 3. Applications are received 4. A parity committee is set up to select the candidate	MPC	Internal Committee
			1. The need to create a new job is appreciated. 2. It is made public on the websites of the CFM, MPC and social networks 3. Applications are received 4. A parity committee is set up to select"	MPC	Internal Committee
	Project management and knowledge transfer		Support staff can be recruited for a specific project	CSIC (per project)	Internal Committee
			1. The need to create a new job is appreciated. 2. It is made public on the websites of the CFM, MPC and social networks 3. Applications received 4. A parity committee is set up to select"	MPC	Internal Committee
			1. The need to create a new job is appreciated. 2. It is made public on the websites of the CFM, MPC and social networks 3. Applications are received 4. A parity committee is set up to select"	MPC	Internal Committee
			1. The need to create a new job is appreciated. 2. It is made public on the websites of the CFM, MPC and social networks 3. Applications are received 4. A parity committee is set up to select"	MPC	Internal Committee
Technical staff	PTA			Ministry of Science and Innovation	External Committee
	Tec. Laboratories	Civil service		CSIC	External Committee

Table 2.1: CFM contracts

The table shows how the different types of contracting at CFM, and specifically those related to hiring scientific personnel, mostly go through processes in which the research staff responsible for each project or by the main researchers participate. In other words, even in cases where a joint committee is formed in the process, the final decision many times rests in charge of a person, who will work with the candidate in question.

It is also observed that there are processes subject to external committees and procedures, that happen outside the CFM. They all respond to public administrations, see, CSIC, UPV/EHU, Ikerbasque, Spanish Ministry of Science and Innovation, ... which we understand are governed by criteria of equality and apply rules such as the requirement of parity committees.

In those processes where a commission is designated by the CFM, a parity criterion is always applied, having to justify its absence.

Therefore, in principle, in the case of the CFM, it is not necessary to work on the nuances of the processes, since the desirable conditions are in place to guarantee their transparency. Actions will be focused on training people who have a crucial role in recruitment processes and reflect with them on the impact that gender bias can have on hiring, and how important and enriching it is for research to have research groups formed by diverse people (in terms of gender, origin, age, field of experience and more variables).

### 3 RECRUITMENT IN RECENT YEARS

The CFM is a centre in which there is a lot of rotation, especially when it comes to research staff, since most people have a temporary position, and their work is linked to a specific project or a scholarship. This means that in general there are many new recruits each year, with many people finishing their contracts in parallel, without the total number of staff increasing excessively.

#### Data analysis

The following is an analysis of the data concerning the new contracts (referring to the recruitment of both research staff, administration staff and services) carried out between 2018 and 2021, considering the source of funding.

##### a) 2018

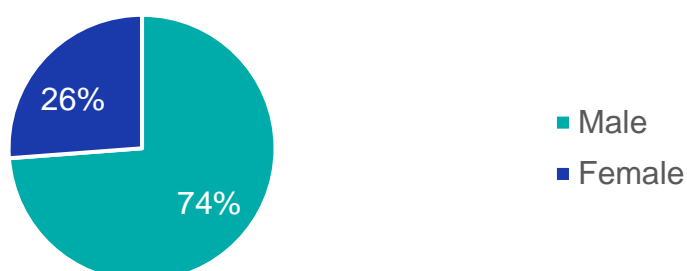
In 2018, most of the additions, almost three-quarters, were men. As to the type of contract, most of the contracts were contracted through the MPC (17). Given the close collaboration with the DIPC, the number of researchers who joined the CFM from that institution was also notable (15). The latter mainly incorporated men into the CFM staff. The MPC, on the other hand, hired almost the same number of men as women; in turn, it should be stressed that most of the women who were hired in 2018 were hired by the MPC (8).

Another fact to mention is that this year no women were hired through the CSIC or the UPV/EHU.

	Male		Female		Total	
	N	%	N	%	N	%
CSIC staff	6	% 19.35	0	% 0.00	6	% 14.29
DIPC Staff	13	% 41.94	2	% 18.18	15	% 35.71
External	1	% 3.23	1	% 9.09	2	% 4.76
MPC staff	9	% 29.03	8	% 72.73	17	% 40.48
Staff UPV/EHU	2	% 6.45	0	% 0.00	2	% 4.76
<b>Total</b>	<b>31</b>	<b>% 100,00</b>	<b>11</b>	<b>% 100,00</b>	<b>42</b>	<b>% 100,00</b>

Table 3.1: CFM Procurement 2018

#### Contracts 2018



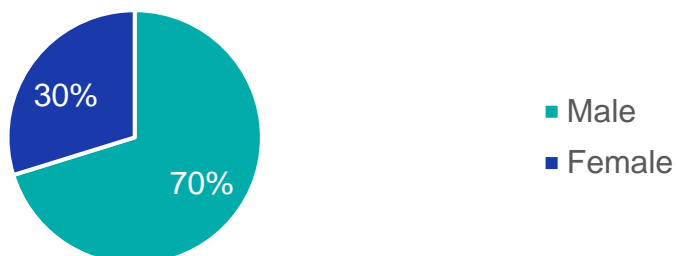


As for the people who arrived at the CFM as visitors, we will see that the proportions are like those of hiring (somewhat more balanced). In other words, in this case there were also more men.

	Male		Female		Total	
	N	%	N	%	N	%
DIPC Visitor	11	33.33%	3	% 21.43	14	% 29.79
Visitor	19	57.58%	10	% 71.43	29	% 61.70
blank)	3	9.09%	1	% 7.14	4	% 8.51
<b>Total</b>	<b>33</b>	<b>100.00%</b>	<b>14</b>	<b>100.00%</b>	<b>47</b>	<b>% 100,00</b>

Table 3.2: Visitors CFM 2018

### Visitors 2018



### b) 2019

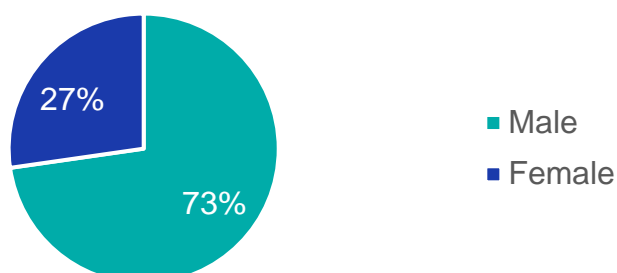
In 2019 the hiring volume was smaller but the proportion between women and men remained. The highest number of contracts were made through the MPC once again, and especially in the case of women more than half of the hiring were through this way of entry.

On this occasion again, no women were incorporated either through the CSIC or the UPV/EHU.

	Male		Female		Total	
	N	%	N	%	N	%
CSIC staff	3	12.50%	0	0.00%	3	9.09%
DIPC Staff	3	12.50%	1	11.11%	4	12.12%
External	4	16.67%	2	22.22%	6	18.18%
MPC staff	10	41.67%	6	66.67%	16	48.48%
Staff UPV/EHU	4	16.67%	0	0.00%	4	12.12%
<b>Total</b>	<b>24</b>	<b>100.00%</b>	<b>9</b>	<b>100.00%</b>	<b>33</b>	<b>100.00%</b>

Table 3.3: CFM Procurement 2019

### Contracts 2019

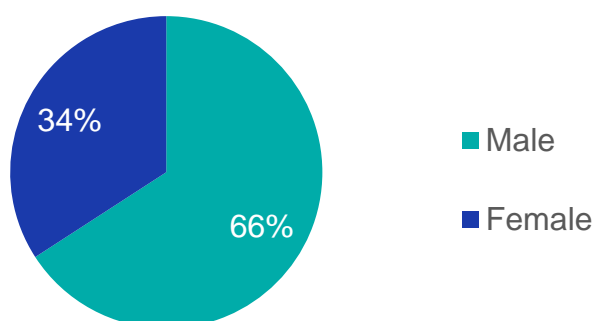


As for visitors, the volume is also smaller than in 2018, although the proportions are somewhat better; most are still men.

	Male		Female		Total	
	N	%	N	%	N	%
Visitor	27	100.00%	14	100.00%	41	100.00%
<b>Total</b>	<b>27</b>	<b>100.00%</b>	<b>14</b>	<b>100.00%</b>	<b>41</b>	<b>100.00%</b>

Table 3.4: Visitors CFM 2019

### Visitors 2019



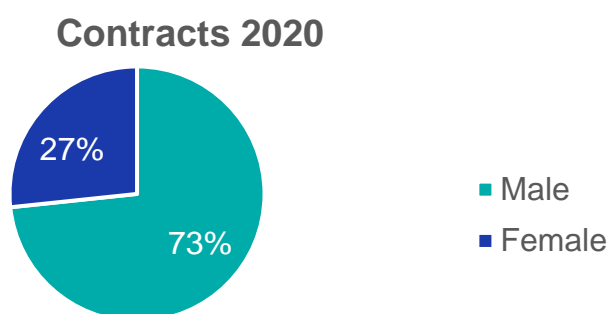
### c) 2020

This year the hiring volume was like the one on 2019, and the proportion of men and women hired as well.

In this case, there have been both women and men among the staff employed by all the different types of institutions. The MPC continued to be the institution that made the largest number of new contracts, and on this occasion, men were mainly hired.

	Male		Female		Total	
	N	%	N	%	N	%
CSIC staff	3	13.64%	1	12.50%	4	13.33%
DIPC Staff	6	27.27%	1	12.50%	7	23.33%
External	2	9.09%	1	12.50%	3	10.00%
MPC staff	10	45.45%	3	37.50%	13	43.33%
Staff UPV/EHU	1	4.55%	2	25.00%	3	10.00%
<b>Total</b>	<b>22</b>	<b>100.00%</b>	<b>8</b>	<b>100.00%</b>	<b>30</b>	<b>100.00%</b>

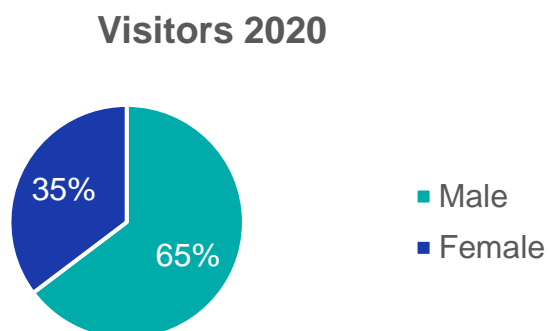
Table 3.5: CFM 2020 contracts



As for visitors, there were 17 in 2020, most of them men (11 men).

	Male		Female		Total	
	N	%	N	%	N	%
Visitor	11	100,00 %	6	100.00%	17	100.00%
<b>Total</b>	<b>11</b>	<b>100.00%</b>	<b>6</b>	<b>100.00%</b>	<b>17</b>	<b>100.00%</b>

Table 3.6: Visitors CFM 2020



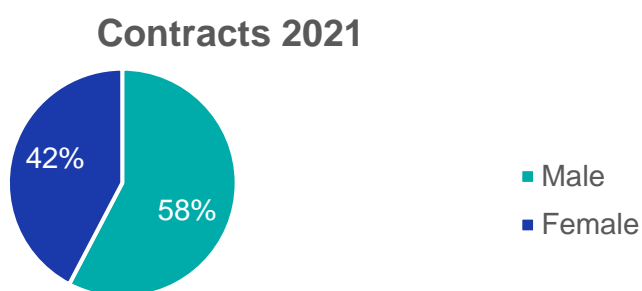
#### d) 2021

In 2021, fewer people arrived, only 26. However, it is the year in which the proportion of women and men who have entered the centre is more equal.

The largest number of contracts has been made through MPC, both for women and men.

	Male		Female		Total	
	N	%	N	%	N	%
CSIC staff	3	% 20,00	1	% 9.09	4	% 15.38
DIPC Staff	3	% 20,00	0	0.00%	3	11.54%
External	1	% 6.67	0	% 0.00	1	% 3.85
MPC staff	8	% 53.33	8	% 72.73	16	% 61.54
Staff UPV/EHU	0	% 0.00	2	% 18.18	2	% 7.69
<b>Total</b>	<b>15</b>	<b>% 100,00</b>	<b>11</b>	<b>% 100,00</b>	<b>26</b>	<b>% 100,00</b>

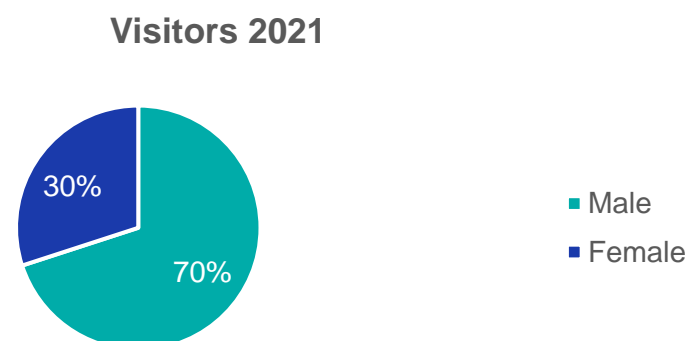
Table 3.7: CFM recruitment 2021



Most of the visitors again were men. In this case, all visitors coming from the DIPC were men.

	Male		Female		Total	
	N	%	N	%	N	%
DIPC Visitor	2	14.29%	0	0.00%	2	10.00%
Visitor	12	85.71%	6	100.00%	18	90.00%
<b>Total</b>	<b>14</b>	<b>100.00%</b>	<b>6</b>	<b>100.00%</b>	<b>20</b>	<b>100.00%</b>

Table 3.8: Visitors CFM 2021

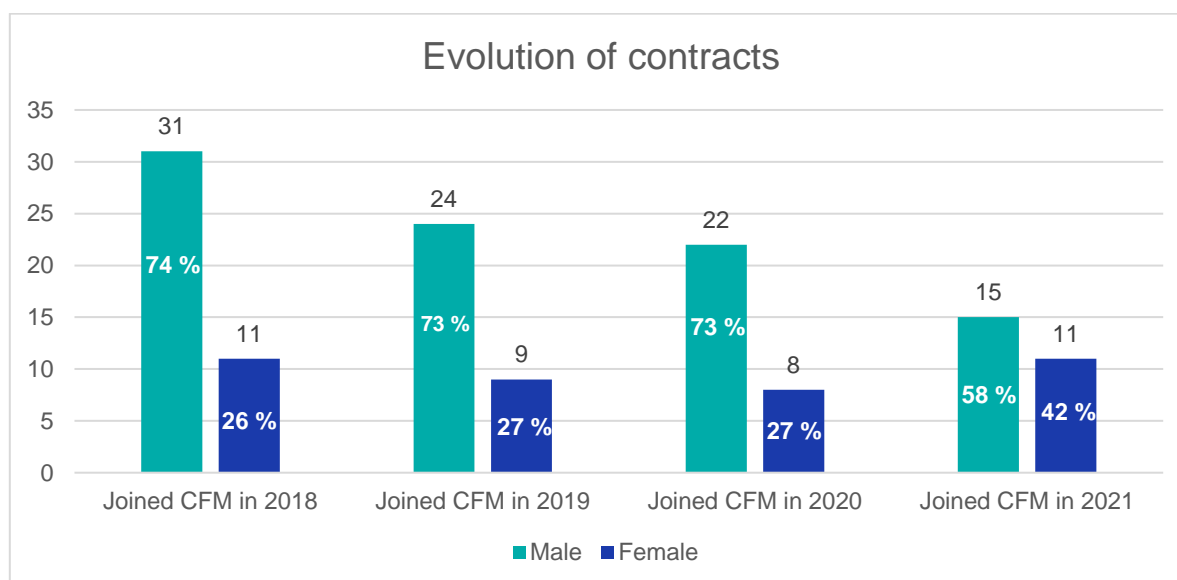


### e) Evolution

Possibly, the analysis of the evolution of the general data, already presented year by year, will help us to identify conclusions, and to be able to differentiate what are exceptions from the general trends, as far as the CFM contracts are concerned.

Regarding overall data, we note that the ratios have been maintained for the first three years and in 2021 have improved. We will continue to monitor the data to see whether this is a general trend or has been an isolated situation in 2021.

As a general comment, the volume of new additions has been decreasing year after year. The CFM has had an exponential growth period, which according to these data, seems to have stabilized.



	Male		Female		Total	
	N	%	N	%	N	%
<b>Joined CFM in 2018</b>	31	73.81%	11	26.19%	42	100.00%
<b>Joined CFM in 2019</b>	24	72.73%	9	27.27%	33	100.00%
<b>Joined CFM in 2020</b>	22	73.33%	8	26.67%	30	100.00%
<b>Joined CFM in 2021</b>	15	57.69%	11	42.31%	26	100.00%

**Table 3.9: Evolution of CFM membership (2018-2021)**

Analysing people arriving at the CFM as visitors, we note that the trend continues year after year in proportions similar to new staff additions between 2018 and 2020. In this way, it is women who least visit the centre.

It is worth mentioning that in the years 2020 and 2021 the number of visitors has decreased considerably, due to the Covid-19 pandemic.

	Male		Female		Total	
	N	%	N	%	N	%
<b>Visitors 2018</b>	33	70.21%	14	29.79%	47	100.00%
<b>Visitors 2019</b>	27	65.85%	14	34.15%	41	100.00%
<b>Visiting 2020</b>	11	64.71%	6	35.29%	17	100.00%
<b>Visitors 2021</b>	14	70.00%	6	30.00%	20	100.00%

Table 3.10: Visitor evolution to CFM (2018-2021)

#### f) PhD recruitment fair

Since 2017, the CFM has held a predoctoral research recruitment fair that offers candidates the opportunity to know the work environment and research staff beforehand. It is also a procurement process in which the CFM has decision-making power from start to finish. Thus, as shown in Table 2.1. Contracting processes at CFM, the control of the whole process is the responsibility of the MPC-CFM, from the launch of the offer to the creation of the parity commission and to decide who will be the people interviewed, as well as those selected. Next, we will analyse this process as representative of the management of procurement by the MPC-CFM.

	Male		Female		Total	
	N	%	N	%	N	%
<b>Additions 2018</b>	4	50%	4	50%	8	100%
<b>Additions 2019</b>	5	100%	0	0%	5	100%
<b>Additions 2020</b>	3	60%	2	40%	5	100%
<b>Additions 2021</b>	3	50%	3	50%	6	100%
<b>Additions 2022</b>	2	50%	2	50%	4	100%
<b>Total</b>	17	60.71%	11	39.29%	28	100.00%

Table 3.11: PhD recruitment Fair (2018-2021)

Analysing the data from the last 5 editions, collected in Table 3.11., we see that most of the time the number of women and men who have accessed a position through this process is similar, almost the same, except in 2019, that only men have accessed. With this, except once, the fruit of this process is balanced.

In addition to the results, we have analysed data from the entire 2022 process in greater depth.

Thus, we have observed that the success rate of women has been higher than that of men, since, although most of the curricula received were from men, the number of selected women has been higher in proportion.



	Male		Female		Total	
	N	%	N	%	N	%
<b>Participants</b>	118	68.2%	55	31.8%	173	100%
<b>Preselection</b>	11	55.0%	9	45.0%	20	100%
<b>Final selection + reserve</b>	3	37.5%	5	62.5%	8	100%
<b>Final selection</b>	1	25.0%	3	75.0%	4	100%
<b>Additions 2022</b>	2	50.0%	2	50.0%	4	100%
<b>Success rate</b>	1.7		3.63		2.31	

The difference between the final selection and the additions is due to the rejection by one of the candidates having been selected.

**Table 3.12: Selection process - PhD Recruitment Fair)**

## 4 CONCLUSIONS

Considering the results of all the information analysed, the main conclusion is that within the wide variety of forms of entry to the CFM, the people responsible for projects have a fundamental role in the selection process; thus, people and their way of acting and thinking greatly condition the hiring processes. This means that the subjective part plays a great role in the different recruitment processes of the CFM. Therefore, we consider it important to reflect on the possible biases that each person may have regarding this issue to try to make the impact of such biases as minimal as possible.

Regarding general data, we can see that the general trend is that more men than women are still being incorporated into the CFM by most of the recruitment routes. This is not surprising given that the CFM enters a biased universe, that of physics. It is therefore worth mentioning that through PhD Fair, both women and men arrive, even though there are more men candidates.

It would be interesting to continue doing this analysis to see if the trend continues.

We have also detected the need to implement a method in the process of registering personnel that allows us to have gender disaggregated data that includes other options beyond male and female. At present, this registration is done by the person who hires a new candidate, so the gender section, although it includes other options, is not filled in by the person concerned at first hand.

## 5 ROADMAP

In view of the centrality that people have – and not so much processes as such – when hiring, the first measure should be to do a training and reflection session on the subject with the people involved in these processes, to reflect on the gender biases that could exist.

Once the reflection has been carried out and the key points identified, it would be interesting to make a decalogue of good practices or advice to consider in the recruitment or personnel selection processes.

Finally, another action to be taken would be to continue to monitor the evolution of new additions to see if the work done is having an impact, or other corrective measures are needed.