

Secondment Policy

Policy reference – HR015

SUMMARY	This policy sets out a framework for both employees and line managers on internal and external secondments.
AUTHOR	Human Resources
VERSION	3.0 FINAL
EFFECTIVE DATE	July 2018
APPLIES TO	All employees of the CCG
APPROVAL COMMITTEE	CCG Remuneration Committee
REVIEW DATE	July 2021

This policy has been aligned to Greater Huddersfield and North Kirklees CCG's in light of shared staff working across the CCG's.

THIS POLICY HAS BEEN SUBJECT TO AN EQUALITY IMPACT ASSESSMENT

VERSION CONTROL SHEET

Version	Date	Author	Status/Approval Body	Circulation
0.1	Sept 2013	Kelly Brook	Draft	To share with SMT for comments
0.2	18.11.2013	Kelly Brook	Draft	Updated following comments from SMT
0.3	14.04.2014	Vera Savarani	Draft	Updated equality impact assessment template
0.4	03.06.2014	Vera Savarani	Draft	Minor formatting amendments.
1.0	July 2014	HR Manager	Final	Approved at Remuneration Committee
1.1	Oct 2016	Rebekah Drury	Draft	Under review and circulated to SMT
2.0	Oct 2016	Rebekah Drury	Final	Approved at Remuneration Committee
2.1	12.03.2018	Tazeem Hanif	Draft	Revised policy aligned to GH/NK CCG's submitted to SMT for comment – policy approved.
2.2	25.04.2018	Tazeem Hanif	Draft	Policy agreed electronically by Trade Unions at the Social Partnership Forum
3.0	19.07.2018	Tazeem Hanif	Final	Policy approved by the Remuneration Committee, in line with the electronic policy approval process.

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1. POLICY STATEMENT

- 1.1. This policy facilitates the secondment of Clinical Commissioning Group (CCG) employees internally within the organisation, externally within the wider NHS and exceptionally with other non NHS Bodies. It is also designed to encourage employees from external organisations to take up a secondment where available within the CCG, 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.
- 1.3. This policy will apply to all employees within the CCG.

2. PRINCIPLES

- 2.1. A CCG secondment will be set up where there is a need to complete a specific task/assignment or project, or to cover a role for a temporary period. A job description and person specification must be drawn up prior to the advertisement of the secondment and must be evaluated (where applicable) in accordance with agenda for change job evaluation that will determine the pay band for the secondment.
- 2.2. Secondment requests will be considered in line with business needs and may be refused on that basis.
- 2.3. Employees entering 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 and/or any pre-employment check verification requested by the receiving organisation.
- 2.4. Employees on secondment with an external organisation will retain all of their continuity of service rights with the CCG.
- 2.5. Employees undertaking 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 CCG procedure, which is detailed in the Organisational Change Policy.
- 2.6. 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.
- 2.7. Guidance and support will be provided to line managers in the implementation and application of this policy.
- 2.8. Any individual who agrees to undertake a secondment will be expected to keep confidential any information, which may be made available to them as a direct result of the secondment, (e.g. personnel, salary, business sensitive information).

3. RESPONSIBILITY

3.1. Good working relations are vital for the CCG 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.

3.2. Line Managers

The key responsibilities for seconding managers include:

- Considering and where possible, supporting a request for a secondment, particularly where it will benefit both the employee and the CCG;
- In conjunction with the host manager, raising a secondment agreement (internal or external as appropriate) and including the start and end date of the secondment and, following discussions with Finance, details of any re-charge and/or account codes;
- Maintaining regular contact with the employee and the host manager and notifying the employee of any organisational change that would affect the employee's substantive post;
- Responsibility for ensuring any absence during the secondment is recorded in accordance with the CCG's normal procedures;
- Responsibility for setting objectives and conducting performance reviews/appraisals in line with local policies for secondees seconded into the CCG;
- At the end of the secondment completing a change form returning the secondee to their substantive post
- Debriefing the employee upon their return to the CCG and providing refresher training and local induction as appropriate, ensuring all mandatory and statutory training are up to date;
- Providing a full written explanation in circumstances where they cannot authorise a secondment

3.3. Employees

Employees who wish to express an interest in a secondment are responsible for:

- Discussing their request for a secondment opportunity with their line manager and seeking their approval before pursuing the opportunity;
- Complying with the work practices and policies of the department or organisation to which they are seconded ;
- Ensuring they have completed any statutory and mandatory training relevant to their secondment;
- Informing the host manager of any specific needs or reasonable adjustments to support their integration into the new workplace;
- Maintaining regular contact with their seconding manager;
- Undertaking any refresher training and local induction as appropriate on their return to their substantive post ensuring all mandatory and statutory training are up to date;
- Ensuring (if their substantive role requires them to be registered) they maintain their professional registration even if the secondment is to a post where such a requirement is not necessary.

3.4. **Human Resources**

The key responsibilities for Human Resources are:

- Providing guidance and support to line managers;
- Promoting consistency of application across the CCG;
- Where applicable, supporting line managers in drawing up secondment agreements;
- Via the line manager, providing support and advice to staff on any aspect of their employment and conditions.

4. **EQUALITY STATEMENT**

- 4.1. In applying this policy, the CCG 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, sex, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, carers and sexual orientation. A consistent Equality Impact Assessment is used for all policies and procedures.

5. **ACCOUNTABILITY**

- 5.1. The Chief Officer is accountable for this policy.

6. **IMPLEMENTATION AND MONITORING**

- 6.1. The Remuneration Committee is responsible for the formal approval of this policy. Following approval, the policy will be disseminated to staff via internal communication methods and available through the staff intranet.
- 6.2. The policy and procedure will be reviewed periodically by the HR Team in conjunction with Trade Union representatives. Where review is necessary due to legislative change, this will happen sooner.

7. PROCEDURE FOR INTERNAL SECONDMENTS

- 7.1. Where a function within the CCG identifies that a secondment opportunity exists, consideration should be given to the length of the secondment, any training required and the skill set or specialist knowledge required of the employee undertaking the secondment. All parties must be clear as to the objectives of the secondment and the benefits.
- 7.2. Depending on the nature of secondment, the vacancy will either be advertised in line with the Recruitment and Selection Policy, or, a request will be made directly to the relevant function if the secondment requires specialist skills or knowledge.
- 7.3. There is no explicit obligation on the line 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 CCG should not be overlooked. A full written explanation should be given to the employee if a request is turned down. Details should be retained on the individual's personnel file.
- 7.4. When considering a potential secondment, the following factors should be taken into account:-
- The impact on the service
 - How the service will be covered during the secondee's absence
 - Duration of the secondment
 - The right to return to their substantive post or a post of an equivalent level (subject to organisational change)
 - Skills and experience gained by the individual which may be useful when returning from the secondment
 - The individual's appraisal and development plan
- 7.5. Once agreed, the line manager hosting the secondment will liaise with the relevant department to facilitate an agreement and agree what parameters will be applied to it. The line manager will then liaise with an HR representative to develop the secondment agreement.
- 7.6. A secondment can at any time be terminated by any party providing that a minimum of four weeks' written notice is provided.

8. PROCEDURE FOR EXTERNAL SECONDMENTS INTO THE CCG

- 8.1. Where the secondment cannot be filled within the CCG, it may be necessary to advertise the secondment externally. Where an individual applies who is not a CCG employee, the Recruiting Manager must consider the following:
 - The individual will need to discuss the opportunity with their line manager and employer and that they are supportive of the arrangements;
 - The individual understands that on completion of their secondment they will return to their existing employer and will remain an employee of that employer not the CCG.
- 8.2. The line manager hosting the secondment will liaise with the individual's substantive line manager to facilitate an agreement and determine the parameters involved. Funding arrangements must be clearly detailed, and advice sought from the Finance and / or HR team as appropriate. The host line manager at the CCG will then liaise with an HR representative and the line manager at the substantive employer, to develop the secondment agreement.
- 8.3. In most cases, the secondee will continue to be paid by their substantive employer, and the CCG will arrange to pay the employer. This must be organised through the Finance team.
- 8.4. Secondees from an external organisation will retain the terms and conditions of their substantive employer. The relevant policies and procedures of the secondee's own organisation such as grievance, sickness and disciplinary procedures will continue to apply to the secondee. However, whilst on the premises of the CCG, the secondee must have regard for the relevant policies and procedures of the CCG which will apply during the period of the secondment e.g. health and safety and other policies that are not linked to their contractual terms and conditions. In these circumstances it is the responsibility of the external organisation to make the secondee aware of the relevant policies and procedures.
- 8.5. Before a secondment can begin, the CCG will need to be assured of the individual's identity, right to work and Occupational Health clearance. It will usually be sufficient for the substantive employer to confirm to the CCG that they have carried out these checks. In some cases a Disclosure and Barring Service (DBS) check will also be required. The line manager should liaise with the HR team to obtain the relevant assurance.
- 8.6. All successful seconded applicants to the CCG must undertake the CCGs local induction; this will be arranged with the host manager and any relevant training identified.

9. PROCEDURE FOR THE SECONDMENTS OF CCG EMPLOYEES TO EXTERNAL ORGANISATIONS

- 9.1. Where an individual manager is approached regarding an external secondment opportunity for an employee, advice should be sought from a HR representative. If the secondment is feasible, the line manager will work with the host organisation to facilitate the agreement between all parties involved. The host organisation will usually lead on the development of the secondment agreement, and the line manager should seek HR advice to ensure the agreement is suitable for the CCG.
- 9.2. Where an employee wishes to pursue a secondment opportunity with an external organisation they should approach their line manager indicating that they wish to apply for an external secondment. The line manager and employee will need to take the following into consideration before anything is agreed:-
- The impact on the service;
 - How the service will be covered during their absence;
 - The duration of the secondment;
 - Reason and objectives of the secondment;
 - The individual understanding that upon completion of their secondment they will return to the CCG either to their substantive post or a post of equal value. It is important that this is discussed, agreed and a record of this discussion is put in writing;
 - Skills and experience the individual will gain;
 - If successful the individual will remain an employee of the CCG and not of the employer where they are seconded.
- 9.3. During the period of the secondment the individual's terms and conditions will remain the same and continue to be subject to the CCG's policies and procedures. They will however usually be expected to also abide by the policies and procedures of the host organisation.
- 9.4. Seconded employees 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.
- 9.5. 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 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. The employing organisation will usually continue to pay the individual's salary while they are on secondment, and the host organisation will reimburse the employer. A mechanism should also be agreed for the substantive employer to inform the host organisation of any changes to the secondee's pay.
- 10.2. Where the salary of the secondment post is higher than the salary of the employee's substantive post, the full salary cost will be paid by the employing organisation and recovered from the host organisation. On return to the employing organisation, the employee will revert to their substantive grade and salary. The line manager is responsible for submitting the appropriate paperwork to the Payroll department.
- 10.3. Agreement must be reached on which organisation will be responsible for meeting any additional expenses such as travel and subsistence allowances. It is usual that expenses would be signed off by the host manager, and submitted to the employing organisation for payment, then re-paid by the host to the employing organisation.

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 the CCG should be kept informed of and consulted about any organisational change that takes place during their period of secondment.

13. TERMINATION OR EXTENSION OF SECONDMENT

- 13.1. 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 in writing.
- 13.2. The secondment may be terminated by either party in writing with the previously agreed notice period laid out in the secondment agreement (minimum four weeks).

14. SECONDMENT RESULTING IN A PERMANENT APPOINTMENT

- 14.1. 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 the role becoming permanent.
- 14.2. If a full recruitment process was not followed then a recruitment and selection process will need to be carried out in accordance with the CCG's Recruitment and Selection Policy.

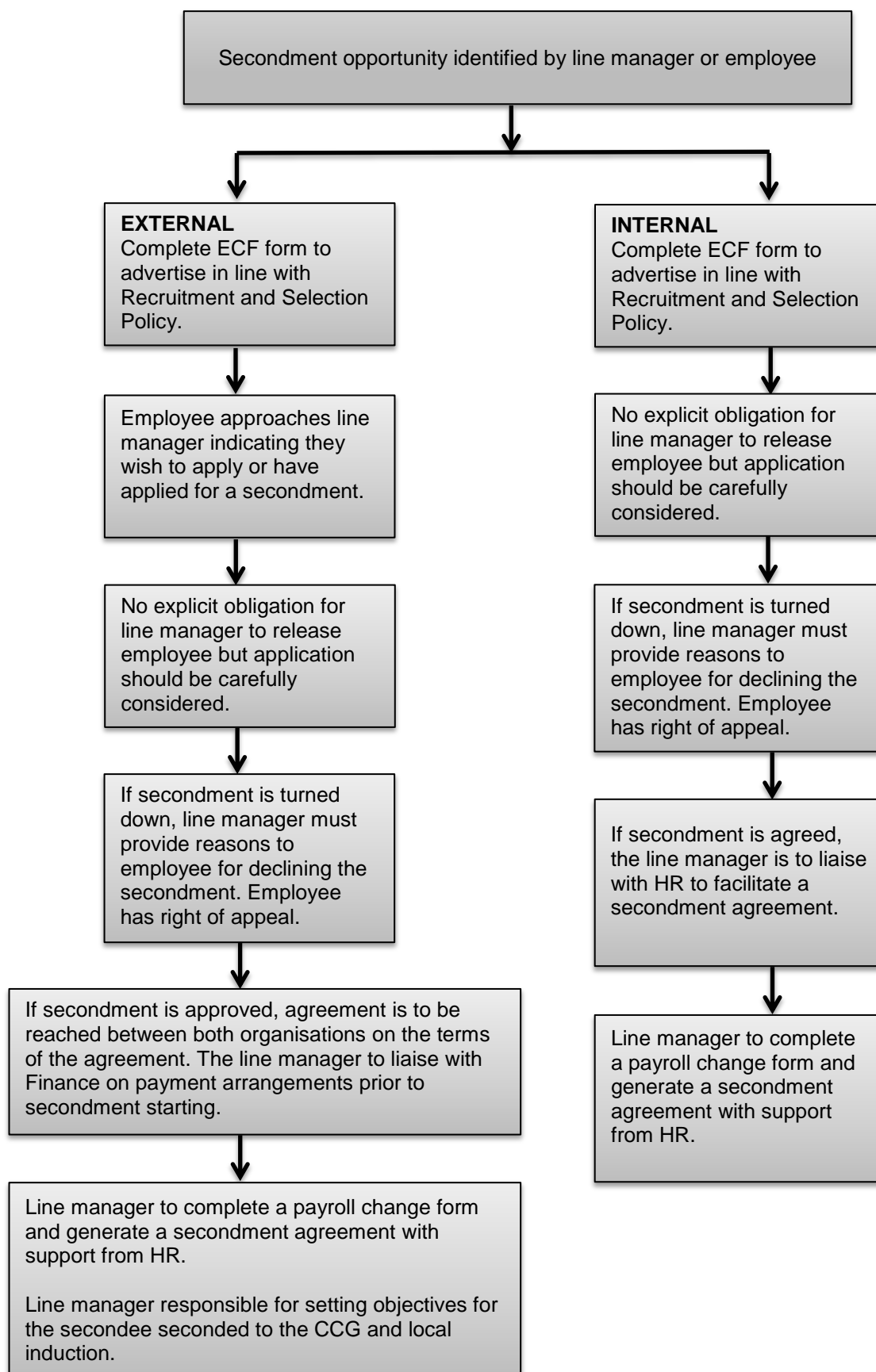
15. PERFORMANCE IN SECONDMENT POSITIONS

- 15.1. The host manager responsible for the secondment position will ensure that the individual is fully supported and received regular supervision giving them an opportunity to discuss their performance.
- 15.2. Any secondment arrangements are subject to satisfactory performance.

16. APPEAL

- 16.1. An employee may refer to the CCG's Grievance Policy if they feel that they have been treated unfairly in relation to application of this policy. As part of the Grievance Policy, employees are encouraged to seek to resolve any issues informally in the first instance.

Appendix 1 – Flow Chart



Appendix 2 - Equality Impact Assessment

Title of policy	Secondment Policy		
Names and roles of people completing the assessment	Tazeem Hanif – HR Business Partner Kym L Brearley – Equality Lead		
Date assessment started/completed	March 2018	04.04.2018	
1. Outline			
Give a brief summary of the policy	This policy facilitates opportunities for employees both internally and externally within the wider NHS and exceptionally with other non NHS Bodies. It is also designed to encourage employees from external organisations to take up opportunities where available within the CCG for the mutual benefit of both organisations.		
What outcomes do you want to achieve	This policy enables an employee to apply for individual development, as a result of an appraisal or specifically requested for project work where specific skills or specialist knowledge are required.		
2. Analysis of impact			
This is the core of the assessment, using the information above detail the actual or likely impact on protected groups, with consideration of the general duty to; eliminate unlawful discrimination; advance equality of opportunity; foster good relations			
	Are there any likely impacts? Are any groups going to be affected differently? Please describe.	Are these negative or positive?	What action will be taken to address any negative impacts or enhance positive ones?
Age	Yes, candidates of a younger age may potentially be adversely affected if the job description states x amount of years' experience.	Negative	Job description templates are in place which do not use x years of experience in terms of language.
Carers	No		
Disability	Nationally disabled people are much less likely to be employed than non-disabled people.	Negative	The CCG operates a guaranteed interview scheme to begin to redress this inequality. The CCG will also use the national Workforce Disability Equality Standard when it is introduced.
Sex	No		

Race	BME employees and job applicants experience significant inequalities across the NHS. They are under-represented especially in senior roles, less likely to be appointed once shortlisted and report poorer experience at work.	Negative	The CCG is committed to making the most effective use of the Workplace Race Equality Standards (WRES) as possible.
Religion or belief	No		
Sexual orientation	No		
Gender reassignment	No		
Pregnancy and maternity	No		
Marriage and civil partnership	No		
Other relevant group	No		
If any negative/positive impacts were identified are they valid, legal and/or justifiable? Please detail.	<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>		
4. Monitoring, Review and Publication			
How will you review/monitor the impact and effectiveness of your actions	<p>ESR will record employees that are on secondment and it is the line manager's responsibility to monitor the effectiveness of these arrangements and liaise with HR on areas of concern or extensions.</p> <p>These arrangements will follow internal and external processes for consistency; applications can be reviewed as necessary to check for any trends regarding any of the protected groups.</p>		
Lead Officer	Tazeem Hanif	Review date:	July 2021
5. Sign off			
Lead Officer	Kym L Brearley		
	Date approved:	04.04.2018	