



Human Resources Policy

Policy Title :	Secondment
Policy Section :	Employee Retention
Prepared by :	HR Manager
Review / development group composition:	HR Policies Group
Version number :	2.0
Health Inequality Impact Assessment :	HIIA – SecPol – 2019-01-25
Approved by :	Area Partnership Forum
Date distributed :	24 May 2019
Review date :	No more than 3 years after approval

Document History

Version	Date	Author	Comments
V1.0	2003	David McCracken	Secondment in support of organisational change
V2.0	2018-05	HR Manager	Based on Secondment PIN Nov 2011 Endorsed by APF on 22 May 2019

Review History

Review Date	Reviewer (s)	Recommendations

Contents

Section		Page
1	Policy statement	4
2	Scope	4
3	Principles and aims	4
4	Definitions	5
5	Roles and Responsibilities	6
6	Secondment Agreements	8
7	Keeping in Touch	9
8	Appraisal / PDP&R Arrangements	10
9	Terms and Conditions of Employment	10
10	Training	11
11	Monitoring and Measuring Success	11
12	Review of Policy	11
Appendix 1	Internal Secondment Agreement	13

1 Policy Statement

NHS Borders strives to be an exemplary employer, with staff who are flexible and adaptable to the service, both locally and nationally. NHS Borders is, and will continue to be a constantly changing organisation. As services change, the skills needed to deliver services also change. NHS Borders recognises the value of secondment for both employee and organisational development.

By placing employees in different work situations, secondment offers the opportunity for individuals to develop new skills or enhance existing skills, enabling NHS Borders to develop and retain experienced, skilled and valued employees.

Furthermore, by developing and sharing skills within and across NHSScotland and partner organisations, it is recognised that secondment helps such organisations to modernise and adjust to service changes, to the overall benefit of NHSScotland.

2 Scope

This policy applies to all employees within NHS Borders who apply for or subsequently undertake a secondment for a defined period to another role either within NHS Borders or within another Host Organisation.

While there is no automatic right to secondment, all employees within NHS Borders should have equal access to this policy in compliance with relevant legislation and no application for secondment will be unreasonably refused.

3 Principles & Values

NHS Borders will ensure that clear arrangements are in place for accessing secondment. Secondment opportunities may arise through a variety of circumstances, but should ordinarily be advertised in line with the normal recruitment process.

All employees will have equal access to this policy in compliance with relevant legislation.

No application for secondment will be unreasonably refused.

NHS Borders will ensure that clear arrangements are in place in advance of any secondment commencing, including completion of an appropriate secondment agreement, ensuring that all stakeholders are fully aware of their roles and responsibilities under the secondment.

NHS Borders HR Department will identify a designated secondment coordinator to facilitate the secondment process.

NHS Borders encourages evaluation of learning following the completion of secondments to ensure that newly developed knowledge or skills can be identified and used to the benefit of the service.

NHS Borders will, in partnership, monitor applications for and use of secondment on an ongoing basis with a view to ensuring the fair and consistent application of this policy. NHS GB-HR – 2018-11

Borders will also ensure that this policy is subject to regular review, in partnership, in order that it remains fit for purpose and to enable the organisation to demonstrate adherence to the Secondment PIN Policy.

4 Definitions

Secondment

NHS Borders defines secondment as ‘the temporary lending of an employee to another organisation, or to a different part of the same organisation, for a specific purpose and for a specific time to the mutual benefit of all involved’.

Types of secondment

- ⊕ Internal secondment within NHS Borders
- ⊕ External secondment outwith NHS Borders (e.g. to another NHS Board, Special Health Board, Scottish Government, local authority, trade unions, professional organisations or the voluntary sector)

Suitable secondment opportunities

Secondment appointments may be made on a part-time or full-time basis and can be used in a variety of circumstances, as illustrated below. The examples below should not limit the creativity of employees and/or managers in identifying suitable secondment opportunities:

- ⊕ Facilitate partnership working
- ⊕ Develop individuals or groups of individuals, personally and professionally
- ⊕ Provide training/experience and/or skills within another area
- ⊕ Increase self-confidence/competence
- ⊕ Share expert resources between and within organisations
- ⊕ Address the absence of a substantive post holder (e.g. maternity leave or long-term sickness absence)
- ⊕ Facilitate or enhance a particular project or research
- ⊕ Enable an employee, in agreed circumstances, to remain with their employer and retain specific benefits (e.g. remuneration and pension); or
- ⊕ Assist in succession planning

Managers should always give consideration as to whether vacancies which arise may be offered on a secondment basis, particularly where such vacancies are fixed-term in nature and therefore such an approach would widen the scope of potential applicants.

Secondee

An employee of NHS Borders who is seconded to a different role either within NHS Borders or with a Host Organisation (which may or may not be another NHSScotland Board).

Accountable Manager

The Accountable Manager within NHS Borders may be the substantive line manager of the Secondee or may be at a higher level where the substantive line manager is not the budget holder. The Accountable Manager may assign some of the responsibilities detailed within this policy to the line manager (where this is a different individual).

However, the Accountable Manager will have overall responsibility for ensuring that such responsibilities are carried out appropriately.

The Accountable Manager within NHS Borders will retain responsibility for the ongoing management of the Secondee's contract of employment during the period of the secondment in line with the secondment agreement.

Host Manager

The Host Manager is the manager who will be responsible for management of the secondment role itself. The Host Manager may be from within NHS Borders or within a separate Host Organisation, depending on whether the secondment is to a role within the NHS Borders or not.

Host Organisation

Host Organisation is the term used within this policy to identify the organisation to which a Secondee has been seconded, where this secondment is to a different organisation than NHS Borders. The Host Organisation may or may not be another NHSScotland Board.

5 Roles & Responsibilities

Secondee

- ⊕ To ensure that authorisation has been provided by their Accountable Manager prior to accepting a secondment opportunity
- ⊕ To adhere to their obligations as set out in the secondment agreement, including keeping in touch with their Accountable Manager to allow for exchange of information and how they perceive the secondment to be working out for them; and
- ⊕ To participate in an evaluation of learning following completion of the secondment to ensure that newly developed knowledge or skills can be identified and used to the benefit of the service

Accountable Manager

- ✦ To consider all secondment requests and only refuse a request if there are clear, demonstrable business reasons why it is not practicable. Reasons for refusal should be communicated to the employee in writing and a record of refusal and its reasons sent to the coordinator within HR
- ✦ To liaise with HR to ensure that the employee is fully aware of the circumstances as outlined in NHS Borders local policy developed in line with the Fixed Term Contracts PIN Policy, in circumstances where a secondment is refused and the employee seeks to undertake the opportunity on a fixed term contact basis
- ✦ To ensure that, prior to commencement of a secondment, the appropriate authorisation and secondment agreement have been completed (due to their complexity and potential financial implications, External Secondment Agreements must be developed in conjunction with the Management Accountant and the HR Business Partner for the area of work), and the following points have been taken into account:
 - Clear reasons identified for the secondment (including identification of the benefits for the individual and the organisation)
 - Replacement costs and arrangements for cover (if necessary) - including any VAT implications (this should be clarified with the directorate accountant)
 - Clear agreement on the start and finish dates (secondments vary in length, usually between three months and two years, depending upon the circumstances. However the period of secondment must be agreed and clearly defined in the secondment agreement)
 - In circumstances where the employee's substantive role may not be available for their return, then this must be understood and agreed by the Accountable Manager and the Secondee prior to the commencement of the secondment, or at the time of any subsequent proposed extension. In such cases, or where the substantive post is subsequently subject to change during the secondment, relevant organisational change provisions will apply
In all cases the Accountable Manager should seek guidance from HR
 - That the employee fully understands any terms and conditions implications
 - Training needs during and following a period of secondment
 - Arrangements for appraisal/PDP&R completion during the secondment
 - Relevant statutory requirements for maintenance of professional registration
 - Arrangements to keep in touch with the Secondee on a regular basis and to consult them on any proposed changes to their substantive post during the term of the secondment; and
 - Clear arrangements for return of the Secondee to their substantive post or a suitable alternative (where it is agreed, as above, that they will not return to their substantive post), or as otherwise determined under 9.9 below
- ✦ To fulfil their agreed obligations under the secondment agreement, including:
 - Keeping in touch with the Secondee during the secondment; and

- Informing the Host Organisation (or the relevant line manager where the secondment remains within NHS Borders) where there is a need to terminate the secondment earlier than agreed
- ✚ To keep in touch with the coordinator on a regular basis to inform them of any changes or terminations to the secondment
- ✚ To ensure that a return to work interview takes place with the Secondee; and
- ✚ To ensure that an evaluation of learning is undertaken following completion of the secondment in order that newly developed knowledge or skills can be identified and used to the benefit of the service

Host Manager

- ✚ To fulfil their agreed obligations under the secondment agreement, including:
 - Liaising with the Secondee’s Accountable Manager in order to have input to any appraisal outcomes/ performance issues; and
 - Liaising with the Secondee’s Accountable Manager on any proposal to change, terminate or extend the secondment

Secondment Coordinator

Essential to the success of the policy is the need for central coordination, which will be administered by a designated coordinator. The coordinator will be responsible for the following:

- ✚ Creating and maintaining a record of Secondees. This record will include, as a minimum, details of the Secondee, their substantive post and Accountable Manager, and also details of the secondment
- ✚ Developing relationships with the Accountable Managers of Secondees to ensure consistency of approach
- ✚ Keeping a record of the number of employees accessing secondment arrangements, the evaluation of learning, and the subsequent retention of Secondees within NHSScotland following the completion of secondment; and
- ✚ Keeping a record of refused applications for secondment

6 Secondment Agreements

Secondment agreements must be completed and authorised by the necessary parties in advance of the secondment commencing, as detailed below.

In the case of secondment which remains within NHS Borders:

- ✚ An internal secondment agreement (**Appendix 1**) between the Accountable Manager, the Host Manager and the Secondee should be completed and signed by all parties

In the case of a secondment to a Host Organisation:

- ⊕ External Secondments can be complex and may have financial implications for NHS Borders. It is therefore essential that an External Secondment Application Form is completed in advance of any agreement being reached between NHS Borders and the Host Organisation.
- ⊕ If the service can support the request and approval is given then an External Secondment Agreement will be produced in partnership with the Management Accountant and the HR Business Partner for the area of work. This will ensure that the necessary legal information is provided e.g. for HMRC. This should be completed and signed by both parties (management from NHS Borders and the Host Organisation); and
- ⊕ A secondment agreement between NHS Borders and the Secondee should be completed and signed by both parties

There are fewer legal issues to consider with secondments which remain within NHS Borders. However, there may be changes to the employee's terms and conditions of employment for the duration of the secondment (e.g. changes in their usual place of work and duties during the secondment).

Where NHS Borders is the Host Organisation, the proposed External Secondment Agreement produced by the external organisation must be screened and approved by the Management Accountant and the HR Business Partner for the area of work before agreement is given that the secondee can commence in post.

Under no circumstances should a Memorandum of Understanding (MOU) be agreed without input from the Management Accountant and the HR Business Partner for the area of work.

7 Keeping in Touch

Keeping in touch with Secondees throughout the period of secondment is essential.

Arrangements for this should be clearly documented within the secondment agreement.

The responsibility for this will be mutual, where both the Secondee and their Accountable Manager will be responsible for keeping in touch. The Accountable Manager will act as the contact point and keep the Secondee up to date with developments with regard to their substantive role (and with NHS Borders where the secondment is to a Host Organisation).

Account must be taken of individual requirements, including:

- ⊕ Appraisal
- ⊕ Maintaining professional registration
- ⊕ Consulting on restructuring or proposed departmental change; and
- ⊕ Retraining requirements on return to the substantive post

Examples of keeping in touch might include:

- ⊕ Mailing lists – remaining on the list for team communications; and
- ⊕ Attendance at regular team meetings

For longer-term secondments, account must be taken of the potential for skills lost, skills gained, changing work practice, changing cultures and new technology. Successful keeping in touch will minimise the impact of these matters.

8 Appraisal/PDP&R Arrangements

Appraisal/PDP&R arrangements must be explicit within the secondment agreement, taking into account individual occupational groups' terms and conditions.

9 Terms & Conditions of Employment

In circumstances where NHS Borders seeks to second an employee, that Secondee is entitled to maintain their terms and conditions of employment except where mutually agreed otherwise.

In circumstances where an employee seeks a secondment opportunity, the advertised terms and conditions will apply. The employee should be made aware of any changes this may mean for their pay or terms and conditions.

Where the terms and conditions for the secondment opportunity are more generous than those applying to the Secondee's substantive post the terms and conditions of the secondment post will apply for the secondment period. For secondments outside the Seconding Organisation, any alterations to the employment contract, including to pay or other terms and conditions of employment, need to be fully discussed and agreed, and detailed in the secondment agreement.

Where secondment is to a post of a higher grade, at the end of the secondment the Secondee will go back to the post on the terms and conditions that would have applied had they not been on secondment. Credit will be given for time spent at a higher grade in the event of any subsequent promotion, where appropriate.

Time spent on secondment with another employer within or outwith the NHS will not affect continuity of employment and associated terms and conditions.

For some Secondees, the statutory requirements for maintenance of professional registration must be explicit within the secondment agreement. For example, secondments outwith the NHS may require a return to NHS duties for short periods during the term of the secondment to ensure continuing professional registration.

Secondment opportunities should generally be allowed to run their course, in line with the terms of each individual secondment agreement. However, the Accountable Manager within NHS Borders reserves the right to recall Secondees prematurely if required in exceptional circumstances. Termination of the secondment, prior to expiry at its agreed

end date, will normally be subject to an agreed period of notice, as stipulated in the secondment agreement.

Any extension to the secondment proposed must be by mutual agreement of all parties.

Linked to the above, the secondment agreement must stipulate what will happen in the event of, for example, long-term absence, persistent short-term absence, conduct or capability matters; this is particularly important in the case of secondment to a Host Organisation. The Host Organisation will not be responsible for management of the Secondee's contract of employment, but it will wish to have access to a mechanism by which it can advise on any potential need for NHS Borders to institute formal procedures if necessary.

Alternatively, the Host Organisation may wish to specify 'trigger events' which would allow early termination of the secondment agreement with NHS Borders.

Secondees should be aware that, in some circumstances, the post which the Secondee left (where it was agreed that the Secondee would return to their substantive post) may be subject to organisational change. In those circumstances NHS Borders local policies on Organisational Change and Redeployment will apply.

10 Training

To support the fair and consistent application of this policy, NHS Borders will ensure full awareness and understanding of the issues relating to secondment amongst management by incorporating training on this policy within line management development programmes and ensure that all managers have participated in such a programme.

11 Monitoring & Measuring Success

NHS Borders will, in partnership, monitor applications for, and use of, secondment on an ongoing basis with a view to ensuring the fair and consistent application of this policy.

The information to be gathered in this respect will include, but will not be exclusively limited to, the data collected by the designated coordinator. This information will be used as part of the review of the policy.

12 Review of Policy

This policy will be reviewed, in partnership, by NHS Borders on a regular basis to ensure that it remains fit for purpose and to enable NHS Borders to demonstrate adherence to the Secondment PIN Policy.

Appendix 1

Internal Secondment Agreement (secondment within NHS Borders)

Internal Secondment Agreement

This secondment agreement is being issued in accordance with the NHS Borders Secondment Policy. It sets out the terms and conditions of your secondment.

Name			
Substantive Post		Contracted Hours	
Location / Base		Pay band	
Line Manager		Responsible Manager (with budgetary responsibility)	
Seconded Post		Contracted Hours	
Location / Base		Pay band	
Host Manager			
Secondment start date		Secondment end date	

Objectives of the Secondment

The duties of your post are as outlined in the job description. This is not an exhaustive list of your duties and responsibilities and may be varied as appropriate to your secondment and grade, following prior consultation and agreement with you. The following objectives have been agreed for this secondment and are what success will be measured against.

-
-
-

Arrangements for the Secondment

Terms and Conditions

The terms and conditions for this secondment will be those as detailed in your substantive contract of employment. Any variations to these conditions are detailed in this Secondment Agreement. Where variations apply, you will revert to your original terms and conditions of employment (including pay band and hours of work) upon completion of the secondment period.

Your post may involve travelling out with your seconded base for the proper performance of your duties, for which you will receive appropriate reimbursement of any relevant expenses from NHS Borders.

Your pattern of working will be agreed between you and your Host Manager.

You may be requested, on occasion, to work additional hours. Any such request will be consistent with the agreement on Working Time Regulations.

The Host Manager will take responsibility for arranging suitable induction, training and development for the period of your secondment.

Performance during the Secondment

Normal appraisal arrangements will apply during the period of secondment. Appraisal of performance will be undertaken by [name] (Host Manager) in consultation as appropriate with [name] (Substantive Manager).

Notice

A minimum of [add time period as applicable] notice in writing will be given and is required in the event of early termination of secondment by either party.

NHS Border Policy arrangements

Sickness absence

Arrangements for the reporting of sickness absence will be agreed with the Host Manager. It is the responsibility of the Host Manager to keep the Substantive Manager informed of any health or attendance issues.

Annual leave

You will retain your current entitlement to annual leave and public holidays. Booking of leave should be done in line with the local arrangements.

Employee conduct and capability

Any concerns regarding your conduct and/or capability will be brought to your attention by your Host Manager and if necessary will be dealt with in accordance with the NHS Borders Management of Employee Capability Policy and/or NHS Borders Management of Employee Conduct Policy.

Grievance

If you seek redress of any grievance relating to your seconded post, you should communicate your grievance, in writing, to your Host Manager identified in your secondment agreement. If the matter is not settled at this level you may pursue it in accordance with the NHS Borders Grievance Policy.

Confidentiality

You are required to comply with NHS Borders Information Governance Code of Conduct and all relevant Data Protection Legislation.

Maintaining contact

Your Host Manager will ensure that during the period of secondment you are kept advised of important developments and included in any consultations on proposed departmental restructuring or other significant changes. Methods may include:

- Mailing lists
- Attendance at regular team meetings
- Discussion of any training/development requirements on return
- Evaluation of secondment

Return to work arrangements

It is intended that, on completion of the secondment, you will resume the duties of your substantive post. Should this post have been subject to organisational change during your period of secondment, you will, where possible, be offered a suitable alternative post in line with the Redeployment Policy. Upon completing three quarters of your secondment period, it is suggested that you meet with your Line Manager and Host Manager to discuss any potential difficulties on returning to work.

Agreement

The undersigned agree to abide by the agreement details as outline in the Secondment Agreement:

Secondee:	Print Name:	Date:
Line Manager:	Print Name:	Date:
Host Manager:	Print Name:	Date:

Please note - signed copies of the following paperwork are required in advance of the commencement of the secondment:

	Secondment Agreement	Notification of Change Form
The Secondee	<input type="checkbox"/>	-
The Substantive Manager	<input type="checkbox"/>	<input type="checkbox"/>
The Host Manager	<input type="checkbox"/>	-
Human Resources	<input type="checkbox"/>	<input type="checkbox"/>
Payroll	-	<input type="checkbox"/>