
SECONDMENT POLICY

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4	11/02/2022	Helen Pretty	Chair's action – approved expiry extension to June 2022	Only change is updated EIA (appendix 8), no other changes. Policy remains safe and there are no risks to the Trust in extending

SUMMARY OF POLICY

This policy has been developed so that a consistent approach to secondments both within the Trust and external to the Trust can be applied.

Its intention is to assist managers with succession planning, whilst supporting career development for staff enabling them to retain full employment rights.

It confirms who this policy applies to (paragraph 2.1) and why certain individuals are excluded (paragraphs 1.5 and 1.6).

Clarification is provided on the actions individuals need to take if they are considering applying for a secondment which their manager is not aware of (paragraph 3.2 and Appendix 3). Appendix 4 gives managers guidance on making a decision on whether to release staff for a secondment.

This policy outlines the procedures that should be followed by all relevant parties to the agreement (section 4, 6 and Appendix 2)

Appendix 1 provides a flowchart on the actions to be taken for a secondment and Appendix 2 gives further details on the actions to be taken in each stage of the secondment lifecycle.

Table of Contents

Item	Contents	Page
1.	Introduction and Purpose	5
2.	Scope and Definitions	5
3.	Secondment Principles	6
4.	Secondment Process	7
5.	Terms and Conditions of Employee Secondment	8
6.	Roles and Responsibilities	8
6.1	Line Managers	8
6.2	Seconding Manager	8
6.3	Employee/Secondee	8
6.4	Host Manager	9
6.5	People Services	9
7.	Training	9
8.	Equality Impact Assessment and Mental Capacity	9
9.	Success Criteria	10
10.	Review	10
11.	References and Links to Other Documents	10
Appendixes		
1.	Secondment Flowchart	11
2.	Secondment Process	12
3.	Request to Apply for a Secondment	16
4.	Guidance for Managers on Staff Release Decisions	18
5.	Model Letter refusing Secondment Request	19
6.	External Trust Secondment details to be sent to the People Services team	20
7.	Evaluation Form	21
8.	Equality Impact Assessment	23

SECONDMENT POLICY

1. INTRODUCTION & PURPOSE

- 1.1 This policy has been devised in order to ensure that a consistent approach is being applied to secondments within the Trust, whilst enabling the Trust to succession plan and to develop staff who maintain their contractual rights.
- 1.2 It is acknowledged that secondments can be beneficial to both the Trust and the employee as they can motivate employees by enhancing and retaining skills, covering short term projects. It can enable the Trust to forge closer links with other organisations, enable it to income generate, or avoid redundancies whilst sustaining standards of service.
- 1.3 The Trust recognises that there may be many reasons why a secondment is identified and acknowledges that where staff are supported during and after any secondment, they are likely to feel valued, and are less likely to leave the Organisation.
- 1.4 A secondment may be the only way to address a development need and where this is identified through the appraisal process the Trust will try to accommodate it. However the needs of the service must always be balanced against the needs of the individual.
- 1.5 This policy does recognise that there are some posts employed by the Trust which involves rotating between this organisation and other organisations, it is not intended to replace the agreements already in place for those rotations.
- 1.6 Whilst recognising that employees undertaking an apprenticeship either as a newly recruited apprentice or as a work based learner may need to undertake placements in a variety of locations and services in order to complete the apprenticeship, these are covered under separate agreements and are not subject to this policy.

2. SCOPE & DEFINITIONS

- 2.1 This document applies to all permanently employed staff, including those on limited term or fixed term contracts within Solent NHS Trust in line with the Trust's Equality, Diversity and Human Rights Policy. It does not apply to Volunteers, Honorary Appointments, Bank workers, Locums, Non Executive Directors, Agency workers, Contractors, students or other individuals not directly employed by the Trust. For the reasons stated in paragraph 1.6 this policy does not apply to apprentices.
- 2.2 For the purposes of this policy:
 - "secondment" means a temporary loan of an employee to another work area or organisation for a specific purpose, and set period of time
 - "Temporary" means less than 12 months
 - "types of Secondment" can be
 - Internal within the Trust, or
 - Internal between NHS Organisations, or
 - External within the Local Authority, or Voluntary sector
 - "Seconded" means the member of staff undertaking the secondment
 - "Substantive post" means the staff members permanent post prior to the secondment

- “Seconding Manager” means the line manager who manages the Secondee in their substantive role
- “Host Manager” means the manager who manages the Secondee during the secondment
- “Secondment Agreement” means the agreement which outlines the terms and conditions of the secondment

3. SECONDMENT PRINCIPLES

- 3.1 This policy is based on the following guiding principles, which should be taken into account before and during any secondment:
- The needs of the Organisation must be taken into account before any secondment is agreed
 - Current and expected staffing levels must be considered
 - Employees are supported to access secondments that are beneficial to their career and professional development if those needs cannot be supported in other ways
 - The process by which a secondment opportunity is provided follows a fair recruitment process
 - A secondment is not a method of recruiting permanent staff, as the normal recruitment procedures would apply in these circumstances
- 3.2 Applying for a secondment, whether internal or external to the Trust must be done with the full knowledge and agreement of the Line Manager (Appendix 3).
- 3.3 Any decision to participate in a secondment is voluntary with the agreement of the manager and Host Manager/Organisation.
- 3.4 If the secondment is for up to and including 12 months the employee will be able to return to their substantive post unless it has been subject to an organisational change (See paragraph 3.8). In the rare exceptions where a secondment has been for longer than twelve months and there has been no organisation change involving the employee’s substantive role they will be able to return to a post commensurate with their substantive band and salary. Where an employee is employed on a fixed term contract they will be able to return to their original role up to the end of their contract.
- 3.5 All secondments which may be full or part time are undertaken for a fixed period of time which are defined at the outset and detailed in the secondment agreement.
- 3.6 Secondment opportunities will not be unreasonably refused, or imposed on the employee. However if service needs dictate a secondment request may be declined (see Appendix 2 Secondment Process, Appendix 4 for Managers guidance notes, and Appendix 5 for draft response letter).
- 3.7 All internal secondments over two months will be advertised using the normal recruitment procedures and must state the anticipated duration of the secondment. Where specific skills or knowledge are required the secondment may only be made available to a small group of staff or individual with those skills. There may be rare occasions where a secondment must be arranged quickly for a short period due to an urgent service need or if a personal development need has been identified for an employee that requires immediate action. In these cases where all potential candidates within the team are considered, no formal

selection process is necessary but the seconding manager must be able to fully justify their actions. All other principles outlined in this document must be followed.

- 3.8 Secondments are normally for a period between 3 and 12 months, but in exceptional circumstances they may be extended so that they last up to 2 years. If an extension to the agreed period is required, this must be agreed by all parties and the new finish date must be clear in writing to the Secondee. It is not intended that any secondment will last longer than 2 years, as this can complicate the employment status (*Celtec v Astley*). Where a secondment lasts longer than 12 months it may not be possible for the Secondee to return to the same role, but they may return to a similar role of an equivalent band, type and status, preferably within the same directorate. If the Secondee's substantive role has been subject to an organisational change then the Organisational change policy will apply.
- 3.9 For secondments outside of the Trust a secondment agreement must be completed and signed by all parties including the Seconding Manager, Secondee, and Host Manager/Organisation.
- 3.10 All secondment agreements must take account of the following points:
- A job description for the secondment
 - Clear objectives for the secondment
 - Clear start and finish dates
 - Training requirements and training needs during and following a period of secondment
 - Funding arrangements
 - Indemnity requirements
 - Replacement costs
 - Statutory obligations
 - Appraisal arrangements
 - Monitoring arrangements
 - Termination and return to work arrangements

4. SECONDMENT PROCESS

- 4.1 Depending on whether the secondment is within the Trust or to a different Organisation will depend on the action to be taken. Appendix 1 provides an overview of the secondment process to be followed, whilst Appendix 2 gives details on the process.
- 4.2 A secondment within the Trust will be dealt with via a temporary variation to contract using the normal contractual change forms which are available on the intranet, People Services Toolkit, Employee Lifestyle. The contractual change form must state the start and finish dates of the secondment.
- 4.3 If the secondment is to another NHS Organisation or external partner the process contained in appendix 1 and 2 should be followed. The form at Appendix 6 must be completed and forwarded to the People Services (PS) team with the contractual change form once the terms of the agreement are finalised.

5. TERMS AND CONDITIONS OF EMPLOYEES ON SECONDMENT

- 5.1 Employees on secondment will maintain the terms and conditions of their substantive post during the period of the secondment unless the secondment is for a different band or hours. In these circumstances the terms and any payment received would be for the revised band/hours.
- 5.2 The only exception to this would be if the secondment was at the request of the Trust due to an organisational change where pay protection arrangements could apply. In these circumstances the substantive organisation would be responsible for the cost of any pay protection.
- 5.3 The Secondee will continue to be subject to Trust policies linked to the Secondee's terms and conditions of employment, such as pay, sickness absence, annual leave, disciplinary, grievance, appraisal and performance policies and procedures. Some operational policies of the Host organisation will apply if they are more generous than Trust policies, for example Health and Safety requirements. For avoidance of doubt Trust policies and procedures in relation to pay, travel and subsistence and indemnity will always apply. In situations where the host organisation does not have an operational policy, then the Trust policies and procedures will apply.
- 5.4 If the secondment lasts for longer than 12 months, it is recognised that it may not be possible to keep the employee's original post open. In these circumstances, the Secondee must be advised what will happen on their return to work at the end of the secondment.

6. ROLES & RESPONSIBILITIES

- 6.1 Line Managers' responsibilities include the following:
- Ensuring this policy is disseminated to their teams and that they understand and adhere to this policy
 - Only decline a secondment request where there are specific service related grounds, which are explained to the staff member
- 6.2 The Seconding Manager is responsible for:
- Discussing the terms of the secondment with the Host manager
 - Inform the People Services team of the secondment arrangements, so that the secondment contract can be raised and ESR updated
 - Keeping in touch with the Secondee whilst they are on secondment, keeping them up to date with developments within the Trust and team
 - Ensuring that the Secondee is kept informed and is involved in any consultations on organisational change which involves the team/Department or their substantive post
 - Monitoring sickness and other absence in accordance with Trust policies
 - Ensuring all mandatory training is kept up to date
 - Updating the Financial Accountant of any re-charging arrangements
 - Authorising any expense claims for the Secondee after agreement is received from the Host Manager
 - Addressing any formal attendance, absence and performance or conduct issues in accordance with the relevant Trust policy in liaison with the Host Manager
- 6.3 Employees'/Secondee's are responsible for:
- Familiarising themselves with, and complying with this policy

- Discussing any request for a secondment with their manager prior to making any application
- Agreeing the terms of the secondment and signing the secondment agreement
- Following the Trust procedures in relation to requesting and reporting absence
- Following any working practices within the Host Department/Organisation
- Discussing any concerns with the Host manager
- Completing any expenses claims via the e-Expenses system and providing a copy of those expenses to the Host Manager

6.4 The Host Manager is responsible for:

- Preparing and discussing the terms of the secondment with the Seconding Manager
- Arrange for the Secondee to arrive ensuring that all necessary equipment is available and work colleagues are informed
- Arrange a local induction for the Secondee
- Set objectives for the secondment
- Undertake developmental reviews and an appraisal for the Secondee
- Reviewing and managing the Secondee's performance
- Keeping in contact with the Seconding manager to resolve minor issues which could escalate if not addressed
- Advising the Seconding Manager of any expenses incurred during the secondment which can be authorised
- Initially addressing any attendance, absence and performance or conduct issues in accordance with the relevant Trust policy in consultation with the Seconding Manager, but if a formal warning is required this must be addressed by the Seconding Manager of the Trust
- Liaising with the Seconding Manager about annual leave and other absences
- Ensuring the relevant Financial Account is kept informed about costs/changes
- Undertaking return to work planning for the Secondee and post secondment evaluation interview (Appendix 7)

6.5 People Services Team (Human Resources) (PS) are responsible for:

- Ensuring this policy is followed in a fair and consistent manner
- Providing advice and support on the application of this policy
- Issuing secondment agreements to all relevant parties

7. TRAINING

7.1 Whilst there is no specific training identified in relation to the application of this policy, the Trust recognises the importance of appropriate training for staff. If any clarification in relation to this policy is required please contact the PS team.

8. EQUALITY IMPACT ASSESSMENT AND MENTAL CAPACITY

8.1 In line with Trust policy, an Equality Impact Assessment has been completed. It is understood that no employee will receive less favourable treatment on the grounds of disability, age, sex, race, religion or belief, gender reassignment, pregnancy or maternity, marriage or civil partnership, working patterns or Trade Union membership or non-membership in relation to this policy. See Appendix 8.

9. SUCCESS CRITERIA / MONITORING EFFECTIVENESS

- 9.1 The success of this policy will be monitored by the PS team, reviewing the number of queries, and appeals received, any issues identified will be taken into account in the next version of this policy.

10. REVIEW

- 10.1 This document may be reviewed at any time at the request of either at staff side or management, but will automatically be reviewed 3 years from initial approval and thereafter on a triennial basis unless organisational changes, legislation, guidance or non-compliance prompt an earlier review.

11. REFERENCES AND LINKS TO OTHER DOCUMENTS

- 11.1 This policy contains links to the following policies:
- Managing Attendance and Wellbeing Policy and Procedure
 - Flexible Working Policy
 - Performance Management Policy
 - Disciplinary Policy
 - Organisational Change Policy
 - Equality, Diversity and Human Rights Policy
 - Recruitment Policy
 - Grievance Policy
 - Health and Safety Policy
 - Induction and Essential Training Policy
 - Staff Rostering Policy
 - Learning and Development Policy

Secondment Flowchart	
Pre Secondment Request	<ol style="list-style-type: none"> 1. <i>Employee</i> completes request (Appendix 3) to apply for a secondment and hands to manager 2. <i>Line Manager</i> considers request and makes a decision on whether application can be supported (Appendix 4) in agreement with Service Line Manager before meeting with employee 3. <i>Line Manager</i> meets with employee to confirm decision and notifies outcome in writing (Appendix 5 provides a model unable to agree letter)
Secondment Available	<ol style="list-style-type: none"> 1: <i>Host Manager</i> prepares secondment job description and Person spec. After job has been matched, post is advertised 2: If line manager agrees to a secondment, <i>employee</i> applies 3: <i>Host manager</i> follows a fair selection procedure and arranges for the result to be notified to the successful applicant subject to pre-employment checks
Secondment Agreement	<p><i>Host Manager and Employee</i> notify Seconding Manager of the Secondment offer. The <i>Host Manager</i> agrees start and finish date of the secondment with the Seconding Manager.</p> <p>If the secondment is outside of the Trust they must agree:</p> <ol style="list-style-type: none"> 1: Financial Arrangements including pay, pension, expenses, employer on costs including apprentice levy and NHS pension admin levy - if it is a Non NHS employer VAT costs will be charged 2: Terms and Conditions of the secondment including appraisal and clinical/management supervision 3: Notice periods if it proves to be an unsatisfactory arrangement for any party 4: Absence reporting arrangements 5: Keep in touch arrangements 6: Arrangements for returning to the organisation
Post Agreement Cover Arrangements	<ol style="list-style-type: none"> 1. <i>Seconding Manager</i> agrees cover arrangements and notifies the People Services team by completing a contractual change form and if the secondment is outside of the Trust the form in Appendix 6 also needs to be completed 2. <i>People Services team</i> raises the secondment agreement 3. <i>Seconding Manager</i> agrees financial arrangements for the secondment and notifies the Management Accountant
Before Start of Secondment	<p><i>People Services</i> team issues a secondment agreement to the Seconding Manager to arrange for it to be signed</p> <p><i>Host Manager</i> in consultation with the <i>Seconding Manager</i> agrees:</p> <ol style="list-style-type: none"> 1: Clear Objectives for the secondment <p><i>Host Manager</i> arranges an induction/training for the employee and schedules regular reviews for the employee</p> <p><i>Seconding Manager</i> agrees keep in touch arrangements with the <i>Secondee</i> and ensures the signed secondment agreement is returned to the People Services Team</p>
End of Secondment	<p><i>Seconding Manager</i> discusses return arrangements with the employee one month before the end of the secondment</p> <p><i>Secondee</i> complete a secondment evaluation form (Appendix 7) in conjunction with the Host Manager and Seconding Manager</p> <p><i>Secondee</i> agrees with Seconding Manager how the skills gained will be used post secondment</p> <p><i>Line Manager</i> completes a contractual change form and forwards to the People Services team</p>

SECONDMENT PROCESS

BEFORE THE SECONDMENT

1: Recruitment, selection and appointment to a secondment post

- 1.1. The Host Manager will draw up a job description and person specification that details the requirements of the secondment post.
- 1.2. The Host Manager will advertise through the normal recruitment procedures. Where the work identified is very specialist or there is a need to fill a position very quickly, advertising may be restricted to expressions of interest within a team – for further guidance on how widely a secondment should be advertised contact the People Services team.

2: Approval required by Line Manager for staff to submit an application for a secondment

- 2.1. Staff who wish to apply for the secondment must gain approval from their Line Manager and complete the 'Secondment Request Form' provided at Appendix 4.
- 2.2. If the request is not approved, the Line Manager will explain to the individual the business reasons for this and may wish to further discuss alternative development opportunities within the department. The discussion will be confirmed in writing, a draft letter is shown at Appendix 5.
- 2.3. Any member of staff who feels their request has been unreasonably refused should discuss their concerns with their Line Manager in the first instance. Other more appropriate development opportunities within the department, for the individual, or information about service/staff cover not previously discussed, could be considered. However, if it is not possible to achieve a resolution, the employee may refer to the Trust's Grievance Policy.
- 2.4. Following a fair selection procedure (in accordance with the Trust's Recruitment and Selection Policy), the Host Manager will offer the secondment post to the successful staff member, subject to the approval of their Line Manager (the potential Seconding Manager).
- 2.5. The Host Manager and staff member should inform the Seconding Manager of the offer of the secondment to the staff member.
- 2.6. Where appropriate pre-employment checks will be undertaken in accordance with the Trust's Recruitment Policy. This should include checking references and whether the staff member is in one of the Trust's policy's formal processes that will need to continue to be managed during the secondment.

3: Preparation for the Secondment

3.1 Identify and agree costs

- 3.1.1. For secondments outside of the Trust the Host Manager and Seconding Manager must identify costs for the secondment including pay, pension, expenses, lease car, additional employer costs, etc. The Host and Seconding Manager must ensure that any recharge arrangements are agreed with their appropriate Management Accountant. Any costs which affect the terms of the secondment should be reflected in the Secondment Agreement.

3.2 *Prepare the Secondment Agreement*

3.2.1 Based on the discussions and agreements reached the Seconding Manager should advise the PS team of the terms of the secondment so that a secondment agreement can be drafted.

The information to be given to the PS team should include the:

- Secondment period, stating the start/release date and end date
- Particular terms and conditions of the secondment (including the appraisal and development planning arrangements during the secondment)
- notice period to end the secondment agreement, should it prove to be an unsatisfactory arrangement to any party
- terms and conditions under which the Secondee will return to the seconding organisation
- Financial costs agreed

3.2.2 The PS team will complete the secondment agreement and forward to the Seconding Manager, who will in turn discuss, and agree the terms of the Secondment Agreement with the Host Organisation.

3.2.3 Once agreed after any amendments have been made, the Secondee should be given a copy of the agreement. If the Secondee accepts the secondment and terms of the agreement they should sign the 'Secondment Agreement' document.

3.2.4 Copies of the signed Secondment agreement should be retained by the Seconding Manager, Host Manager, Secondee and further copy should be sent to the People Services team who will send a letter to the Secondee confirming the secondment.

Contractual change forms

3.2.5 For Secondments outside of the Trust the Seconding Manager must complete a contractual change and forward to the People Services team to ensure the temporary changes in the contractual arrangements due to the secondment will take effect.

3.2.6 For secondments within the Trust a contractual change form should be completed by the Host Manager to move the Secondee to the host team for the duration of the secondment in line with the terms and conditions relevant for the role.

3.3 *Set clear objectives for the secondment*

3.3.1 The Seconding Manager, Host Manager, and Secondee should discuss and agree clear objectives and the required outcomes which link to the Trust's objectives and the individual's development needs.

3.4 *Arrange induction*

3.4.1 Effective induction is essential. Where appropriate the Host Organisation/ Department will organise a briefing package for the Secondee, providing background information on the organisation, functions of the host workplace, duties and responsibilities of the post, office procedures etc. For internal secondments see the Trust Induction and Essential Training Policy.

DURING THE SECONDMENT

4: The Secondment

4.1 *Schedule regular reviews during the secondment*

- 4.1.1 The Host Manager and Secondee should schedule regular secondment review meetings, to ensure the secondment is running smoothly. A formal secondment review meeting should also be agreed at an appropriate time, after 12 months or half way through the secondment if the secondment is for a shorter period.

4.2 *Keeping in Touch arrangements*

- 4.2.1 The Seconding Manager and Secondee should agree keeping in touch arrangements. The Seconding Manager will act as the contact point and keep the Secondee in touch with developments within the Trust/team. Examples of keeping in touch may include:

- Mailing lists - remaining on the list for team communications
- Attending management or team meetings
- Mandatory training
- Restructuring or proposed departmental changes – the Secondee must be advised/consulted as appropriate

For longer-term secondments, account must be taken of the potential skills lost, changing work practices and new technology. Keeping in touch effectively will minimise the impact of this.

4.3 *Potential effect of the secondment on the individual*

- 4.3.1 As well as discussing the mutual benefits, the Seconding Manager should have a discussion about the effect a secondment may have on the individual, when they return to their substantive post. Where the secondment has enabled the individual to work at a higher level with greater responsibilities and pay this may have an unsettling effect.

4.4 *Cover for the substantive post*

- 4.4.1 Depending on service needs, the Seconding Manager may following the normal recruitment procedures arrange cover for the Secondee's substantive post:

- The post may be filled on a temporary basis using a contract of employment -temporary cover for secondment and subject to the agreed notice period.
- In exceptional circumstances the post may need to be filled on a permanent basis. This should be discussed prior to recruitment with the Operational Director and People Services team. It must be made clear to the member of staff together with the process for managing the individual's return to the Trust. The usual recruitment procedures will apply.

AT THE END OF THE SECONDMENT**5: Arrangements at the end of the secondment***5.1 Post Secondment Evaluation*

5.1.1 Whether terminated prematurely or realised full term, all three parties should undertake an evaluation. This will focus upon the practical arrangements for managing the secondment, the mutual benefits that have been obtained from the process and any useful learning in relation to undertaking similar secondment experiences in the future. A 'Secondment Evaluation Form' is available at Appendix 6.

5.2 Return to the substantive or alternative post

5.2.1 When the secondment ends the Secondee should normally return to the Trust and substantive post and revert to their original post's terms and conditions of employment. However, an alternative arrangement may have been mutually agreed by the Seconding/Line Manager and member of staff prior to the start of the secondment or during any extension discussions, that the individual returns to an alternative post commensurate/ incommensurate with their substantive grade and salary.

5.2.2 If the substantive post has been affected by organisational change during the secondment, the staff member action will be following in accordance with the Organisational Change policy, which may involve moving to a different role either temporarily or on a substantive basis.

6 Managing the return to the Trust

6.1 At least 4 weeks prior to the end of the secondment the Seconding/Line Manager should arrange a debriefing meeting with the Secondee to evaluate the secondment, provide an update on development within the department and discuss arrangements for the return to their substantive or alternative post. A copy of an evaluation form is attached at Appendix 7.

6.2 It is essential that individuals who return from secondment be given the opportunity to practice new knowledge and skills. This process will need to be planned by their respective Line Manager as part of a broader re-induction strategy. If the individual's Line Manager has been involved with the secondment throughout, ensuring the goals of the secondment were aligned with the objectives of the Trust and any difficulties with re-introduction will be greatly minimised

SECONDMENT REQUEST FORM

Section 1 to be completed by employee wishing to undertake a secondment

NAME:	
JOB TITLE	
BAND	
DEPARTMENT	
DIRECTORATE	
SECONDMENT DETAILS	
JOB TITLE:	
BAND:	
DEPARTMENT:	
DIRECTORATE:	
NAME OF HOST ORGANISATION IF OUTSIDE TRUST:	
ADDRESS OF HOST ORGANISATION:	
PLACE OF WORK DURING SECONDMENT:	
How will the secondment contribute to your personal and professional development?	
What benefits or value will this secondment produce for the Trust during and after the secondment?	
What value or contribution do you think you are able to make to the host organisation during the secondment?	
The secondment is consistent with the personal and professional development needs identified within my current Personal Development Plan	
Signed:	Dated:
<i>Section 2 to be completed by manager</i>	
I do/do not support the secondment opportunity for this employee <i>(Delete as appropriate)</i>	
Signed:	Dated:
Line Managers Name:	

SECONDMENT REQUEST FORM

Appendix 3

Notification to be completed by manager and sent to the People Services Team with a contractual change form:

Name of Seconded:	
Assignment number:	
Current line manager name:	
Organisation secondment is with:	
Address of seconded organisation:	
Start date of secondment:	
End date of secondment:	
Job title whilst seconded:	
Line manager during secondment:	
Band whilst on secondment:	
Base during secondment:	
Hours of work during secondment?	
Salary during secondment?	
Is this their only role or will they continue to work on another contract in the Trust?	
Who will be the Trust contact during the secondment?	
Funding arrangements agreed:	

GUIDANCE FOR MANAGERS ON STAFF RELEASE DECISIONS

A form applying for a secondment must be received before the employee makes an application.

Making an application does not in itself mean the Manager must agree to the request, but they are required to give serious consideration to each request and wherever possible respond within two working days so that the individual is about to apply for the secondment within normal timescales. If the manager is unsure if they are able to agree to the request, they should speak to the Service Line Manager before responding to ensure that there is no alternative option available within the Service.

The manager must make an informed decision which can be fully justified. In order to do this the manager should consider the following points:

- 1: What are the reasons given by the employee for the secondment
- 2: The individuals current performance in the role and if the secondment would improve their performance
- 3: If there are development needs whether these can be met in a different way
- 4: If there been any development needs arising out of individual performance reviews and development plans
- 5: The impact of releasing the employee on the service
- 6: The impact of releasing the employee on the team
- 7: If there been any previous requests for secondments
- 8: The impact on professional skills required for the post during and post secondment
- 9: If the individual has previously undertaken a secondment whilst in this role
- 10: Requirements of the Service
- 11: Duration of the secondment

The manager must make the decision on objective business grounds for example:

- Burden of additional costs to the business
- Inability to meet service need
- Inability to recruit additional staff
- Inability to reorganise work amongst current staff
- Detrimental impact or quality
- Detrimental impact on performance

If any request is rejected the employee will be able to appeal via the grievance procedure within three months of the initial decision.

DRAFT RESPONSE LETTER

Date:

PRIVATE AND CONFIDENTIAL

NAME:

ADDRESS:

Dear [Insert first name of employee]

RE: SECONDMENT REQUEST

Thank you for your request to apply for a secondment with [Insert name of Host Organisation] in order that you could [Insert reason for secondment].

After careful consideration of your request and discussions with [Insert name of Service Manager] which took into account the reasons you have given for requesting the secondment together with the needs of the service, I regret that I am unable to agree to your request for the following business reasons:

I appreciate that you are likely to be disappointed with this decision, but at this time it is not possible to agree to your request.

I would like to meet with you to discuss your development needs and career aspirations along with any other reasons you have for making your request and to explain the reasons for my decision.

I believe that I have given you request full and thorough consideration, however you have the opportunity to appeal via the Trust's Grievance procedure if you so wish.

Yours sincerely

[Insert Managers Name]

External Trust Secondment details to be sent to the People Services team

Name and Address of Seconded organisation	
Contact name and contact details within seconded organisation .	
Start date of secondment	
End date of secondment	
Secondment base	
Job Title during secondment	
Solent Manager liaising with Secondee during period of secondment	
Secondee's line manager name, job title and contact number within seconded organisation	
Number of days per week on secondment	
Number of hours per week on secondment	
Band/Grade during secondment	
FTE Salary during secondment	
Address for invoices	
Name of individual to be invoiced	

POST SECONDMENT EVALUATION FORM

To be completed by the employee

Name of Seconded:	
Substantive job Title:	
Host Employer or Department:	
Secondment Role	
Secondment Start date:	
Secondment end date:	
<p>1: What were the objectives of the secondment.</p> <p>Were the objectives met?</p>	
<p>2: Please explain the Experience gained during your secondment?</p> 	
<p>3: Reflecting on your experience how did these experience make you feel?</p> 	
<p>4: What have you learned as a result of the secondment experience and your reflections on it?</p> 	
<p>5: How did the secondment benefit you?</p> 	

To be completed by Seconding Manager and Host Manager

<p>6: How did the secondment benefit the Trust</p>

7: How did the secondment benefit the Host Organisation?

8: What actions will the Secondee take now that the secondment is complete and how will they use their new skills and experience

Secondee Signature:

Date

Seconding Manager Signature:

Date:

Host Manager Signature:

Date:

If further comments are required please use an additional sheet of paper.

This form should be completed within one month of the end of the secondment. A copy of the form should be retained by the Secondee, and Line Manager

Equality Analysis and Equality Impact Assessment

Equality Analysis is a way of considering the potential impact on different groups protected from discrimination by the Equality Act 2010. It is a legal requirement that places a duty on public sector organisations (The Public Sector Equality Duty) to integrate consideration of Equality, Diversity and Inclusion into their day-to-day business. The Equality Duty has 3 aims, it requires public bodies to have due regard to the need to:

- **eliminate unlawful discrimination**, harassment, victimisation and other conduct prohibited by the Equality Act of 2010;
- **advance equality of opportunity** between people who share a protected characteristic and people who do not;
- **foster good relations** between people who share a protected characteristic and people who do not.

Equality Impact Assessment (EIA) is a tool for examining the main functions and policies of an organisation to see whether they have the potential to affect people differently. Their purpose is to identify and address existing or potential inequalities, resulting from policy and practice development. Ideally, EIAs should cover all the strands of diversity and Inclusion. It will help us better understand its functions and the way decisions are made by:

- **considering the current situation**
- **deciding the aims and intended outcomes of a function or policy**
- **considering what evidence there is to support the decision and identifying any gaps**
- **ensuring it is an informed decision**

You can find further information via the e-learning module [here](#)

Equality Impact Assessment (EIA)

Step 1: Scoping and Identifying the Aims

Service Line / Department	Human Resources	
Title of Change:	Secondment Policy	
What are you completing this EIA for? (Please select):	Policy	<i>(If other please specify here)</i>
What are the main aims / objectives of the changes	N/A	

Step 2: Assessing the Impact

Please use the drop-down feature to detail any positive or negative impacts of this document /policy on patients in the drop-down box below. If there is no impact, please select "not applicable":

Protected Characteristic	Positive Impact(s)	Negative Impact(s)	Not applicable	Action to address negative impact: <i>(e.g. adjustment to the policy)</i>
Sex			N/A	
Gender reassignment			N/A	
Disability			N/A	
Age			N/A	
Sexual Orientation			N/A	

Pregnancy and maternity			N/A	
Marriage and civil partnership			N/A	
Religion or belief			N/A	
Race			N/A	

If you answer yes to any of the following, you MUST complete the evidence column explaining what information you have considered which has led you to reach this decision.

Assessment Questions	Yes / No	Please document evidence / any mitigations
In consideration of your document development, did you consult with others, for example, external organisations, service users, carers or other voluntary sector groups?)	Please select	N/A
Have you taken into consideration any regulations, professional standards?	Please select	N/A

Step 3: Review, Risk and Action Plans

How would you rate the overall level of impact / risk to the organisation if no action taken?	Low	Medium	High
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What action needs to be taken to reduce or eliminate the negative impact?	N/A		
Who will be responsible for monitoring and regular review of the document / policy?	N/A		

Step 4: Authorisation and sign off

I am satisfied that all available evidence has been accurately assessed for any potential impact on patients and groups with protected characteristics in the scope of this project / change / policy / procedure / practice / activity. Mitigation, where appropriate has been identified and dealt with accordingly.

Equality Assessor:	Helen Pretty	Date:	07/02/2022
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Additional guidance

Protected characteristic		Who to Consider	Example issues to consider	Further guidance
1.	Disability	A person has a disability if they have a physical or mental impairment which has a substantial and long term effect on that person's ability to carry out normal day today activities. Includes mobility, sight, speech and language, mental health, HIV, multiple sclerosis, cancer	<ul style="list-style-type: none"> • Accessibility • Communication formats (visual & auditory) • Reasonable adjustments. • Vulnerable to harassment and hate crime. 	Further guidance can be sought from: Solent Disability Resource Group
2.	Sex	A man or woman	<ul style="list-style-type: none"> • Caring responsibilities • Domestic Violence • Equal pay • Under (over) representation 	Further guidance can be sought from: Solent HR Team
3	Race	Refers to an individual or group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.	<ul style="list-style-type: none"> • Communication • Language • Cultural traditions • Customs • Harassment and hate crime • "Romany Gypsies and Irish Travellers", are protected from discrimination under the 'Race' protected characteristic 	Further guidance can be sought from: BAME Resource Group
4	Age	Refers to a person belonging to a particular age range of ages (eg, 18-30 year olds) Equality Act legislation defines age as 18 years and above	<ul style="list-style-type: none"> • Assumptions based on the age range • Capabilities & experience • Access to services technology skills/knowledge 	Further guidance can be sought from: Solent HR Team
5	Gender Reassignment	" The expression of gender characteristics that are not stereotypically associated with ones sex at birth" World Professional Association Transgender Health 2011	<ul style="list-style-type: none"> • Tran's people should be accommodated according to their presentation, the way they dress, the name or pronouns that they currently use. 	Further guidance can be sought from: Solent LGBT+ Resource Group
6	Sexual Orientation	Whether a person's attraction is towards their own sex, the opposite sex or both sexes.	<ul style="list-style-type: none"> • Lifestyle • Family • Partners • Vulnerable to harassment and hate crime 	Further guidance can be sought from: Solent LGBT+ Resource Group
7	Religion and/or belief	Religion has the meaning usually given to it but belief includes religious and philosophical beliefs, including lack of belief (e.g Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition. (Excludes political beliefs)	<ul style="list-style-type: none"> • Disrespect and lack of awareness • Religious significance dates/events • Space for worship or reflection 	Further guidance can be sought from: Solent Multi-Faith Resource Group Solent Chaplain
8	Marriage	Marriage has the same effect in relation to same sex couples as it has in relation to opposite sex couples under English law.	<ul style="list-style-type: none"> • Pensions • Childcare • Flexible working • Adoption leave 	Further guidance can be sought from: Solent HR Team
9	Pregnancy and Maternity	Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In non-work context, protection against maternity discrimination is for 26 weeks after giving birth.	<ul style="list-style-type: none"> • Employment rights during pregnancy and post pregnancy • Treating a woman unfavourably because she is breastfeeding • Childcare responsibilities • Flexibility 	Further guidance can be sought from: Solent HR team