

CHILDREN'S HEARINGS SCOTLAND SECONDMENT POLICY

This policy defines the purpose of secondments in CHS, outlines different types of secondment opportunities and associated criteria, and confirms the conditions of service applicable to secondments.

1. Purpose of Secondment

- 1.1 A secondment is a useful mechanism for filling a post on a temporary basis or carrying out a specific project whilst, at the same time, providing a development opportunity for a member of staff. It most often entails “*transferring*” an employee on the same grade and salary and is generally for a period of up to two years.
- 1.2 Some posts, in certain parts of the organisation are often filled on a secondment basis. They are considered to offer employees a chance to acquire and develop new skills and experience, which will be of benefit to them and the organisation, in their existing or future posts. Such posts may also be regarded as benefiting from a range of post holders who bring fresh perspectives to a particular field. On occasion a secondment opportunity may be offered where difficulties are encountered filling a post on a permanent basis.

2. Types of Secondments

- 2.1 For all types of secondments the expectation is that the employee will contribute expertise, develop specific skills and gain wider experience.

- **Internal Secondment:** an employee transfers to a different role within or out with their current team in CHS or is seconded to lead a specific project.
- **External Secondment:** an employee is seconded to an external organisation e.g. the Scottish Government, or a partner organisation or voluntary organisation to undertake a specific role, to lead a specific project or to contribute to a working party.
- **Secondment to CHS:** an employee from an external organisation joins CHS for a specified period of time working within an existing or newly created team.

- 2.2 Basis and Duration of Secondment

Secondments are normally offered on a full time basis but can occur on a part time and job share basis. Secondment will run for a specific period of time and can range from three months to two years, with the most usual being in the region of 18 months to two years.

- 2.3 Right of Return

The secondee would normally have the right to return to their substantive existing role at the end of the secondment. All terms and conditions will be preserved and will reflect normal expectations of pay progression in the substantive role.

In exceptional circumstances the secondee may not have the right of return to their existing role at the end of the secondment, e.g. where the post no longer exists. Where this is the case CHS will identify suitable alternative employment, in accordance with Section 5. All terms and conditions would be preserved and would reflect normal expectations of pay progression over the period of the secondment.

3. Eligibility

- 3.1 All CHS employees are eligible to request a secondment unless performance management issues have been formally identified and a capability or disciplinary procedure is underway.
- 3.2 Employees must seek and gain the agreement of their line manager before proceeding with a request for a secondment.
- 3.3 Where the request for a secondment is refused employees have the right to appeal through CHS' Grievance Procedure.

4. Filling the Secondment

- 4.1 When the need for a secondment has been established, managers should discuss the most appropriate method of filling the secondment with the HR Shared Services Team.
- 4.2 Secondment opportunities will normally be advertised in accordance with CHS' Recruitment and Selection Policy and procedures. In this way, staff can apply and be considered through open competition. In certain circumstances, however this may not be the case, e.g. where timescales or the specific skills required dictate a different approach. If it is not possible to identify a suitable person for a secondment via an internal process an external advert will be placed.
- 4.3 The personal development plan within the Performance Appraisal Scheme is designed to provide information to CHS to enable it to identify employees who are interested in, would benefit from, and are suitable for an internal or external secondment. The normal mechanism for identifying this is therefore the appraisal interview and development meetings but this information might also come from a job interview or career counselling discussion.
- 4.4 Employees are expected to keep their line managers advised if they are applying for a secondment, internal or external, particularly in advance of attending an interview. Although a secondment can be an excellent development tool and a good way of attracting the most appropriate person to carry out a temporary job or discrete piece of work, it is by no means compulsory that managers should allow their staff to undertake secondments on request. If, for good reasons, the secondment is considered to be inappropriate or the timing operationally unfeasible, the employee must be advised of this, following advice from the HR Shared Services Team. In these circumstances there may be an alternative method of ensuring the employee receives the development, which they seek or require.

5. Secondment Arrangements

- 5.1 Under normal circumstances the secondee will have the right to return to their existing post at their current salary, retaining their current employment rights.
- 5.2 The employee's current line manager, with support from HR Shared Services, will determine whether the post will be held open for the employee's return: either by not back-filling or filling on a temporary basis, up to the end of the secondment period.
- 5.3 If, in exceptional circumstances, the secondee cannot be given a guarantee of a return to their original post, they will be made fully aware of this before accepting the secondment. This will be confirmed in writing.
- 5.4 In this situation, CHS, at the end of the secondment period, will make every effort to find the employee a suitable alternative post on the same terms and conditions and at an acceptable location. If no such post can be found within a reasonable period of the secondment ending, all other options including redundancy will be considered.

6. Conditions of Service

- 6.1 CHS aims to provide seconded employees with the same conditions of service and employment rights as they currently receive. However certain modifications may be necessary to reflect the nature of the secondment arrangement.
- 6.2 The principal governing secondments is that employees should not suffer any detriment during the course of a secondment. Conversely employees should not expect financial advantages from a secondment except where exceptional circumstances occur e.g. any secondment where a promoted salary is being paid. Secondments are designed to provide advantages in career development terms.
- 6.3 All core terms and conditions remain in place e.g. leave entitlement, hours of work, flexible working hours, sick pay, and pension benefits.

7. Travel Expenses

7.1 Internal Secondment on Existing Salary

Where an employee is seconded to a new office base that will necessitate extra travelling then excess travel costs will be reimbursed to cover the cost of actual mileage or 2nd class rail fare and/or bus fares.

(NB Excess travel costs are calculated from the normal office base to the new office base not from the employee's home address to the new office base. If the new office base is closer to the employee's home address no expenses can be paid.)

7.2 Internal Secondment on Promoted Salary

No travel expenses will be payable in this situation except whereby the application of this policy the employee will clearly be financially disadvantaged. In this situation the employee will be expected to provide the relevant details.

7.3 Relocation

Where the new office base is not within a reasonable commuting distance then financial assistance with associated costs will be available. In these circumstances the HR Shared Services should be consulted for advice.

8. **External Secondments**

8.1 Where an employee is to be seconded to an external organisation, the Line Manager with support from HR Shared Services will liaise between the seconding organisation, the potential secondee and their line manager. It is important to have Human Resources involvement, as special arrangements may be necessary to ensure the employee retains continuity of employment and pensionable service. Agreement will be reached on whether it is appropriate to temporarily transfer the employee to the service of the new organisation or for CHS to continue to employ and pay the secondee but invoice the other organisation for salary costs, including employers N.I. and superannuation contributions.

8.2 Terms and Conditions

Employees will normally retain their current terms and conditions including salary whilst on external secondment.

Excess travel arrangements will be negotiated, if appropriate, with the host organisation, following the guidelines established in section 6.3. These costs will be invoiced to the host organisation.

Where an employee transfers to the service of the new organisation, it may be appropriate to adopt the normal arrangements in place in the host organisation e.g. working the same hours, taking the same public holidays etc. Advice can be sought from HR Shared Services, the host organisation and the secondee and a formal agreement reached before the secondment begins.

The seconded employee will be supervised and managed for the duration of the secondment by the receiving line manager within the host organisation, and, if seconded into a management post, will assume the normal management responsibilities associated with the post, including staff and budgetary management responsibilities.

9. **Secondments to CHS**

9.1 Where an employee from an external organisation is to be seconded to CHS for a specified period of time to work within an existing or newly created team, the line manager, with advice from the HR Shared Services Team, will liaise between the seconding organisation, the potential secondee and the receiving line manager. It is important to have Human Resources involvement, as special arrangements may be necessary to ensure the employee retains continuity of employment and pensionable service. Agreement will be reached on whether it is appropriate to temporarily transfer the employee to the service of CHS or for the seconding organisation to continue to employ and pay the secondee but invoice CHS for salary costs, including employers N.I. and superannuation contributions.

9.2 Terms and Conditions

Employees seconded into CHS will normally retain their current terms and conditions including salary while working for CHS.

Excess travel arrangements will be negotiated, if appropriate, with the seconding organisation, following the guidelines established in section 6.3. Any costs incurred will be paid by CHS, subject to the deduction of PAYE income tax where required by law.

Where an employee transfers to CHS' service, it may be appropriate to adopt the normal arrangements in place in CHS, e.g. working the same hours, taking the same public holidays etc. These issues will be addressed by the line manager, the seconding organisation and the secondee and a formal agreement reached before the secondment begins.

- 9.3 The seconded employee will be supervised and managed for the duration of the secondment by the receiving line manager in CHS, and, if seconded into a management post will assume the normal management responsibilities associated with the posts, including staff and budgetary management responsibilities.

10. **Line Management**

- 10.1 The manager of the seconded post is for all purposes the line manager of the secondee for the duration of the secondment. It is the responsibility of the new line manager and the seconded employee to ensure a set of objectives are agreed at the outset of the secondment. Similarly a full appraisal must be completed at the end of the secondment, which will partially or fully inform the appraisal outcome for the year the secondment occurs.
- 10.2 For partial years and in the case of a part time secondment, the substantive manager will also determine a set of objectives and carry out a full appraisal for the period the employee carried out his/her normal role. This will be used in conjunction with the secondment objectives/appraisal and will be used jointly to produce an agreed combined rating between the normal line manager and the secondment line manager.
- 10.3 Where an employee is seconded to a post on other than their existing salary, salary awards will require to be applied, for each year of the secondment, to the seconded salary and notionally to the salary for the substantive post, to ensure that on return to the substantive post, the salary has been uplifted appropriately.
- 10.4 To ensure continuing development and involvement with the secondee's substantive team, arrangements should be jointly agreed which will help keep the seconded employee informed of significant changes and/or issues relating to that team, e.g. invitations to team meetings or events, copies of reports, agendas, minutes etc.
- 10.5 Where it is proposed, with the agreement of the secondee, that the duration of a secondment be extended, it is the responsibility of the host line manager to communicate with the substantive line management to seek agreement on the proposed extension.

10.6 Commitment to a secondment will not create barriers to career progression within CHS. Any seconded candidate for a promoted post will be considered without reference to their seconded status.