



Staff Recruitment Policy

Key Details

POLICY TITLE	<i>Staff Recruitment Policy</i>
DATE APPROVED	<i>February 2025</i>
APPROVING BODY	<i>Academic Board</i>
VERSION	<i>1</i>
PREVIOUS REVIEW DATES	<i>N/A</i>
NEXT REVIEW DATE	<i>August 2027</i>
OUTCOME OF EQUALITY IMPACT ASSESSMENT	<i>This policy supports objective, inclusive and fair recruitment practices. The policy does not discriminate or disadvantage minority groups. It is inclusive in language and free from jargon.</i>
RELATED POLICIES / PROCEDURES / GUIDANCE	<i>Equality, Diversity and Inclusion Policy Recruitment Privacy Policy</i>
IMPLEMENTATION DATE	<i>February 2025</i>
POLICY OWNER (JOB TITLE)	<i>Head of People Operations</i>
UNIT / SERVICE	<i>People Services</i>
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Version Control

VERSION	DATE	REASON FOR CHANGE
1.0	February 2025	<i>First version</i>

Policy Hub

For further information on policies:

- 1 You can go to the Secretariat pages on InSite at <https://outlookuwicac.sharepoint.com/sites/Secretariat>;
- 2 You can go to the Policy Hub at cardiffmet.ac.uk/about/policyhub; or
- 3 Contact policies@cardiffmet.ac.uk.
This policy is available in Welsh.

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1 Introduction

1.1 Purpose

- 1.1.1 Our collective aim as a Cardiff Metropolitan University community is to foster a high-performance culture that is values-driven, supportive and agile; providing opportunities for our colleagues to harness their talents to achieve our ambitions. This will contribute to our mission of delivering outstanding experiences to our students. We therefore seek to attract and appoint individuals who can make a positive contribution towards these goals and are fundamental to our success.
- 1.1.2 Every member of staff involved in recruitment and selection shares responsibility for ensuring the recruitment process is fair, inclusive and objective. We will provide a positive experience for all candidates.
- 1.1.3 Our key goals are to:
 - recruit and retain outstanding individuals that share our vision, ambitions, values and ways of working, and can successfully deliver the role requirements
 - improve and support diversity and inclusivity
 - execute fair, inclusive and objective recruitment practices
- 1.1.4 This policy sets out how we will go about achieving these goals.
- 1.1.5 To fulfil our resourcing requirements, and to remain agile to internal and external factors, the university may at times need to change its approach to recruitment. Where changes are necessary, we will do this in a way that upholds our ambitions and goals.

1.2 Scope

- 1.2.1 Every member of staff involved in recruitment and selection shares responsibility for these goals and for executing fair, inclusive and objective recruitment practices, and must adhere to the principles outlined in this policy, as well as all other internal procedures and principles.
- 1.2.2 This procedure is applicable to both internal staff members, external candidates and students seeking employment within the University. This procedure applies to the recruitment of agency workers, though some procedural differences will apply.

1.3 Principles

Throughout the recruitment journey, we are committed to the following principles:

- 1.3.1 To appoint the most suitable candidates for the role.
- 1.3.2 To maximise our applicant reach and present ourselves as an employer of choice for all.
- 1.3.3 To provide candidates with a positive and welcoming experience.
- 1.3.4 To execute fair, inclusive and objective recruitment principles, using evidence-based selection and assessment methods.

- 1.3.5 To make responsible decisions by balancing different perspectives, and role model ethical leadership.
- 1.3.6 To seek to reduce and remove barriers to employment through inclusive practices, free from discrimination.
- 1.3.7 That Equality, Diversity and Inclusion will be evident throughout all stages of the recruitment and selection process through use of adjustments creating an inclusive environment and engaging with candidates for any specific needs.
- 1.3.8 That the Welsh and English languages are treated on a basis of equality with regards to our work in Wales.
- 1.3.9 To maintain confidentiality and a commitment to protecting the rights of individuals in line with the UK GDPR and the Data Protection Act 2018.
- 1.3.10 To adhere to employment policy, and relevant law and regulation.
- 1.3.11 To actively seek feedback from those involved in our recruitment practices, fostering our culture of continuous improvement.

2 Roles and responsibilities

- 2.1 In addition to the principles, recruiting departments will:
 - 2.1.1 Work with People Services to develop recruitment plans and a recruitment campaign strategy.
 - 2.1.2 Attend the University's Recruitment & Selection training, and Unconscious Bias training before engaging in any recruitment activities.
 - 2.1.3 Provide a Job description and Person Specification that clearly articulates the role requirements, person specification and core behaviours.
 - 2.1.4 Execute fair, inclusive and objective recruitment practices.
 - 2.1.5 Offer a welcoming onboarding experience that is carefully planned, providing new staff with access to useful information and guidance as quickly as possible.
- 2.2 People Services will:
 - 2.2.1 Provide training, advice, guidance and support on all aspects of the recruitment lifecycle.
 - 2.2.2 Ensure the most appropriate and effective routes to market are utilised, promoting opportunities to identify and attract a diverse range of potential candidates.
 - 2.2.3 Execute fair, inclusive and objective recruitment practices.
 - 2.2.4 Continually seek feedback and explore new ways to improve and enhance the service.
 - 2.3.1 We will create opportunities to listen, identify and share best practice.
 - 2.3.2 We will create opportunities to engage candidates experiencing barriers to the recruitment market and will develop action plans in response to feedback.

- 2.3.3 We will regularly engage with our Staff Networks and recognised unions to help provide a source of insight.
- 2.3.4 We will monitor for adverse impacts in all selection processes, taking mitigating action where necessary.

3 Talent Attraction

To deliver our mission, and to reach our full potential, we must benefit from the talents of the whole population.

We are committed to creating an environment that reflects the rich diversity of the communities we serve. We aspire to be an employer of choice for all, and actively seek to improve representation from minority ethnic groups and other underrepresented groups.

We will:

- 3.1 Proactively use a wide variety of resources, platforms and networks to promote and advertise our diverse range of roles across networks and communities.
- 3.2 Advertise flexible working within our adverts where the job supports it.
- 3.3 Use inclusive language in all our literature and communications in both Welsh and English.
- 3.4 Welcome and encourage applications from potential applicants and provide information for individuals looking to work in the UK.
- 3.5 Ensure that where we use independent search agencies, such as for executive positions or shortage occupation roles, suppliers will be set clear expectations about the importance of applicant diversity, Welsh language skills requirements and diversity data reporting standards.

Welsh is essential to our students and staff and is a key part of our provision and services. We treat Welsh and English equally within our work in Wales and we are committed to creating a welcoming and inclusive atmosphere by offering a candidate experience that encourages the use of Welsh language.

- 3.6 We continue to make good progress in the representation of our workforce, yet there is more to do and we recognise that staff recruitment is a critical leverage point and that even the smallest change can have a significant impact. We will continue to proactively look for a variety of ways to ensure our workforce represents the communities we serve at a local, regional and global level.
- 3.7 We want to ensure that all applicants and candidates feel valued and supported throughout the recruitment lifecycle. To do this effectively and fairly, our equality, diversity and inclusion practice expectations which identify the professional behaviours and ethical practices expected by all those involved in recruitment are embedded throughout this document.

4 Shortlisting

- 4.1 Members of the selection panel will consist of staff who have the knowledge and experience to assess the candidate's suitability against the role requirements.
- 4.2 The panel composition must be diverse and capable of providing different perceptions and offering constructive challenge. Our panels will be diverse in gender, with an aim of having a broad spectrum of characteristics including ethnicity and disability.
- 4.3 To reduce unconscious bias in the recruitment process, personal demographic information is removed from applications to allow for anonymous shortlisting (otherwise known as blind shortlisting). Where the University does require an academic CV or other form of documentary evidence, candidates are notified and encouraged to remove personal information.
- 4.4 Each application will be reviewed independently by each panel member.
- 4.5 Candidates must be assessed solely against the selection criteria set out in the person specification. As we require individuals who can deliver the vital role requirements, only candidates who meet all of the essential criteria set out in the Person Specification will be shortlisted for interview.
- 4.6 We remain committed to our Disability Confident Accreditation. We will interview all candidates who declare a disability and meet the essential criteria. Any adjustments will be made as necessary.
- 4.7 We are committed to our Armed Forces Covenant and will advance beyond the standard requirements by aspiring to reduce barriers to employment for affected individuals through continuous review of our recruitment approach and practices. We will interview all candidates who both declare they are part of the armed forces community and meet the essential criteria.

5 Interview and selection

- 5.1 All candidates invited for interview will be informed about accessibility at our campuses and will be encouraged to contact the recruitment team if any further adjustments are required. Candidates are offered the opportunity to attend the campus ahead of their interview to familiarise themselves with the environment and surroundings at their convenience.
- 5.2 To ensure candidates have an opportunity to experience at first-hand the environment and meet the staff they will be working alongside, all our interviews will be conducted in person. Only where candidates are located overseas, or in exceptional circumstances, will interviews be conducted virtually.
- 5.3 To improve the candidate experience and support candidates in performing at their best during interviews, shortlisted candidates will receive interview questions at least seven calendar days before their scheduled interview.

- 5.4 Any assessment used during the selection process must be objective and evidence-based, carefully designed to robustly assess candidates' suitability and ability to deliver the role requirements.
- 5.5 All recruitment decisions must be based on an objective structure in which candidates are scored against a set of consistent, pre-agreed criteria directly related to the performance of the job.
- 5.6 All panel members and representatives of the University must ensure candidates are treated fairly and with respect and courtesy, irrespective of the interview outcome, and receive a positive and welcoming experience.
- 5.7 The Welsh and English languages are treated on a basis of equality with regards to our work in Wales. Welsh translators will be made available to translate applications and attend interviews when requested.

6 Appointments

- 6.1 All offers of employment are conditional and subject to a range of pre-engagement checks which must be obtained and validated before an employee can commence work. A conditional job offer is one which can be withdrawn by the University if the candidate does not meet the University's conditions.

7 Related policies and procedures

- 7.1 Equality, Diversity and Inclusion Policy
- 7.2 Data Protection Policy
- 7.3 Recruitment Privacy Policy

8 Complaints

- 8.1 Cardiff Metropolitan University is committed to providing a positive recruitment experience. However, where our service has fallen short of our expected standards, we are committed to addressing recruitment complaints in a fair, confidential, and timely manner. Complaints from applicants relating to recruitment must be set out in writing and addressed to either the Head of People Operations or Director of People and Culture.

9 Review and approval

- 9.1 The People Services Department will proactively advise, support, and monitor the application of this policy and procedure.
- 9.2 To ensure it is relevant and effective, this policy, procedure and any associated frameworks will be reviewed every three years or where there is a change in the University's requirements, employment legislation or case law.
- 9.3 The Academic Board is responsible for approval of this policy.

