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I. OBJECTIVE

The process of Recruitment and Selection (R&S) of Members of the Personnel (MP) is based on merit, fairness and transparency, in a permanent search for excellence, aiming to attract top professionals in different career stages, ensuring the best match with the job requirements and organisational needs. The INL is committed to providing equal career opportunities and promoting gender balance, and firmly adheres to a principle of non-discrimination in respect of nationality, gender, religion, age, racial group, cultural background, geographical location or any other possible discriminatory issues.

This Management Procedure aims to establish actions and responsibilities concerning the R&S of MP, in order to ensure that the process is handled in an adequate and effective manner, while supporting the decision-making and the achievement of the hiring needs.

This procedure will cover the following main points:

- The procedure for opening vacancies at INL;
- The methodologies of selection and evaluation of applications;
- The definition of responsibilities and flow of approvals leading to a new hiring.

II. SCOPE

- This Management Procedure shall apply to all R&S processes at INL. The R&S processes are divided in two main categories: hirings of a) Staff Members (SM), eligible for Indefinite Contract Review (ICR), and b) Staff Members not being eligible for Indefinite Contract Review (ICR) and Fellows (Fb). Whenever necessary, other categories may be included.

III. RESPONSIBILITY

1.   Human Resources Unit

The Human Resources Unit (HR) is responsible for the Management Procedure, ensuring all aspects of its implementation, including continuous updates and improvements and managing the digital platform.

The responsibility of the HR Unit includes:

- Coordinating and monitoring the full cycle of the R&S process;
- Ensuring a consistent execution of the R&S process;
- Managing the subscription of the R&S dissemination channels;
- Selecting relevant advertising channels and digital marketing strategies to create global awareness to attract qualified applications for key roles within INL;
- Providing specific information in accordance with new projects that require a particular R&S process and evaluation guidelines.

The responsibilities of the HR Partner include:

- Participating actively in the kick-off project meetings for funded positions organised by the competent Unit(s) to assess hiring needs and conditions;
- Be responsible for the full execution of the R&S process by monitoring the submission of the requisitions and workflow and job advertising including, its wording validation and dissemination, screening strategy, application eligibility check, interview strategy and scheduling, candidate evaluation and nomination;
- Securing that the internal approval workflow follows the decided timeframes;
- Providing support to the various internal bodies involved in the R&S processes;
- When applicable, ensuring the access to the R&S digital platform for external evaluators;
- Assessing the eligibility of the candidates in accordance with the job requirements;
- Establishing contacts with applicants for the purpose of scheduling interviews, clarifying questions related to the R&S process, nomination and job offer conditions;
- Carrying out the interview(s) stage(s), by ensuring an efficient execution within the planned timeframe;
- When applicable, reporting Conflict-of-Interest matters to the Conflict of Interest Committee;
- Recording and aggregating any learnings related to R&S processes;

- Collecting data related to R&S processes for reporting purposes and for establish values for Key Performance Indicators (KPI´s).

Questions related with any aspect of the R&S process must be addressed to the respective HR Partner.

2. Hiring Manager

The Hiring Manager is the promotor and initiator for a R&S process.

In general, for RTI positions, the Hiring Managers are Chief Officers, Research Group Leaders, or Engineering Group Leaders. In the case of the Corporate positions, the hiring managers are typically Chief Officers, Managers or Team Coordinators. In specific cases related to external funded projects, the Hiring Managers may delegate their responsibilities in other MPE.

The responsibilities of the Hiring Manager include:

- Ensure the proper allocation of the position in accordance with the approved budget;
- Submitting the requisition on R&S digital platform, ensuring the completion of all mandatory fields and the upload of the job advertisement in accordance with the templates available on the QMS platform;
- In the case of hirings for Staff Members (SM), eligible for Indefinite Contract Review (ICR), collaborate with the R&S Board in all stages;
- In the case of hirings of members of the personnel (MP)not eligible for Indefinite Contract Review (ICR), appointing the members of the Selection Committee according to the guidelines included in section V. - 1.2 of this procedure and serve as its Chair
- When applicable, submitting technical screening questions for the application form;
- When applicable, contacting external evaluators;
- Screening all the eligible applications;
- Scoring the candidates through the correspondent Evaluation Forms;
- Evaluating candidates in the different phases of video screen interviews and/or interviews;

- Participating in online or onsite interviews;

- When applicable, serve as Chairman of the Selection Committee including the organisation of online or onsite meetings with the Selection Committee and HR Partner, whenever necessary;

- When applicable, together with the HR Partner complete the Evaluation Forms or other mandatory forms under the respective project framework;

- Submitting the Recruitment Report on the R&S digital platform, and other mandatory forms under the respective project framework;

- Securing the compliance of the R&S process with the INL Conflict of Interest Policy.

3.   R&S Board

The R&S Board will be active in the R&S processes for the hiring of Staff Members eligible for ICR. The R&S Board includes a Chair member who is part of the four permanent members and two additional members who act as substitutes. The Members of the R&S Board are all MPEs and they are appointed by the Director-General (DG) to serve in the R&S Board for a given time period, following the respective DGR.

The responsibilities of the R&S Board include:

- Screening of the applications, supported by the Hiring Manager;

- Scoring the candidates through the correspondent Evaluation Forms within the expected deadline;

- Evaluating candidates in the different phases of video screen interviews and/or interviews;

- Participating in the online or onsite interviews;

- Participating in online or onsite meetings with the R&S board, Hiring Manager and HRP, whenever necessary;

- Acknowledge the final reporting of the R&S process;

- Complying with the INL Conflict of Interest Policy.

The Chair will additionally have the following responsibilities:

- Validate the job advertisement in the Jobvite approval followed by the HRP;
- Organising online or onsite meetings with the Hiring Manager, R&S board and HRP, whenever necessary;
- Draft and submit the final Reporting.

4. Selection Committee

The Selection Committee will be active in R&S processes for hiring of MP not eligible for ICR. The members are selected to serve in a single R&S process. The members are the MP and/or external evaluators appointed by the Hiring Manager to participate in in a single specific R&S process.

The responsibilities of the Selection Committee include:

- Screening of the applications supported by the respective HRP;
- Scoring the candidates through the correspondent Evaluation Forms within the expected deadline;
- Evaluating candidates in the different phases of video screen interviews and/or interviews;
- Participating in online or onsite interviews;
- Participating in online or onsite meetings with the Selection Committee and HRP, whenever necessary;
- Approve the final reporting of the R&S process;
- Complying with the INL Conflict of Interest Policy.

IV. GLOSSARY AND REFERENCES

- **HR Unit:** Human Resources Unit;
- **R&S digital platform:** The R&S digital platform refers to the platform Jobvite that currently supports the management of all aspects of the hiring process, enabling the MPE with active intervention in one or more stages of the procedure to perform all the

required tasks in an autonomous but integrated manner, either through the R&S digital platform website (https://www.jobvite.com) or the Jobvite – Hiring Team web app. Other MPE can also take an active part on the R&S process and help the organisation recruiting worthy and valuable MPE by using R&S digital platform to refer suitable candidates and disseminate the open positions among their contacts;

- **R&S:** Recruitment and Selection;
- **DG:** Director General;
- **MP:** Members of the Personnel;
- **MPE:** Employed Member of the Personnel;
- **MPA:** Associated Members of the Personnel;
- **SM:** Staff Member;
- **PFMO:** Project Finance Management Office;
- **HRP:** Human Resources Partner;
- **ICR**: Indefinite Contract Review;

V. PROCEDURE

In this section, the R&S process will be detailed following three sequential stages: 1) Opening a new position; 2) Evaluation of Candidates; and 3) Nomination and Closing.

1.   Opening a New Position

When opening a new position the following tasks must be carried out by the Hiring Manager:

1.1 Requisition for a New Position

The Hiring Manager shall submit the request of the new position through the R&S digital platform.

When writing the Job Advert Description, the Hiring Manager shall ensure that the levels of qualifications and competencies required are in line with the needs of the position, according to its level, nature, type and funding framework.

The Job Advert Description shall include a clear and concise description of the position. The Job Advert Description may vary depending on the source of funding and shall be validated by the HR Partner.

1.2 Appointment of Selection Committee

The Hiring Manager shall, when submitting a new requisition, appoint the MP to be part of the Selection Committee. When required or considered necessary up to two external evaluators may also be appointed as additional members of the Selection Committee. In special circumstances, duly authorized by the Organisation, the R&S process may be carried out by: i) an external provider; and/or ii) with the selection committee composed of external members.

In general, the Selection Committee is composed by the following members:

- One HRP;
- For **RTI positions**, the Hiring Manager shall appoint two MPs considering the following: at least one member is from a different Research Group and all members must have at least equivalent qualifications and relevant professional experience as the position to be recruited. Other rules related to the composition of the selection committee may apply in accordance to a specific funding framework and/or project, (e.g. mandatory level of qualifications, external members, etc).
- For **Corporate positions**, the Hiring Manager shall appoint two MPs being at least one member from a different Unit or Department and all members must have at least equivalent qualifications and/or relevant professional experience as the position to be recruited.

The Selection Committee should be composed, whenever is possible, with a gender balance of at least 40% participation of the underrepresented gender. Concerns shall also be manifested to secure that a variety of nationals is represented in the Selection Committee.

The composition of the Selection Committee is always subject to the validation of the HRP for ensuring compliance with this procedure.

The appointed members of the Selection Committee shall accept the request for the role only if and when they have the availability to perform the corresponding tasks. Upon acceptance,

they shall be notified of the 'Conflict of Interest and confidentiality undertaking' statement to be granted access to R&S digital platform by the HRP.

1.3 Position Approval

Upon submission of the new requisition on R&S digital platform, the internal workflow will be carried out in five different steps:

Step 1 - The HRP shall:

- o Assign a requisition code;
- o Validate the Job Advert template;
- o Validate the mandatory fields completed by the Hiring Manager;
- o Complete all the non-mandatory fields of the request – such as the opening and closing dates;
- o Validate the Selection Committee.

For hirings where the R&S Board is applicable, an additional validation of the Job Advert by the Chair will be included.

Step 2 - For the cases of project funded positions, the Project Finance Management Office (PFMO) shall validate the allocation of the new position to a project, including the project's name, starting and end date and acronym, the funding agency, the duration of the employment contract and the personnel cost granted by the project.

Step 3 - For the cases of contracts with industry or internal projects, the Finance Department shall validate the allocation of the personnel costs to the cost centre budget, including the project's name, starting and end date and acronym, the duration of the employment contract and the personnel cost granted by the project, where applicable.

Step 4 - The DG makes the final approval.

Each approver receives a notification from R&S digital platform to approve or reject the job position. Each approval stage shall preferably be concluded within the maximum of 2 working days. The HRP shall monitor this activity and perform a meeting with PFMO Unit and Finance Department, when necessary.

The Hiring Manager and/or Chair of the R&S Board and Selection Committee, respectively can follow-up on the status of each approval stage on R&S digital platform.

In each step the approver may suspend the process in case further clarifications or any correction is required and request to the Hiring Manager all the necessary information to enable its completion. The HRP may suspend the process at any time in case any inconsistency is identified.

In case of rejection by one of the approvers, it should be duly justified to enable the Hiring Manager to act in order to correct the situation, if applicable. The process shall remain suspended until the Hiring Manager performs all the necessary adjustments and informs the HRP accordingly.

Following the final approval by the DG, the position is listed as 'Approved' on R&S digital platform. The HRP shall then adjust any applicable fields (such as the opening and closing dates) and change its status to 'Open'.

1.4 Vacancy Notice and Dissemination

The position is automatically included in the list of vacancies available on the INL Job Portal (http://careers.inl.int). The RTI positions are posted in appointed scientific recruitment channels. The Hiring Manager and/or Chair of the R&S Board and Selection Committee, respectively may request the dissemination on other high level recruiting channels, with special relevance in the corresponding field. Any additional cost will be covered by the corresponding cost centre.

The position shall remain open for an initial period between 30 and 60 days, unless otherwise decided by the DG upon consultation with the HR Unit. Positions funded by specific projects may require specific timeframes under the respective project framework, with the minimum of 15 working days.

In case the Hiring Manager and/or Chair of the R&S Board and Selection Committee, respectively and/or HRP considers that the number and/or profile of the applicants is not yet satisfactory, an exceptional extension of the application period may be decided at least one day before the closing date.

2. Evaluation of Candidates

For the evaluation of candidates the following tasks must be carried out:

2.1 HR Eligibility Check

The HRP shall perform an eligibility check on the basis of the mandatory requirements, education, experience and technical skills defined for the job at the time of application, as well as the validation of the mandatory documents. Only candidates who meet the eligibility criteria will move forward to the next stage of the evaluation process.

The HRP shall change the status of the candidate from 'Application Received' to 'Eligible' or 'Rejected'.

2.2 Screening of the application documents

Once the HR eligibility check is completed, the HRP prepares the Evaluation Form with the list of the eligible candidates and sends it to the Hiring Manager and the members of the Selection Committee or R&S Board, respectively.   Each application can then be accessed on the R&S digital platform, which includes the Curriculum Vitae, Cover Letter or any other document which may have been attached (such as university certificates and other relevant documents), and the respective 'Form' where applicable*.*

2.3   Evaluation Process and Scores

The evaluation process will combine three stages as shown below:

Stage	Assessment	Requirements	Weight	Total Points	Threshold points
1	CV	All eligible candidates	60%	60	45
2	Video Interview	Candidates above the threshold	15%	15	-
Alternatives					
3	Interview with previous video Interview	Up to 3 shortlisted candidates	25%	25	-
3a.	Interview without previous video interview	Only for cases with 3 shortlisted	40%	40	-

		candidates or Senior positions (RGL, EGL, Managers or Chief Officers)			

2.3.1 CV Assessment

The Member of the Selection Committee or R&S Board shall evaluate the eligible applications in accordance with the specific position and criteria defined, by completing the correspondent Evaluation Form. Guidelines can be found in *ANNEX I - 1. Guidelines for CV Assessment.*

2.3.2 Video Screen Interview

The Selection Committee and the R&S Board, respectively shall decide after the CV screening procedure, which Candidates, if any, shall be invited (by the HRP) for the video screen interview stage, where applicable. This stage allows the members of the Selection Committee or R&S Board to evaluate the candidates individually through a short recorded video on the R&S digital platform. This video will be automatically saved on each candidate´s profile and should be accessed by each member of the Selection Committee or R&S Board at any time and as many times needed in a quick and efficient manner. Once the candidate submits the video interview, each evaluating member will receive automatically the respective links by e-mail from the R&S digital platform. The Selection Committee or R&S Board can also access the videos directly in each candidate´s profile on the R&S digital platform*.*

For this purpose, the Selection Committee and the R&S Board, respectively shall define a set of short questions (preferably five to six), which shall be specific and suited to the position. These questions shall be sent to the HRP, who will prepare the questionnaire and invite the selected candidates to undertake this evaluation stage. Each candidate can record and submit the video through the R&S digital platform by replying to the questionnaire with predefined timeframes and within the established deadline.

After visualizing the video, each member of the Selection Committee or R&S Board must complete the video interview score on the Evaluation Form and shall submit to the HRP. The R&S digital platform allows the evaluating members to take notes per question in the *Video*

Screen Interview section, by clicking in *Submit Evaluation*. After analyzing and discussing the rankings, the Selection Committee and R&S Board respectively, shall discuss the list of top-ranked candidates. From this list, the highest ranked candidates (up to 3) shall form the shortlist and shall be invited for the online or onsite interview. Guidelines can be found in *ANNEX I - 2. Guidelines for Video Screen Interview.*

2.3.3 Interview

The interview stage is the last evaluation moment and will allow the Selection Committee or R&S Board to collect more information related to the candidate's CV, enabling an accurate assessment of their competences and motivations. All members of the Selection Committee or R&S Board must participate in the interview, in person or by electronic means.

The HRP will contact each one of the shortlisted candidates (up to 3) to schedule the interviews, according to the availability of the evaluating members.

The interviews and associated communications will be typically carried out via electronic means. If necessary, an onsite interview can be requested by the Chairs of the R&S Board or the Selection Committee, respectively. In case the candidates are located more than 50 km from INL, the travel and accommodation expenses shall be allocated to the HR cost centre.

Generally, this stage comprises only one interview, but in case further clarifications are needed, the candidate can be invited for a second interview for reassessment. For senior positions, the DG may also request and participate in an online or onsite additional interview with the final ranked candidates.

In case the candidates do not meet the expectations, other candidates may be invited for the interview stage in accordance with their ranking position.

2.3.3.1 Structure of the Interview

The interview shall have the approximate duration of 45 minutes. The HRP will open the interview, welcome the candidate and introduce the Selection Committee or R&S Board.

For RTI positions, the candidates shall deliver a short presentation including their academic background, professional experience and career expectations.

A similar presentation may also be requested to candidates for the Corporate positions.

It is highly recommended that the evaluating members and HRP meet beforehand to define the set of questions that will be addressed to the candidates.

The Chair of the R&S Board and Selection Committee, respectively will introduce the position/project and applicable requirements to the candidate, followed by a set of key questions by the evaluating members. It is important that the questions will be covering all important aspects including but not limited to the candidates application, assessing the consistency of the career path, soft skills, expectations and availability. The Chair of the R&S Board and Selection Committee, respectively will close the interview, informing the candidate about the further steps.

Candidates that do not demonstrate appropriate English communication skills during the interview stage, will not be considered for nomination purposes.

Guidelines can be found in *ANNEX I - 3. Guidelines for Interview.*

2.4 Candidate Notes

It is strongly recommended that the Selection Committee or R&S Board and the HRPs include notes regarding each candidate on the Evaluation Form, namely on the 'Summary Report'. Please note that in case a candidate requests detailed information about the R&S process, INL will in order to execute fair and transparent recruitment processes share all the information regarding the selection process.

In addition, each evaluating member shall complete the 'Interview Evaluation Form' for each candidate on the R&S digital platform, including the individual notes about the candidate performance during the interview stage.

2.5 Evaluation & Recruitment Report

The Chair of the R&S Board and Selection Committee, respectively, is responsible for the overall Evaluation Report based on discussions in the R&S Board and Selection Committee, respectively and the results of the Evaluation Form that includes the CV & Interview scores and the `Interview Evaluation Forms` submitted by the evaluating members on the R&S

digital platform. The Evaluation Report must include a justification of the decision to select the best candidate and the adequate match with the job requirements. The report should also include the ranking of the suitable candidates by order and the decision for these to be nominated or not in case of withdraw of the top ranked candidate.

The Chair of the R&S Board and Selection Committee, respectively must also complete the Recruitment Report on R&S digital platform in the selected candidate profile, which shall reflect the outcome of the Evaluation Report.

The HRP shall validate the R&S process, by approving, rejecting or contesting the R&S process. Each option shall be duly justified and must be part of the Evaluation Report.

2.6 Contest of the R&S Process

Any member of the Selection Committee or R&S Board may contest the R&S process to the HRP in case of any of the following, but not limited, situations are identified: conflict of interest, integrity and ethical issues and non-compliance with the R&S procedure. In such cases, the process will stop and will be kept on hold and the HR will address the case to the competent body for further analysis and resolution. Once a resolution has been reached, the HRP will communicate the outcome to the Chair of the R&S Board and Selection Committee, respectively and respective evaluating members.

3. Nomination and Closing

After receiving the Evaluation & Recruitment Report, the HRP shall send the details of the offer to the Research Group Leader, Engineering Group Leader, Chief Officer or Director General (where applicable) for approval. Upon approval, the Hiring Manager and the Chair of the R&S Board and Selection Committee, respectively are notified, and the HRP shall then contact the selected candidate and communicate the nomination for the position.

If the selected candidate accepts the nomination, the HRP sends the Job Offer to the candidate. In case of rejection, the HRP shall inform the Hiring Manager and the Chair of the R&S Board and Selection Committee, respectively and follow the order of the results included

in the Evaluation Report. If there is only one suitable candidate or in case of rejection by all the shortlisted candidates, the position shall be reopened.

The R&S process is closed when the candidate accepts the offer. The HRP shall then inform the remaining interviewed candidates.

4. Exceptional Cases

The R&S process established in this Management Procedure may be subject to adjustments and changes required by externally funded programmes, as established in the corresponding grant agreement or applicable regulations.

5. Candidate Pool

If any Hiring Manager and/or Chair receives an application that is not suitable for their position, but considers that the candidate has a strong profile that can fit within the same or other Research Group, the Hiring Manager and/or Chair may request to the HRP to keep the candidate in an internal pool for future reference. The profile of these candidates will be available for a period of one year.

When a new position is opened, the Hiring Manager and/or Chair may access the list of candidates within the internal pool and search for suitable profiles. In case of interest, the Hiring Manager and/or Chair can request to the HRP to invite the candidate to apply to a specific position.

Additionally, the Hiring Manager and/or Chair may share any application throughout the Organisation by directly sending it to other Hiring Managers.

ANNEX I – GUIDELINES FOR ASSESSMENT

1. Guidelines for CV Assessment

1.1 Guidelines for CV Assessment of Junior Research Fellows (JF) / Facility Managers (FM) / Research Engineers (RE)

Evaluation Criteria	Indicative Evaluation Parameters	Points (> 5 years of experience)	Points (< 5 years of experience)
Academic Qualifications	- Academic curriculum (e.g. marks obtained in the Degree, MSc degree and/or PhD degree, university academic ranking).	30	25
Professional experience	- Evidence of professional experience in the research field in different organisations; - Hands on laboratory/work experience and knowledge of lab/industry quality and safety procedures; - Responsibilities for development, operations, and maintenance of infrastructures and equipment (where applicable); - Experience in providing training for equipment users (where applicable).	15	20
Research Quality	- Publications in peer-reviewed journals relevant for the position and ranking; - Contribution in the research publications; - Research output other than publications (patents, prototypes, software, others); - Oral or poster presentations.	5	5
Mobility and interdisciplinary	- International experience during bachelor, MSc, PhD and postdoc (where applicable) in outstanding organisations; - Relevant working rotation in different organisations and/or positions in functions related with the position.	5	5
Motivation	- Perceived motivation to perform the functions of the position - Consistency of the application (CV, cover letter and other documents) with the position requirements.	5	5
	Total Score	60	60

1.2 Guidelines for CV Assessment of Research Fellows (RF)/ Staff Researchers (SR)/ Research Group Leaders (RGL)

In the evaluation of the staff positions, the main focus should be on the performance of the last 5 years.

Evaluation Criteria	Indicative Evaluation Parameters	Points (RF/SR)	Points (RGL)

Academic Qualifications	- Academic curriculum (e.g. marks obtained in the Degree, MSc degree and/or PhD degree, university academic ranking);
	- For the SR and RGL positions the PhD experience should be considered following the scheme for ERC funding:
	  o 3-7 years after PhD = starting
	  o 7-12 years after PhD = consolidator
	  o >12 Advanced.
		5	5

Suitability of the profile and/or Project/Work Plan	- Suitability of the research profile toward the position and project requirements; - Adequacy of the project (alignment with the INL strategy, feasibility, quality, impact on the career development), where applicable; - Adequacy of the work plan (statement on research interest for the next 4-6 years including the funding plan and synergies with current activities at INL), for RGL positions, where applicable.	10	5
Postdoctoral experience relevant for the position / project	- Years of experience after PhD; - Level of independence for the position (not yet fully independent, developed a level of independence, leading their research area); - Evidence of capacity to engage with different stakeholders (Research Institutions, Universities, Industry, Scientific Groups) and funding networking); - Responsibilities on development, operation, and maintenance of infrastructures and equipment (where applicable); - Demonstrated results in engaging and building-up research teams and supervision activity; - Invited Talks (senior profiles); - Invited/contributed talks, poster presentations (junior profiles); - Organisation of conferences, symposia and scientific cooperation activities.	15	15
Scientific Outputs:	- Number of publications in Q1/Q2; - Normalized indicators of citation (H-Index and number of citations); - Research output other than publications (including patents, prototypes, software, others); - Results in Intellectual Property transfer: licensing patents, creation of start-ups and spin-offs.	15	15

RTD Funding	- Individual research grants and awards; - Evidence of results in international competitive projects (list and amount of external funded projects as coordinator); - Third party-funding from private sector companies as coordinator.	5	10
Mobility and Interdisciplinary	- International experience during PhD and postdoc (where applicable) in outstanding research and/or academic institutions; - Relevant Research experience in more than one research institution, research group in research areas correlated with the position.	5	5
Motivation	- Perceived motivation to carry out research in the scientific field; - Consistency of the application (CV, cover letter and other documents) with the position requirements.	5	5
	Total Score	60	60

1.3 Guidelines for CV Assessment for Corporate positions

Evaluation Criteria	Indicative Evaluation Parameters	Points
Academic Qualifications	- Relevant educational/training qualifications for the position.	15
Professional Experience	- Evidence of relevant professional experience, background and technical skills in the field; - Level of Autonomy relevant for the position; - Supervision activity (where applicable); - Evidence of capacity to engage with different stakeholders (internal and external); - Consistency of the career progress.	20
Competencies	- Evidence of adequate personal skills for the position.	5
Language	- Good written communication skills; - Advance level in English; - Working knowledge of Portuguese and/or Spanish is an advantage.	10
Mobility	- International professional experience in multicultural environments; - Relevant working rotation in different organisations in functions correlated with the position.	5
Motivation	- Perceived motivation to perform the functions of the position; - Consistency of the application (CV, cover letter and other documents) with the position requirements.	5
	Total Score	60

2- Guidelines for Video Screen Interview

Evaluation Criteria	Indicative Evaluation Parameters	Points
Capacity to address the questions	- Evidence of coherence in the reply of the questions.	5
Communication Skills	- Evidence of clear oral communication skills.	5
English	- Advanced level of English.	5
	Total score	15

3. Guidelines for Interview

Alternatives

(3) For cases with Video Interview:

Evaluation Criteria	Indicative Evaluation Parameters	Points
Capacity to address the questions	- Evidence of coherence in the reply of the questions.	15
Soft Skills	- Match of the suitability of the Personal skills towards the INL environment.	4
Expectations	- Match between the expectations of the candidate towards the position.	3
Availability	- Match between the availability of the candidate to start within the expected hiring date.	3
	Total Scores	25

(3a) For cases without Video Interview:

Evaluation Criteria	Indicative Evaluation Parameters	Points
Capacity to address the questions	- Evidence of coherence in the reply of the questions.	15
Communication Skills	- Evidence of clear oral communication skills.	5
English	- Level of English.	5
Soft Skills	- Match of the suitability of the Personal skills towards the INL environment.	5
Expectations	- Match between the expectations of the candidate towards the position	5
Availability	- Match between the availability of the candidate to start within the expected hiring date.	5
	Total Scores	40