

# NovaMente Soluções Cognitivas

Document 08 — Recruitment & Selection Policy

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## Introduction

This document defines how NovaMente attracts, evaluates, and selects candidates for open positions. A thoughtful and consistent recruitment process is foundational to building the team we need — one that is technically excellent, culturally aligned, and genuinely diverse. Poor hiring decisions are expensive for the company and difficult for everyone involved, including the candidate. We therefore invest seriously in making our selection process rigorous, fair, and respectful.

This policy applies to all hiring activities at NovaMente, whether conducted internally or with the support of external agencies. All employees involved in the recruitment process are expected to follow the guidelines described here.

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## Recruitment Principles

### Inclusion by Design

Every stage of our recruitment process is designed with inclusion in mind. This means writing job descriptions that do not unnecessarily exclude qualified candidates, sourcing from a diverse range of channels, using structured interviews to reduce subjective bias, and training all interviewers on unconscious bias before they participate in any hiring process. We do not treat diversity as a quota — we treat it as a quality criterion for our process design.

### Candidate Experience

Candidates invest time and emotional energy in applying for roles at NovaMente. We respect that investment by communicating clearly at every stage, providing timely updates, giving feedback when requested, and ensuring that the experience of interviewing with us — regardless of outcome — reflects our values. Every candidate who interviews at NovaMente should finish the process with a positive impression, even if they are not offered the role.

### Confidentiality

All information provided by candidates — including their resume, responses, and any personal details — is treated as confidential and used exclusively for the purposes of the relevant selection process. Candidate information is stored securely and is not shared outside the hiring team without the candidate's consent. Information is retained for up to 12 months after the process closes, in case of future opportunities.

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## Opening a Role

Any department head who wishes to open a new role must submit a hiring request to the HR & Culture team. The request must include a clear justification for the hire, the proposed career level and salary band, the expected start date, and a draft job description. The HR & Culture team reviews the request in coordination with the COO to ensure it aligns with the current budget and headcount plan. Approval is typically granted within five working days.

Once approved, the HR Manager works with the hiring manager to finalize the job description, define the interview structure, and identify the sourcing strategy. NovaMente's default approach is to post roles publicly and evaluate external candidates alongside any internal candidates who express interest. Internal candidates are always given serious consideration.

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## Job Descriptions

Job descriptions at NovaMente follow a standard template that includes: a clear summary of the role and its purpose, the key responsibilities, the technical and professional requirements, the career level and salary band, the work model (hybrid or remote), and information about NovaMente's culture and benefits.

Requirements are divided into essential and desirable. We are disciplined about keeping the essential list short and genuinely non-negotiable. Research consistently shows that long lists of requirements disproportionately discourage candidates from underrepresented groups from applying. We write job descriptions that describe the role as it actually is, not as an idealized wish list.

Gender-coded language, unnecessary requirements (such as a specific degree when equivalent experience is acceptable), and any language that could imply a preference for a particular demographic group are not permitted in NovaMente job descriptions. The HR & Culture team reviews all job descriptions before they are published.

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## Sourcing Strategy

NovaMente uses a multi-channel sourcing strategy to reach a broad and diverse candidate pool. Default channels include LinkedIn and technology-focused job boards, NovaMente's own website careers page, outreach to university career centers and bootcamps with diverse student populations, referrals from current employees, and for senior roles, proactive direct outreach to passive candidates.

## Employee Referrals

NovaMente welcomes employee referrals and has a formal referral program. Employees who refer a candidate who is subsequently hired and completes the 90-day probationary period receive a referral bonus, the value of which is defined by the HR & Culture team and varies by role seniority. Referrals do not receive preferential treatment in the selection process — they go through the same structured evaluation as all other candidates. Employees must declare their relationship to a referred candidate and must not participate in evaluating them.

## External Agencies

External recruitment agencies are used selectively, primarily for senior or highly specialized roles where the internal team lacks the network or capacity to source effectively. When working with agencies, NovaMente requires them to commit to inclusive sourcing practices and to present diverse shortlists. Agency fees and engagement terms are managed by the HR & Culture team.

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## Selection Process

NovaMente's standard selection process consists of four stages. The structure may be adapted for specific roles, but all adaptations must be approved by the HR & Culture team.

### Stage 1 — Application Review

All applications are reviewed by the HR Manager against the essential requirements defined in the job description. The goal at this stage is to identify candidates who meet the baseline criteria, not to make fine-grained distinctions. Candidates who meet the essentials are advanced to Stage 2. All candidates receive an acknowledgment of their application within five working days of submission.

### Stage 2 — HR Screening Call

Shortlisted candidates participate in a 30-minute video call with the HR Manager. The purpose of this call is to discuss the candidate's background and motivations, provide a detailed overview of the role and NovaMente, and assess basic alignment with the company's values and culture. Candidates who proceed are advanced to the technical or functional assessment.

### Stage 3 — Technical or Functional Assessment

Candidates complete a structured assessment relevant to the role. For technical roles, this typically involves a take-home exercise followed by a live review session. For non-technical roles, it may involve a case study, a written task, or a structured interview with the hiring manager. Assessments are designed to be relevant to actual job tasks, time-bounded, and respectful of the candidate's time. We do not use assessment tasks that require more than four hours to complete.

### Stage 4 — Final Interview Panel

Final candidates participate in a structured panel interview with the hiring manager, one or two peers from the team, and a representative from the HR & Culture team. The panel uses a standardized set of behavioral and situational questions developed for each role, ensuring that all candidates are evaluated against the same criteria. Panel members complete individual scoring forms before discussion to avoid groupthink.

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## Decision and Offer

After the final panel, the hiring team convenes to make a collective decision. The HR & Culture team facilitates a structured debrief, ensuring that evaluations are grounded in observable evidence rather than subjective impressions. If consensus is not reached, the hiring manager makes the final

call with input from all panelists.

Verbal offers are extended by the HR Manager following approval from the department head and COO. The offer includes the proposed salary, career level, start date, and a summary of the benefits package. A formal written offer letter is sent within two working days of the verbal offer being accepted. Offers are contingent on successful reference checks, which NovaMente conducts for all final candidates.

### **Reference Checks**

NovaMente contacts a minimum of two professional references for each successful candidate, ideally including a former direct manager. References are contacted only with the candidate's explicit consent. Questions are structured around the candidate's key competencies and are consistent across all references checked for a given role.

### **Unsuccessful Candidates**

Candidates who are not selected are notified promptly and professionally. Where the candidate has participated in Stage 3 or beyond, the HR Manager offers brief constructive feedback on request. NovaMente maintains a talent pool of strong candidates who were not selected due to timing or role-specific fit, and may proactively reach out to these individuals when relevant future positions open.