



**Leeds West  
Clinical Commissioning Group**

## **SECONDMENT POLICY**

**Policy reference – LWHR05**

SUMMARY	This policy outlines the organisations procedure for managing both internal and external secondments.
AUTHOR	Kelly Brook, Senior HR Associate
VERSION	Final
EFFECTIVE DATE	5 <sup>th</sup> March 2014
APPLIES TO	All employees
APPROVAL BODY	Assurance Committee
RELATED DOCUMENTS	All HR policies
REVIEW DATE	May 2017

## VERSION CONTROL SHEET

<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Status</b>	<b>Comment</b>
1.1	03/10/13	Hannah Morris	draft	Consultation
1.2	04/11/13	Hannah Morris	draft	Consultation with Trade Unions via the Leeds Area Social Partnership Forum
1.3	05/02/14	Hannah Morris	final	Assurance Committee

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## **1. PURPOSE**

- 1.1 This policy facilitates the secondment of the Organisation's staff both internally within the Organisation and externally within the wider NHS and exceptionally with other non NHS Bodies. It is also designed to encourage staff from external organisations to take up a secondment where available within the Organisation, for the mutual benefit of both organisations.
- 1.2 A secondment may be arranged to assist with individual development needs as a result of an appraisal or be specifically requested for project work where specific skills or specialist knowledge are required.

## **2. SCOPE**

- 2.1 This Policy will apply to all employees within the Organisation.

## **3. EQUALITY**

- 3.1 In applying this policy, the organisation will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic. A single Equality Impact Assessment is used for all policies and procedures.

## **4. ACCOUNTABILITY**

- 4.1 The Chief Officer is accountable for this policy.

## **5. IMPLEMENTATION AND MONITORING**

- 5.1 The Assurance Committee is responsible for formal approval and monitoring compliance with this policy. Following ratification the policy will be disseminated to staff via the intranet.
- 5.2 The policy and procedure will be reviewed periodically by the Senior Management Team in conjunction with Human Resource and Trade Union representatives where applicable. Where review is necessary due to legislative change, this will happen immediately.

## **6 RESPONSIBILITIES**

- 6.1 Good working relations are vital for the organisation to operate successfully and provide services. There is a joint responsibility for management, trade unions and employees to accept the responsibility of working together on issues in good faith and with the shared intention of facilitating good working relations.

### **6.2 Employees**

- 6.2.1 It is the responsibility of employees to ensure that:
  - They follow the principles in this policy and sign up to the necessary secondment agreement to if necessary to formalise arrangements.

### **6.3 Line Managers**

- 6.3.1 It is the responsibility of line managers to ensure that:
- All secondment requests are considered in line with this policy.
  - Requests should only be refused if there is a clear, demonstrable business reason why this is not practical.

### **6.4 Human Resources Team**

- 6.4.1 The Human Resource representative will provide advice and support on all aspects of this policy to ensure application and support.

## **7. PRINCIPLES**

- 7.1 Secondment requests will be considered in line with business needs and may be refused on that basis. Employees must complete a secondment application form stating the reasons why they wish to undertake the secondment, giving due consideration to personal and organisational benefits and outcomes i.e. gaining new skills and experiences which can be brought back to the organisation, developing wider networks, understanding different organisational contexts etc.
- 7.2 Staff who enter into secondment agreements will be asked to sign a secondment agreement outlining the terms and parameters of the secondment in advance of the secondment starting.
- 7.3 Any individual who agrees to undertake a secondment will be expected to keep any information, which may be made available to them as a direct result of the secondment, (e.g. personnel, salary, business sensitive information) confidential.
- 7.4 Employees on secondment with an external organisation will retain all of their continuity of service rights with the employing organisation
- 7.5 Staff who undertake a secondment will be entitled to return to their substantive post on completion of the secondment. Should the substantive post be subject to organisational change this will be dealt with in line with the normal organisation procedure.
- 7.6 The duration of a secondment will vary depending on the circumstances. However the minimum is 3 months and a maximum 24 months with exceptions to be arranged with the relevant line manager and support from Human Resources.
- 7.7 Guidance and support will be provided to line managers in the implementation and application of this policy.

## **8. INTERNAL SECONDMENTS**

- 8.1 Where a department within the Organisation identifies that a secondment opportunity exists, consideration should be given to the length of the secondment, any training required and the skills set or specialist knowledge required of staff undertaking the secondment.
- 8.2 Depending on the nature of secondment, the vacancy will either be advertised in line with the organisation's Recruitment policy, or, a request will be made directly to the relevant department if the secondment requires specialist skills or knowledge.

- 8.3 There is no explicit obligation on the manager to release an individual but proper consideration should be given to such a request. Any refusal to allow an individual to uptake a secondment opportunity should be carefully considered and the potential long term benefits to the Organisation should not be overlooked. An explanation should be given to the employee if a request is turned down.
- 8.4 Once agreed, the line manager will liaise with the departments to facilitate an agreement and agree what parameters will be applied to it. The line manager will then liaise with the HR representative to develop the secondment agreement.
- 8.5 If the secondee is from an external organisation, the individual's line manager will liaise with the organisation to facilitate an agreement and agree the parameters involved, detailing very clearly the agreed funding arrangements. The individual's line manager will then liaise with the HR representative to develop the secondment agreement.

## **9. EXTERNAL SECONDMENTS**

- 9.1 Where an individual manager is approached by an external organisation regarding a secondment opportunity for an employee, advice should be sought from the HR representative. If the secondment is feasible, the line manager will facilitate the agreement between all parties involved, and then liaise with the HR Representative to develop the secondment agreement.
- 9.2 Where an employee wishes to pursue a secondment opportunity with an external organisation they should approach their manager indicating that they wish to apply for an external secondment.
- 9.3 Agreement must be reached on how the individual's salary will be paid and which body will be responsible for meeting any additional expenses such as travel and subsistence allowances.
- 9.4 During the period of the secondment the individual's Terms and Conditions will remain the same and continue to be subject to the employing organisations policies and procedures. Exceptions to this will be agreed in advance between the host organisation and the secondee/Organisation.
- 9.5 Secondees are responsible for reporting any reasons for absence directly to both the external organisation and the host organisation in accordance with their own absence management policies.
- 9.6 Whilst on any secondment employees will continue to accrue annual leave entitlements and be permitted to take annual leave to their entitlement limit with the agreement of the host organisation. Where an employee takes a period of Maternity Leave during the course of the secondment accrual of her annual leave entitlements will continue to apply.

## **10. FUNDING ARRANGEMENTS**

- 10.1 Prior to the secondment taking place the appropriate manager(s) must liaise with HR and Finance to agree who will be funding the secondment and how the payment arrangements are to be facilitated. Depending on the individual agreements it may be appropriate to submit a change form or arrange for a debtors invoice to be raised.

- 10.2 Where the grade of the secondment post is higher than the grade of the employee's substantive post, the full salary cost will be paid by the Organisation and recovered from the host organisation. On return to the Organisation the employee will revert to their substantive grade and salary.

## **11. WORKING ARRANGEMENTS**

- 11.1 For the duration of the secondment or work placement the individual will be required to comply with the working/cover arrangements of the department or host employer. Any agreement to exceed/reduce their contractual working hours will be subject to agreement at the initiation of the secondment and the conditions of Working Time Regulations.

## **12. COMMUNICATION**

- 12.1 When on secondment it will be agreed by all parties, that three way communication between the secondee, host organisation and the employer is maintained
- 12.2 Any secondee from Organisation should be kept informed of and consulted about any organisational change that takes place during their period of secondment.

## **13. MANAGERS RESPONSIBILITIES**

- 13.1 For managers who are accountable for managing the secondee it will be their responsibility to outline at the start what their objectives are for the duration of the secondment. Managers must also conduct performance reviews/appraisals in line with local policies
- 13.2 The substantive line manager will provide all the appropriate information to the HR representative who will then produce the secondment agreement.

## **14. TERMINATION OR EXTENSION OF SECONDMENT**

- 14.1 A request for an extension of an existing secondment should be considered in accordance with the needs of the service, and be mutually agreed by all parties and confirmed in writing. If an extension is refused, an explanation should be given to the employee.
- 14.2 The secondment may be terminated by either party in writing with the previously agreed notice period laid out in the secondment agreement.

## **15. SECONDMENT RESULTING IN PERMANENT APPOINTMENT**

- 15.1 Where a secondment post becomes a permanent post the individual in that secondment may only be offered the post if a full recruitment process was carried out for the secondment, and it was clear that there was a possibility of it becoming permanent.
- 15.2 If a full recruitment process was not followed then a recruitment and selection process will need to be carried out.

## **16. APPEAL**

- 16.1 An employee may use the Grievance Procedure if they feel that they have been treated unfairly in relation to application of this policy.

## Equality Impact Assessment

<b>Title of policy</b>	Secondment Policy	
<b>Names and roles of people completing the assessment</b>	Hannah Morris, Senior HR Associate Sharon Moore, Senior Associate E&D	
<b>Date assessment started/completed</b>	10/01/14	04/02/14

<b>1. Outline</b>	
<b>Give a brief summary of the policy</b>	This policy sets out a procedure for receiving and considering internal and external secondment requests.
<b>What outcomes do you want to achieve</b>	Development opportunities to be provided for staff internally or for skill shortages to be filled by employees of other organisations.

<b>2. Analysis of impact</b>			
	<b>Are there any likely impacts? Are any groups going to be affected differently? Please describe.</b>	<b>Are these negative or positive?</b>	<b>What action will be taken to address any negative impacts or enhance positive ones?</b>
<b>Age</b>	No		
<b>Carers</b>	No		
<b>Disability</b>	No		
<b>Sex</b>	No		
<b>Race</b>	No		
<b>Religion or belief</b>	No		
<b>Sexual</b>	No		

<b>orientation</b>			
<b>Gender reassignment</b>	No		
<b>Pregnancy and maternity</b>	No		
<b>Marriage and civil partnership</b>	No		
<b>Other relevant group</b>	No		
<b>If any negative/positive impacts were identified are they valid, legal and/or justifiable?  Please detail.</b>	<p>No anticipated positive or negative impact on any equality group. The policy is applicable to all employees and adheres to the NHS Litigation Authority Standards, statutory requirements and best practice. The policy makes all reasonable provision to ensure there is an open and transparent process in place that facilitates equality of access to all employees. There are no statements, conditions or requirements that disadvantage any particular group of people with one or more protected characteristic.</p> <p>The policy clearly indicates should an employee feel that they have been treated unfairly in relation to application of this policy they may use the Grievance Procedure.</p>		

<b>4. Monitoring, Review and Publication</b>			
<b>How will you review/monitor the impact and effectiveness of your actions</b>	Secondments will follow internal or external processes for consistency; applications can be reviewed as necessary to check for any trends regarding any of the protected groups.		
<b>Lead Officer</b>	Hannah Morris	<b>Review date:</b>	04/02/14

<b>5.Sign off</b>			
<b>Lead Officer</b>	Hannah Morris		
<b>Director</b>	Diane Hampshire	<b>Date approved:</b>	11/02/14