

Recruitment and Selection Policy and Procedure

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1. Aim

This document sets out Cambridgeshire and Peterborough Combined Authority's (CPCA) policy on recruitment and selection. CPCA is committed to a policy of treating all its employees and job applicants equally and to recruit the best person for each vacancy.

No employee or potential employee shall receive less favourable treatment or consideration during recruitment and selection on the grounds of age, disability, gender reassignment, marital or civil partner

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status, pregnancy or maternity, race, religion or belief, sex or sexual orientation (protected characteristics).

The policy includes information about the process, job descriptions and employee specifications, assessment criteria, interviews (both remote and onsite), management responsibilities, employing people from abroad, equality and diversity, and data protection.

2. Principles

The following principles will apply whenever recruitment or selection for positions takes place:

- Individuals will be screened against the job requirements as laid out in the job descriptions and person specifications.
- Selection tests, when used, should be specifically related to job requirements and should measure the person's actual or inherent ability to do or train for work.
- Selection tests should be reviewed regularly to ensure they remain relevant and free from bias, either in content or in scoring mechanism.
- Interviews will assess candidates against job-related criteria only.
- The recruitment and selection process for disabled candidates should take into account such adjustments to working arrangements or physical features of the workplace/station/premises as are reasonable to accommodate their needs and be such that they are not placed at a substantial disadvantage compared with non-disabled candidates.
- Decisions to interview, shortlist or offer employment will take no account of an applicant's trade union membership or non-membership.

3. Scope

This policy is applicable to the recruitment and selection of all employees engaged to provide services for CPCA, irrespective of whether such a contract is for a temporary or fixed term or is of a permanent duration. The policy will be made available to all employees and applies to both internal and external recruitment, and recruitment that occurs as part of organisational change (for example, restructures).

4. Vision and Values

Our vision is for a prosperous and sustainable Cambridgeshire and Peterborough. Driven by our values and using our collective voice and strengths, we seek inclusive good growth for an equitable resilient, healthier and connected region.

Our values define what is important in the way we deliver this vision. At Cambridgeshire and Peterborough Combined Authority our core values are Collaboration, Integrity, Vision, Innovation and Leadership. We are committed to ensuring our culture enables our employees to display these values regardless of their roles within the organisation. Managers and employees alike must ensure our core values are upheld when implementing this policy.

5. Recruitment Process

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We always aim to recruit the person who is most suited to the advertised role. We recruit solely on the basis of the applicant's abilities and individual merit as measured against the predetermined criteria for the job. Qualifications, experience, and skills are assessed at the level that is relevant to the job.

The recruitment process should be followed in accordance with the following steps:

Authority to recruit

A line manager who wishes to recruit someone must first complete a Change to Establishment Pro-Forma which should be approved by the Head of Department and finance and forwarded to HR. Where recruitment is planned to fill a vacancy created by a leaver, approval will normally be granted automatically. Another example may include restructures approved by CMT.

If the line manager wishes to upgrade a role, or create a new role, they must provide HR with justification, focusing on organisational needs.

Job Descriptions and Person Specifications

Job description should be produced with full details of the position, reporting line, duties and responsibilities of the jobholder and number of subordinates, if applicable. The skills, experiences, qualifications, and competencies of the jobholder should be laid out in the person specification. This should also include whether they are essential or desirable.

Political Restrictions

The post should be assessed as to whether it should be politically restricted before the advertisement is placed and agreed by the hiring manager. Please see Annex 2 from the [Constitution](#) – "Protocol on Political Restriction".

Job Advertisements

Hiring managers should send their proposed advertisement based on the job and person specifications and/or competency profile through to the HR Team. Internal vacancies will be posted on the website. For external positions, a variety of advertising mediums will be used. Positions may be simultaneously advertised internally and externally.

Applications

Applicants are encouraged to apply via the electronic application process.

Shortlisting

All applications will be pre-screened by the HR Team and applicants that meet the specified criteria will be sent to the relevant recruiting manager. Internal applicants' details will automatically be sent to the recruiting manager.

Interviews

Prior to the interview, candidates will be provided with information about the organisation, role, and responsibilities.

The CPCA standard Behavioural questions template will be adapted by the recruiting manager and the HR Team based on the job description and person specification/competency profile, and the outcome recorded on the template scoring sheet.

In some cases, interviews may be held remotely via online video call. Video interviews are conducted

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using Zoom/Microsoft Teams/Teams/another video conferencing platform. The responsible line manager should in advance provide the interviewee with details of how the interview will be conducted.

Line managers must make a record of every recruitment interview using the form. All interview documentation must be returned to the HR Team for secure storage where it will be retained for six months. Only those that require access for specific and authorised purposes will be able to access this information.

Induction

HR will send out a copy of the employment terms and conditions and all related documents that need to be completed to the new joiners. All new starters will receive a timetable for their successful induction into the organisation. It is mandatory for all employees new to the CPCA to attend the induction within the first week of employment.

Timeframe – 48 hours from Hiring Manager confirming to HR.

6. Right to Work/Pre-employment checks

Upon selection of a suitable candidate the recruiting manager will consult with the HR Team to identify the appropriate starting salary within the agreed grade range.

The HR Team will manage all offers to successful candidates. The Team and AD HR must approve all offers made to successful candidates. Under no circumstances should recruiting managers infer to a candidate the outcome of the selection process.

All offers are subject to two satisfactory references, a check on relevant qualifications and eligibility to work in the UK and other relevant checks where applicable i.e. DBS, rehabilitation of offenders.

The organisation will not employ an individual unless they have a legal right to work in the UK. All offers of employment will be subject to the candidate providing the required original documents or the organisation being able to carry out a check on the Home Office online right to work service confirming their right to do the work in question. For the organisation to be able to conduct an online check, the candidate must have shared their right to work details with the employer using the Home Office prove your right to work to an employer online service.

All pre-employment checks will be carried out by the HR Team before the employee starts employment with the CPCA.

In the event that an individual has time-limited permission to live and work in the UK, they will be required to provide evidence of their renewed right to live and work in the UK prior to the expiry of that time-limited permission. Alternatively, if applicable, the organisation will carry out a check via the Home Office online right to work service, on or before the expiry date of the relevant current permission.

If a successful job candidate is unable to provide evidence of their right to do the work in question, and a Home Office online check, if applicable, fails to confirm the right to do the work in question, the organisation will withdraw the job offer.

If it appears to the organisation during the course of an employee's employment that they do not have the right to work in the UK, the organisation will conduct an investigation into the circumstances. If it is established that the employee does not, or does not appear to, have the right to work in the UK, the

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organisation may terminate the employee's contract of employment.

Points-based system

The organisation will comply with the requirements of the Home Office's points-based system for employing foreign workers. Where a worker who is subject to immigration control and who does not already have the right to work in the UK, is to be recruited, the HR Team will take steps to assess whether or not sponsorship is appropriate.

In relation to eligible foreign workers who are to be recruited into the organisation; the organisation will issue a certificate of sponsorship to such workers.

7. Line Management Responsibilities

Line managers are responsible for recruitment in conjunction with the HR Team. Line Managers who wish to recruit must first complete the **Change Pro-forma** with sign-off from HR and Finance. Where recruitment is planned to fill a vacancy created by a leaver, approval will normally be granted automatically but approval must still be sought. If the line manager wishes to upgrade a role or create a new role, they must complete Change Pro-forma with justification focusing on organisational needs.

In the event that a Team manager becomes concerned that an employee in their Team is in the UK illegally, they should report the matter to the HR Team the concern. The HR Team will investigate further.

8. Acting Up and Secondments

Cambridgeshire and Peterborough Combined Authority, recognises the need for individuals to temporarily cover a post of another member of staff who is absent, temporary cover for vacant posts or posts which need to be covered for a limited duration.

Acting up arrangements and secondment opportunities offer managers the flexibility to make short term adjustments to their team, to assist with short term projects or to cover the absence of another employee e.g., sickness, sabbatical etc. Also, it benefits employees by offering the opportunity to experience developing new skills and experience and expand their knowledge. Both arrangements are regarded as an opportunity for personal development, allowing employees to take on new challenges, as well as responding to business needs whilst undertaking temporary work.

CPCA actively encourages individuals to have opportunities to undertake secondments and will aim to ensure that all staff who wish to undertake a secondment will have the appropriate support in doing so. However, release of an individual by their line manager to undertake a secondment must be weighed up against the needs of the service and in some instances an individual's secondment to another post may not be approved.

Secondments

A secondment is defined as: 'The temporary transfer of an employee from their substantive post to a different post. This takes place over a predetermined period, at the end of which the employee returns

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to their substantive post.' This can be internal or external.

Secondment opportunities may be available in different forms:

- **Internal Secondment**

In this situation, an employee gets the opportunity to work in another area of the organisation for a temporary period. This arrangement is made with the mutual consent of the manager and the employee.

- **External Secondment**

With the mutual agreement of the manager and employee **and** approval of Assistant Director, the Combined Authority allows an employee under agreed arrangements to work with another employer (usually another government body) for a set time. During this time, the employee will continue to be employed by the Authority and will retain the main conditions of their employment excluding salary which will be based on the seconded role being undertaken.

- **Inward Secondment**

In this situation, CPCA acts as host to a Seconded from an external organisation. The Seconded will continue to be employed by their substantive employer but will work under the direction and control of the CPCA for a specified period.

- **Reciprocal Secondment**

This occurs when CPCA and an external organisation or two Services within the organisation agree to the 'exchange' of two employees. The exchange will be for the purpose of developing the employees and bringing mutual benefit to the services/organisation involved.

Acting Up

Acting Up occurs where an employee temporarily covers part or all of a more senior post within their own team or service area for a limited period of time only.

Length of Secondment and Acting Up

The length of the Secondment **must** be defined from the outset and should not usually last more than 12 months. Where the period is known to be longer than 12 months approval must be obtained from the Director of the Service. In this instance, the secondment will not be extended beyond 2 years.

The commencement date will be agreed with the line manager, the employee and the line manager with the responsibility for the secondment within the host Team or organisation (host manager).

A period of acting-up should not exceed 12 months.

The proposed extension can include a variety of reasons the list below is not exhaustive:

- The acting-up extension is to cover a notice period on behalf of the successful applicant of the vacant position.

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- The planned return of the substantive post holder has been unavoidable delayed.
- The service area is undergoing organisational change and it would not be appropriate to recruit substantively until the change process is completed.

If an acting-up opportunity is likely to be for a period of longer than over 6 months, then the position should be advertised as a Fixed Term Contract/Secondment opportunity.

The Human Resources Team and Recruiting managers will be responsible for ensuring that the length of time for acting-up is applied as stated above ensuring the process in keeping records of all acting up posts is monitored regularly.

Advertising and Selection

When there is a need to fill a vacant post on an interim basis, the recruiting manager, following discussions with the Human Resources Team, may wish to consider:

- redistributing the duties within the existing team.
- advertising the vacancy as a fixed term post or secondment opportunity.
- looking for an appropriate member of staff to act-up into the post by undertaking an expression of interest exercise and interview process.
- Use interim external resource if funding allows and agreed.

To ensure that the 'acting-up' or secondment process is completed consistently, fairly, the internal secondment or the acting-up opportunity must be advertised in accordance with the CPCA's Recruitment Process.

Acting Up Appointments

Once an acting up opportunity is available, the recruiting manager must ensure the right internal process is followed and all suitable employees are considered for the role. All suitable employees should be made aware of the acting up opportunity, every effort should be made to ensure they all have an opportunity to express their interest and be considered for the role.

In some circumstances, there may be a "natural" acting up arrangement identified where there is only one suitable employee. In this instance, the recruiting manager should seek guidance from their HR Manager before proceeding with appointment.

Acting up arrangements will be confirmed in writing by the HR Team and any changes to the employee's terms and conditions must be recorded on a change of details form and sent to HR Team along with copies of all relevant paperwork.

In exceptional instances, a management decision can be made for an immediate acting up arrangement. There must be a clear rationale and approval from the relevant Service Director and HR. The acting up should not be longer than 4 weeks. However, if at any point it emerges that the acting up role will last for longer than 4 weeks; the normal process for appointing to acting up posts should be run as a parallel process.

Internal Secondments

- Secondments should be used where there is a need to complete a specific task/ project or to provide cover for a vacant post which it is not proposed to permanently recruit to.

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- All internal Secondment should be advertised on the intranet. The advertisement should state that the post is a secondment and the duration of the appointment. Applicants would be expected to submit an expression of interest.
- All external Secondment opportunities should be advertised through the regular channel. The application process should be same as a regular recruitment process.
- The secondment period will not be less than 3 months and should not last beyond one year. If the secondment is extended beyond one year or is advertised for a longer period than one year thought should be given to whether the post may be needed on a permanent basis.
- Any extensions beyond the agreed period will only be considered in exceptional circumstances and with the full agreement of the original (releasing) line manager, current line manager and individual. Managers should contact their relevant HR Manager.
- For internal secondments, the successful candidate is not required to give notice in accordance with their contract of employment. They should be allowed to take up the post as soon as is reasonably possible and no later than one month after the offer of appointment.
- There is no automatic right for a secondment to be granted by the employee's own Directorate as this will depend on operational requirements. If an applicant feels that they have been unfairly denied the opportunity to apply for a secondment, they should firstly raise their concern with their Assistant Director.

Terms and Conditions during External Secondment

During Secondments, it is important the employee, their substantive line manager and the host manager keep in contact regularly. The frequency of the contact should be agreed by all parties. Part of the communication may form the substantive role, the line manager will be to cascade important information within the Team/organisation.

The seconding Directorate should agree with the host Directorate have responsibility for any expenses incurred i.e.

- Reimbursement of travelling expenses should only be made if the difference from the secondees normal place of work to that of the host organisation is excessive. It is not necessary to reimburse normal travel costs to and from work.

The seconded has a responsibility for notifying both their line manager and the host manager of any pre-arranged leave which may affect the secondment programme.

Secondees wishing to terminate their employment with their employer i.e., CPCA during the period of secondment, should give notice as required by their permanent contract of employment.

Performance and Attendance

The host manager is responsible for ensuring that the successful candidate is properly inducted into the new post and ensure regular management supervision is in place to support the employee's success in their new role.

Training is an important and essential part of the Scheme and every Seconded should have an agreed training plan and ongoing discussions about progress and issues. The secondment contract will include

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a Personal Learning / Development agreement. Training, whether planned or unplanned, makes a vital contribution in the success of a secondment. This could consist of formal, informal and a variety of other learning opportunities.

The host manager will be responsible for appraisals and any performance management. However, any formal appraisal/performance review procedures will be carried out by the employer/manager, with the help of the host as necessary.

In cases where there may be concerns about the secondees ability to perform in the role. When this occurs, an action plan will be put in place to improve the situation. Where no positive improvement can be made, the manager can issue notice – usually 1 weeks' notice for internal secondments and 2-4 weeks' notice for external secondments.

Leave and Sickness

The secondees should get approval from host manager for all annual leave request.

In the case of external secondments, the individual's substantive terms and conditions apply. This includes the Sickness Absence Policy and Procedure. They should communicate with their host manager on a regular basis. The secondees should also comply with the host's sickness absence reporting arrangements.

In cases where attendance is an issue and has an impact on the success of the role, advice should be sought from Human Resources and discussed with the employee. In some circumstances it may be appropriate to consider whether or not it is viable for the acting-up/secondment post to continue e.g. in cases of long-term sickness.

In situations where a secondes goes on maternity leave during the secondment, their maternity pay will be calculated based on their substantive post.

The entitlements for all types of absence should not be less favourable than that of CPCA in the case of external secondments.

Appraisal

If the appraisal cycle falls whilst the employee is in an Acting-Up position or on secondment, then there should be discussions between both managers to discuss how and when to conduct the appraisal. Consideration may include considering the appraisal window and length of secondment.

For an individual who has been seconded outside of the organisation the substantive manager should try to establish if CPCA's Appraisal process can still be applied. If this is not possible the manager should try to ensure that the appraisal process used at the host organisation and information obtained throughout this process can be linked into CPCA's procedures.

Ending Secondments and Acting Up Appointments

Upon completion of the opportunity, the employee's salary and duties will return to the level that it would have been had they remained in their original position for the duration of the secondment. Their pay and conditions will be no less favourable than they would have received had the Secondment opportunity not taken place. Continuity of employment will be preserved for those who are seconded externally.

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CPCA reserves the right to end any acting up arrangements with immediate effect in exceptional circumstances (e.g. due to capability or conduct reasons). This will be done in accordance with our disciplinary and capability policies.

To ensure smooth transition for employees who are returning from external secondments, the seconding Team must ensure that secondees are made aware of any changes in the organisation that may have taken place throughout the course of the secondment period. In addition, the secondee must report back any developments they have gained as a part of the secondment.

Their pay and conditions on their return to their substantive post must not be less favourable than they would have received had the Secondment opportunity not taken place. Continuity of employment will be preserved for those who are seconded externally.

Organisational Change affecting the Substantive post

In the event of a TUPE transfer when in the host organisation/service area, the employee will not be subject to transfer as their employment with the host is temporary. Also, if there is an organisational restructure when there is a risk of the employee's substantive post becoming redundant whilst on secondment, the employee will be advised of the process taking place, and will be fully involved in the Consultation process. Please see the Organisational Change Policy.

Guidelines for Pay

Acting-Up Positions

In certain circumstances remuneration for the acting-up post will vary, this is dependent on the following instances:

- As part of an agreed development plan (Personal Development Plan), acting-up may be considered as an appropriate development area for members of staff, which will not warrant a financial reward. This will usually occur when an employee does not take on the **full** responsibilities of a higher graded post for a specified period.
- Where there is an increment to the employee's salary, the pay should be set at the minimum of the new pay band.
- In some instances, the acting-up pay may equate to the same value. Consideration should be given as to whether this provides any incentive to the employee, and whether an increase of an additional scale point is needed. Authorisation should be sought from the relevant Director.

The start date for the increase in pay becomes the date that the acting-up began.

On return to the substantive post the employee will revert back to their substantive pay point except where an increment would have occurred on the scale; in this case any incremental progression will be applied as usual.

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Secondment Positions

Internal Secondments:

Where individuals are seconded to higher level roles, they will receive the higher rate and any enhancements for the role they are undertaking for the duration of the secondment period.

External Secondments:

- Prior to the start of secondment, the seconding organisation must agree who will be responsible for the secondees terms and conditions of employment in relation to pay, annual leave, car mileage and any incidental expenses which a secondee may incur during the period of secondment.
- Managers must ensure that secondees are not unfairly under compensated for the period of the opportunity.

Subsequent promotion following the Secondment or Acting Up period

A period of secondment or acting-up will not result in an individual automatically moving into the post substantively. Following the appropriate reviews should the post become permanent or fixed term it will be advertised in line with CPCA's Recruitment and Selection Policy.

9. Data Protection

We process all personal data collected during the recruitment process in accordance with our Data protection policy.

We do not collect unnecessary personal data from applicants during the recruitment process. For example, we will only request bank account details and next-of-kin contact details from successful applicants. Data collected as part of the recruitment process is held securely and accessed by, and disclosed to, individuals only for the purposes of managing the recruitment exercise effectively to decide to whom to offer the job. Staff should report immediately any inappropriate access or disclosure of job applicant data in accordance with the organisation's data protection policy. It may also constitute a disciplinary offence, which will be dealt with under the organisation's Disciplinary procedure.

The organisation will ensure that individuals' personal data collected during the recruitment process, including information about racial or ethnic origin, is managed in accordance with the CPCA's Data Protection policy.

10. Appeals Procedure

Employees who have concerns about any aspect of this policy or its operation should use CPCA's Grievance Policy and Procedure.

11. Monitoring and Review

The CPCA HR team will monitor the effectiveness and review the implementation of this policy, regularly considering its suitability, adequacy, and effectiveness. Any improvements identified will be made as soon as possible.

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All employees are responsible for the success of this policy and should ensure they use it to disclose any suspected danger or wrongdoing.

Employees are invited to comment on this policy and suggest ways in which it might be improved.

Comments, suggestions, and queries should be addressed to the CPCA HR Team.

This policy does not form part of any employee's contract of employment, and it may be amended from time to time.

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Governance

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References:

Data Protection Act 2018
Immigration, Asylum and Nationality Act 2006.
Equality & Diversity Policy
Data Protection Policy
Organisational Change Policy

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Document Control Sheet

Purpose of document:	This policy has been formulated to provide general guidance and policy advice to staff and managers about Recruitment and selection policy and procedure
Type of document:	Policy & Procedure
Document checked by Legal	No
If applicable, has an initial Equality Impact Assessment (EIA) been completed?	Yes
Document lead and author:	HR Team
Dissemination:	
What other documents should this be read in conjunction with:	Guidance documents listed in policy
Who will review the document? (Job title):	HR Team
Why is this document being reviewed?	Review of existing Policies and Procedures
Mandatory Read	No

Revisions

Version No.	Page/ Paragraph No.	Description of amendment	Date approved
4		Changes made in line with legislative references	2023
5	5 to 11	Nothing removed, added section on Acting Up and Secondments	2023

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