



# Recruitment and Selection Policy

Version 1.0

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## Version Control

Version	Owner	Reviewer	Changes	Approval date	Next Review
1.0	Monica Whitefield	Lyca Amichia	Initial version or first version uploaded on portal - see ESG share for historical information	07/2021	04/2022

## Principles

Newable's recruitment processes are designed to fill vacancies efficiently, minimising disruption to existing activities, and taking appropriate opportunities to improve the skills and abilities of our workforce.

Our goal is to recruit performance-oriented individuals who can make a tangible difference to our organisation and who behave in a way which is consistent with our values.

We seek to attract the best people to work at Newable. We therefore conduct all parts of the recruitment process with professionalism, courtesy and attention to detail, and in accordance with our *Equality and Diversity Policy*.

## Policy

### Employment decisions

Recruitment and promotion throughout Newable, is based on objective job descriptions and person specifications. We take every reasonable step to ensure that:

- a. Individuals are selected for recruitment or promotion fairly, on the basis of their relevant merits and abilities, with the provision of reasonable adjustments for employees with disabilities.
- b. When employment decisions are made, the only characteristics taken into account are those which are necessary for the job and consistent with equal opportunity law.
- c. Recruitment and promotion decisions are based solely on an assessment of the capability and suitability of the individual and not on any generalised concepts about the characteristics of any group.
- d. No person applying for a job or seeking promotion will be treated less favourably on the grounds of any protected characteristic.
- e. Reasonable adjustments are made for disabled job applicants and employees to ensure access to the workplace, access to facilities at work, and career progression in accordance with available opportunity and the applicant's suitability, talent and wish for progression.
- f. We monitor our practices and procedures to make sure they do not discriminate unlawfully.
- g. Disabled employees who meet all the essential criteria in our job profiles are invited for interview.

### Recruitment and selection procedures

At each stage of recruitment, managers must satisfy themselves that their selection decisions are made on objective criteria, related to the skills, knowledge and experience required for the job.

### Advertising

All open vacancies will normally be advertised externally as well as internally. Internal-only recruitment will only be approved in very exceptional circumstances and may only take place with the signed approval of both an Executive Director and a member of the HR Department. 'External advertising' will normally mean advertising via the Newable website and external job boards. Other sources can be additionally used, for example LinkedIn, Twitter or print advertising. Please contact the Marketing Department for further information on using online media for advertising.

## Job description and person specification

Full particulars of the post will be drawn up covering a detailed job description and person specification, normally including:

- Experience
- Qualifications and training
- General and specialist knowledge
- Skills, personal attributes and circumstances.

All applicants will be given a job description and person specification. Application forms will normally be used.

The person specification will be used as the basis for short-listing and interviewing to demonstrate that selection has been undertaken using measurable, objective and justifiable criteria where possible.

## Diversity and inclusion forms, application forms, and CVs

To avoid or minimise the possibility of any unconscious bias in recruitment the following steps have been built into our recruitment process.

All applicants for advertised vacancies must be asked to complete a Diversity and Inclusion Form. Any recruitment agency that is used must also be asked to ensure that all candidates complete a Diversity and Inclusion Form. Diversity and Inclusion Forms must be given a reference and separated from the other application papers before they are placed before the recruiting manager.

Our application forms have a removable front page, which captures the principal information by which an applicant's ethnic origin, age and other personal data may be identified. This removable front page must be given the same reference and separated from the other application papers before they are placed before the recruiting manager.

Where CVs are used (whether or not through a recruitment agency), identifying personal data must be redacted and the CV must be given the same reference before they are passed to the recruiting manager.

In the case of recruitment agencies, no names or personal data should appear on CVs, and applicants should be identified in the first instance solely as 'Candidate A', 'Candidate B', etc.

After the recruiting managers have pre-screened applications by comparison against the Person Specification, and have selected candidates to be called for interview, the

names of those they have selected (but no other personal data) will be released.

These steps do not imply that there is any bias of any form in Newable recruitment, but they are intended to provide support, protection and reassurance for all those involved in the recruitment process that it is the Company's intention to continue to enhance diversity in the organisation interviews

During the selection process we systematically search for the skills, knowledge, experience and personal attributes defined in the job description and person specification.

At the interview, similar questions will be explored with each candidate and every effort should be made to ensure that each candidate is given the opportunity to demonstrate his or her skills, knowledge and abilities. Internal candidates should not rely on the interviewers' perceived knowledge of their skills and abilities, but should treat the interview as if they are external applicants for the position.

Where the position is advertised externally the same selection methods will be applied to internal and external candidates.

## The "Rooney Rule"

Recruiting managers are required to interview at least one BAME (Black, Asian, and Minority Ethnic) and one female candidate for external job vacancies before making an offer to a successful candidate.

If this were not possible at the interview process, then written justification would need to be provided to HR.

This policy is intended to support our Diversity and Inclusion policy by increasing the number of BAME and female candidates securing job roles with us.

## Feedback

Job applicants from a recruitment agency may be given feedback on their application through the job agency which supplied them.

Direct external applicants (e.g. those who respond to an advertisement) may be informed by the Company that due to limited resources feedback is only given to candidates who have participated in the interview process; Newable does not normally provide feedback on why applicants have not been selected for interview.

Feedback given to interviewees may explain in which areas the candidate's overall application was more successful or less successful than the applications of others.

## Promotions, programmes and projects

### Promotions

The Company encourages career-progression for employees who demonstrate their suitability for developmental progression. All promotional opportunities will normally be advertised as open vacancies as described under *Recruitment and Selection Procedures*.

In some cases employees may be individually selected for promotion after a period of systematic career-progression, which may involve a period of dedicated training or study.

In other cases a broader promotional opportunity may become available for which the successful employee will be selected from an applicant pool.

In considering promotional career-progression decisions, Newable:

- Does not make assumptions about an employee's abilities or willingness to take on a new role.
- Considers whether particular qualifications are actually required, or whether what the Company really needs is a particular skill level.
- Considers whether more than one employee may be suitable for promotion into the role and discusses potential opportunities with relevant employees.
- Considers whether training is appropriate.
- Communicates general promotion, transfer or other development opportunities within the Company.
- Makes reasonable adjustments for employees with disabilities who are eligible for a promotion or transfer or other developmental opportunity.

### Programmes and projects

Work in some Group companies is driven by funded programmes or other time-limited projects for which new roles are created, sometimes at short notice, perhaps for limited periods of time, and with varying levels of seniority.

There may be a need to fill such roles quickly to ensure the success of a specific programme or project, and therefore meet the needs of the business.

In such situations – and only where the temporary appointment is likely to last for three months or less – reasonable managerial judgment will be exercised to make appropriate selection decisions in consultation with employees, without unlawful discrimination.

The following factors will be taken into account in guiding such selection decisions:

- The immediacy of the programme or project requirements
- The likely length of the programme or project

- The time that an individual may have available to take on additional responsibilities
- The divergence or similarity of duties in current roles and new roles
- Known skills sets identified during appraisals, one-to-ones and other assessment and developmental activities
- Knowledge and experience demonstrated by employees to date
- The suitability of any developmental opportunity.

If as a result of any such managerial judgment the temporary appointment appears likely to last for longer than three months the role must be openly advertised in the normal way (and all applications considered) before any longer-term appointment is confirmed.

## Internal reorganisations

Where roles are changed or created in normal internal reorganisations which do not place employment at risk this Recruitment and Selection policy will normally be applied.

Where an internal reorganisation is proposed for a formal economic, technical or organisational reason which could result in employment being placed at risk the *Redundancy Policy* will apply.