

Secondment Policy

1. Purpose

This policy sets out how Monitor will manage the secondment process in a fair and consistent manner. Secondments offer valuable opportunities for staff and organisational development. By enabling placement of employees in different work situations we recognise that secondments offer the chance to improve and enhance their skills and experience.

2. Scope

This policy applies equally to full-time and part-time employees on a substantive or fixed-term contract. This may include learning and development support in up-skilling for now and the future, talent management, succession planning, business plan delivery and career exit. Where appropriate, a selection process will take place.

3. Definitions

A secondment is normally defined as:

‘The temporary placement of an employee to a different part of the organisation or to another organisation, for a specific purpose and period of time, to the mutual benefit of all parties.’

It could also cover a:

- short attachment that might involve project work for, say, one day per week for a period of three weeks or three months;
- shadowing arrangement for a few days;
- short-term secondment for up to six months; or
- long-term secondment not normally exceeding 12 months, unless special circumstances apply.

4. Policy Statement

The following key principles are the building blocks upon which the policy is founded:

- all secondment opportunities will be advertised to staff; however, there may be the occasional circumstance where uniquely matched personal development needs exist or significant business requirements apply, and 1to1 matching will take place
- all advertised secondment opportunities will be made available to support the development of staff who meet the eligibility criteria (see section 5). Considering the size of Monitor, it is likely that only a few secondments will be supported at any one time;
- secondments must actively help in developing and delivering Monitor’s corporate plan;
- clear objectives must be agreed, and there must be clarity regarding the outcome/intention of the secondment;
- where there is specific knowledge or skill needed for the secondment, the secondment may only be available to a small group of staff, or an individual;
- the period of secondment must be agreed and clearly defined in the secondment agreement; and

- a secondment agreement must be completed and signed by all parties: the seconding manager/organisation; the secondee; and the host manager/organisation. The agreement must clearly define re-charge arrangements.

5. Eligibility Criteria

In order to apply for a secondment opportunity, individuals should be a substantive or fixed-term* employee, have been in Monitor's employ for a period of at least six months and not have any current performance issues or formal disciplinary warnings. In exceptional circumstances, this may be waived. For example, if there is a significant organisational development need.

Selection of the right candidate for a secondment will be based upon Monitor's business needs and the talent of the individual. Individuals applying for a secondment opportunity must have the appropriate skill and knowledge to benefit the host organisation.

**Fixed-term employees should have sufficient time left on their contract to complete the proposed secondment period.*

6. Process

Staff interested in a secondment

A register of staff interested in undertaking a potential secondment and the rationale will be held by HR.

This information can be captured in a variety of ways, including an individual's personal development plan, discussions with line managers or HR, and responses to advertised secondments.

Where possible, staff will be matched to secondment opportunities and notified accordingly.

Secondment Information

Details of secondments will be co-ordinated by the Head of HR&CS and will, in most circumstances, be advertised internally with details placed on the intranet.

Where managers and staff are notified of potential secondments direct, these should be referred to HR to ensure details are handled as set out above.

HR will, where appropriate, also match up the secondment information from the staff register.

7. Responsibilities

Outgoing secondment

An outgoing secondment is when a Monitor employee will go and work for another organisation for a specific purpose and a specified amount of time.

Employees wishing to be considered for an advertised secondment opportunity must seek support from their line manager. The Personal Development Plan (PDP) process will also assist in identifying suitable secondment opportunities. Other factors that should be taken into account - should a secondment placement be secured - are the training needs during and following a period of secondment.

Line Managers considering a request from an individual seeking to be released on a secondment opportunity must consider the overall benefit this will have to the organisation and the individual, along with the impact this will have on the directorate/team and organisational objectives. Should there be a requirement to backfill the post duties as a result of a secondment, consideration of available resources must be made, e.g. replacement costs and whether the host organisation will meet these costs.

The Training and Development function within Human Resources will research secondment opportunities, match individuals with opportunities where possible, and keep a register of all staff secondments.

Incoming secondment

An incoming secondment is when an individual will join Monitor on a temporary basis from another organisation for a specific purpose and for a specified amount of time. Managers who wish to create or identify a secondment opportunity within Monitor should follow the organisation's recruitment and selection process. This will include ensuring finances are available for the seconded post, start and finish dates, and completing the liaison with Human Resources in relation to the role level which should be allocated. The Legal team's scrutiny of contractual documentation should be sought.

8. Terms and conditions

All seconded staff will remain under a contract of employment with Monitor and are entitled to maintain their terms and conditions of employment. Monitor will continue to pay for any professional membership that is required.

A pro-forma detailing terms and conditions of the secondment will be available on the intranet.

9. Performance review of secondment

Agreement must be reached at the start of the secondment regarding arrangements for review. The period of review will be specified in the secondment agreement. Secondment opportunities should normally be allowed to run their course; however, Monitor reserves the right, in exceptional circumstances, to recall the member of staff prematurely if required. Termination, prior to the expiry of the secondment, will normally be subject to an agreed period of notice.

10. Induction to the seconded post

Effective induction is essential. Where appropriate, the host directorate/organisation will organise an induction/briefing pack for the secondee which should provide the following:

- background information on the organisation;
- functions of the host workplace;
- duties and responsibilities of the post;
- health and safety regulations;
- office procedures; and
- any overlapping reporting arrangements in terms of absence.

Monitor will provide an induction pack for incoming secondments.

Induction after secondment

- On return, the secondee should be given an induction back into the department/organisation to ensure the return is as smooth as possible.
- Secondees may find it valuable to maintain contacts and networks they have built at the host organisation and to share this with colleagues as appropriate.
- It may be appropriate for the secondee to provide advice and share experiences of the secondment to fellow colleagues on considering a secondment.
- The benefits of applied learning as a result of the secondment must be maximised, developed and documented. This may be through the appraisal process and in learning for others.

11. Keeping in touch

Keeping in touch with staff on secondment throughout the period is essential. Arrangements for this need to be clearly documented. This is a joint responsibility where both the substantive manager and secondee are responsible for keeping in touch. The substantive manager will act as contact point and keep the secondee in touch with developments. Examples of keeping in touch are:

- mailing lists – remaining on the email list for team/organisation to ensure receipt of communications such as Inside Track;
- attendance at regular team meetings; and
- restructuring or proposed directorate changes – secondees must be advised/consulted as appropriate.

This policy came into operation in September 2006 and was updated in September 2008.