



Please Note: This policy is currently under review and is still fit for purpose.

Secondment Policy

This procedural document supersedes: Secondment Policy - CORP/EMP 39 v.1



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Author/reviewer: (this version)	John Scott HR Change Team
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Approved by:	Policy Approval and Compliance Group
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Next review date:	March 2019 – extended to December 2019
Target audience:	All staff at DBH

Amendment Form

Please record brief details of the changes made alongside the next version number. If the procedural document has been reviewed **without change**, this information will still need to be recorded although the version number will remain the same.

Version	Date Issued	Brief Summary of Changes	Author
Version 2	26 May 2016	Revised, new format with links to Fact Sheets	John Scott
Version 1	December 2011	This is a new procedural document, please read in full.	J Lang

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1. INTRODUCTION

Our staff are the key to continuing and future success of DBH. Our aim is to become an employer of choice and our approach to people management is clearly summarised in the phrase Develop. Belong. Here.

Secondments represent an opportunity for people to widen their personal and career development by gaining experience and skills in another organisation. This increases our capability and talent pool, increases awareness of other sectors, and fosters better relationships with our partners and stakeholders.

2. PURPOSE

This policy offers a sound framework for managing secondments into DBH and how to support people who are seconded within DBH and to organisations outside the Trust. It provides an accountable and transparent process to ensure that secondment opportunities are equitable, fair and effective in meeting the needs of the individual and the organisation.

It is based on the principles outlined below, which also meet the requirements of our [Fair Treatment for All Policy](#) and all other relevant employment legislation. The overall aim is to secure the best outcome every time for the individual and make a positive contribution to DBH. That means that we also need to be open, flexible, and innovative in sourcing key talent and potential.

[Management guidelines](#) on the implementation of this policy are provided separately through links to the process map.

3. DUTIES AND RESPONSIBILITIES

For a secondment to be effective and worthwhile, everyone involved needs to be aware of this policy and follow it. Ultimately, it is the responsibility of the senior management of the Trust (including the Chief Executive, Executive Team and Care Group Directors) in conjunction with People & OD to ensure that this is the case. A table of responsibilities is included at [appendix 1](#).

4. PROCEDURE

- 4.1 Secondments offer a short-term or limited period solution to resourcing needs. Managers may want to consider their use when a vacancy occurs, as described in the [Recruitment Policy](#). However, the secondments should not be used to cover permanent vacancies. They are designed to offer development opportunities and so may be used to:
- Resource posts on time-limited projects
 - Cover a period of maternity leave
 - Cover planned longer term sickness absence (usually over 3 months)
 - Cover a career break

- Offer temporary cover pending an organisational change (when it is inappropriate to recruit to a permanent post)
- Fulfil an identified development activity, agreed as part of an appraisal.

4.2 In broad terms, secondment opportunities should be advertised and filled in line with our [Recruitment and Selection policy](#). However, managers may want to consider applying limiting factors to speed up the process, particularly if the secondment requires specific or scarce skills, or is a short term opportunity or interim arrangement pending a substantive recruitment exercise. For example, the opportunity might be sensibly restricted to certain occupational groups or within a specific work area. Or managers may choose to ask for expressions of interest rather than a full application form. The P&OD Recruitment Team or your HR Business Partner can advise on when these changes might be acceptable. It might also be the case that in certain circumstances people are asked to move at short notice to set up new teams, or do some urgent or important work. For the short term these can be treated as secondments but a plan to regularise these appointments in the usual way will be required as soon as possible.

4.4 Eligibility conditions and a process for advertising and filling secondment opportunities are contained in the [Management guide](#).

5. TRAINING/ SUPPORT

Although there is no specific training and development tool on secondments, the P&OD Recruitment Team and/or your HR Business Partner can advise on how best to meet your needs.

6. MONITORING COMPLIANCE WITH THE PROCEDURAL DOCUMENT

What is being Monitored	Who will carry out the Monitoring	How often	How Reviewed/ Where Reported to
Non-compliance of policy by Care Groups and Directorates	People & OD	On Going	Issues to reported to respective Care Group and Directorate management teams
Review of Policy	People & OD	On Going	Amendments to reflect changes in Employment Law, and DBH processes/procedures.
Compliance of Policy	Internal Audit	Annual Audit Practice	As per annual audit practice

7. DEFINITIONS

Agency Workers	Agency workers and temporary staff in general are a widely used resource within the NHS and can play a vital role in helping to plan and manage fluctuations in demand, as well as covering for periods of short term workforce shortage.
Agenda for Change	The Agenda for Change system allocates posts to set pay bands, using the Job Evaluation Scheme
Criminal Records Bureau (CRB)	The Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA) have merged to become the Disclosure and Barring Service (DBS). CRB checks are now called DBS checks.
Data Protection Act	The Data Protection Act controls how your personal information is used by organisations, businesses or the government.
Development Opportunity	Where the person moves to a post within DBH, for a specific purpose and/or time, this will be termed a 'loan' or 'development opportunity'.
Disclosure & Barring Service (DBS)	DBS checks are required for unsupervised volunteers and staff who have direct access to, or work directly with children or adults at risk.
EIA	Equality Impact Assessment.
ESR	Electronic Staff Record system.
Flexible Working	The purpose of flexible working is to provide increased opportunities for those members of staff who need to change their working pattern due to personal circumstances, and also to facilitate the recruitment of external candidates whose domestic arrangements will only allow them to work to certain patterns.
HR Business Partner	A senior member of the HR Team, who give advice/support in relation to you Care Group/Directorate.
Job Description	A document which provides the purpose, role, responsibilities, and key duties of a post.
Job Share	The purpose of this scheme is to improve the retention of existing staff and facilitate the recruitment of external candidates whose domestic circumstances mean they are only available to work on a part time basis.
Loan	Where the person moves to a post within DBH, for a specific purpose and/or time, this will often be termed a 'loan' or 'development opportunity'.
Person Specification	A document which provides the key skills, attributes, and qualifications required for a post.
Pre-Employment checks	Mandatory checks which are required before employment can commence.
Reasonable Adjustments	Employers must make reasonable adjustments to make sure disabled workers aren't seriously disadvantaged when doing their jobs.
References	Guidance can be found here .
Secondment	Secondments provide individuals the opportunity to widen their personal and career development through the enhancement of skills in a different environment or role. The opportunity enables increased awareness of other sectors and fosters better relationships between

	other organisations and with other departments in the Trust.
Shortlisting	This describes the process of comparing applications against the essential and desirable criteria contained within the Job Specification. This will be undertaken by the members of the Recruiting Panel.

8. EQUALITY IMPACT ASSESSMENT

An Equality Impact Assessment (EIA) has been conducted on this procedural document in line with the principles of the [Equality Analysis Policy](#) (CORP/EMP 27) and the [Fair Treatment for All Policy](#) (CORP/EMP 4).

The purpose of the EIA is to minimise and if possible remove any disproportionate impact on employees on the grounds of race, sex, disability, age, sexual orientation, or religious belief. No detriment was identified. ([See Appendix 2](#))

9. ASSOCIATED TRUST PROCEDURAL DOCUMENTS

- [Equality Analysis Policy](#) (CORP/EMP 27)
- Fair Treatment For All Policy (CORP/EMP 4)
- [Flexible Working Policy](#) (CORP/EMP 48)
- Recruitment and Selection Policy (CORP/EMP 36)

10. REFERENCES

<https://www.cipd.co.uk/hr-resources/factsheets/secondment.aspx>

APPENDIX 1 – RESPONSIBILITIES TABLE

Responsibilities Table

Chief Executive	The Chief Executive has overarching responsibility for ensuring the content of this policy is applied consistently and fairly across DBHFT.
Trust Board	The Trust Board will accept assurances from the Director of People and Organisation Development (DPOD) that the policy is applied throughout DBHFT by its Directors, Managers, and Employees. The Trust Board will review statistical data and trends from the HR quarterly reports and act on subsequent recommendations from the Director of People and Organisation Development (DPOD).
Director of People and Organisation Development (DPOD)	<p>The Director of People and Organisation Development (DPOD) is the named officer responsible for ensuring the content of this policy is applied consistently and fairly across DBHFT.</p> <p>The Director of People and Organisation Development (DPOD) has responsibility for monitoring compliance with this policy and to advise the Trust Board on the effectiveness of this policy. The Director of People and Organisation Development (DPOD) will also recommend revisions and developments of the policy and associated procedures and guidance as appropriate.</p>
Human Resources Department	<p>The HR Department will:</p> <ul style="list-style-type: none"> • Support managers in drawing up secondment agreements between departments/organisations. • Provide support and advice to staff on any aspect of their employment, terms, and conditions of service. • Promote the policy and give general guidance and support to managers. • Promote consistency policy application across the Trust through regular monitoring.
Host Managers	<p>Host managers are responsible for ensuring that they:</p> <ul style="list-style-type: none"> • Advertise all posts in line with the DBHFT Recruitment and Selection Policy. • Draw up a 'secondment letter' stating the terms and conditions of the secondment and confirming the length of time. • Arrange for the employee to attend all relevant statutory and mandatory training in line with the Trust Mandatory Training policies.

	<ul style="list-style-type: none"> • Make provision and engage with the secondee to ensure that any adjustments are made, in advance, to support access to the workplace for the secondee. • Regularly appraise the secondee's performance and manage any attendance absence and conduct issues, liaising with the seconding manager as necessary. • Inform the seconding manager of the secondee's performance against agreed objectives at regular intervals, and at the end of the secondment. • Debrief the employee at the end of the secondment period to elicit what has been learned during the secondment.
Seconding Managers	<p>Seconding managers will ensure that they:</p> <ul style="list-style-type: none"> • Support whenever possible staff's requests for secondments, where they will benefit the member of staff, and/or the organisation. • Ensure that the secondment opportunity is linked to the employee's personal development plan. • Provide a full explanation of the reasons behind a rejection of an application for a secondment in writing. • Meet with the employee at least 6 weeks before the termination of the secondment to discuss their return to their substantive post or comparable post. Confirm this in writing at least 4 weeks before the termination date of the secondment. • Maintain regular contact with the employee and the host manager and notify the employee of any organisational change that would affect the employee's substantive post. • Debrief the employee upon their return to the department and provide refresher training and local induction as appropriate.
Employees	<p>Employees who are applying for secondments are responsible for:</p> <ul style="list-style-type: none"> • Complying with the working practices and policies of the organisation and the department to which they are seconded. • Ensuring that they have completed any statutory and mandatory training relevant to their role. • Informing the host manager of any specific needs or adjustments to support their integration into the new workplace. • Maintaining regular contact with their seconding manager. • Completing a secondment evaluation form at the end of the secondment. (See Appendix 3)

APPENDIX 2 - EQUALITY IMPACT ASSESSMENT PART 1 INITIAL SCREENING

Service/Function/Policy/Project/Strategy	Care Group/Executive Directorate and Department	Assessor (s)	New or Existing Service or Policy?	Date of Assessment
CORP/EMP 39 v2 – Secondment Policy	People & OD	John Scott	Existing policy	March 2016
1) Who is responsible for this policy? People & OD				
2) Describe the purpose of the service / function / policy / project/ strategy? Sets a framework for managing secondments into DBH and how to support people who are seconded to organisations outside the Trust.				
3) Are there any associated objectives? Trust strategy and People & OD Strategy				
4) What factors contribute or detract from achieving intended outcomes? – Economic climate at local and national level; supply and demand for resource				
5) Does the policy have an impact in terms of age, race, disability, gender, gender reassignment, sexual orientation, marriage/civil partnership, maternity/pregnancy and religion/belief? No				
<ul style="list-style-type: none"> If yes, please describe current or planned activities to address the impact 				
6) Is there any scope for new measures which would promote equality? N?A				
7) Are any of the following groups adversely affected by the policy?				
Protected Characteristics	Affected?	Impact		
a) Age	No			
b) Disability	No			
c) Gender	No			
d) Gender Reassignment	No			
e) Marriage/Civil Partnership	No			
f) Maternity/Pregnancy	No			
g) Race	No			
h) Religion/Belief	No			
i) Sexual Orientation	No			
8) Provide the Equality Rating of the service / function /policy / project / strategy – tick (✓) outcome box				
Outcome 1 ✓	Outcome 2	Outcome 3	Outcome 4	
<i>*If you have rated the policy as having an outcome of 2, 3 or 4, it is necessary to carry out a detailed assessment and complete a Detailed Equality Analysis form in Appendix 4</i>				
Date for next review:	March 2019			
Checked by:	John Scott		Date: March 2016	



Appendix 3 – Secondment Evaluation Form

The below evaluation form is to be completed at the end of the secondment by both employee and seconding manager.

<p><u>Secondee Details:</u></p> <p>Name: _____</p> <p>Substantive Position: _____</p> <p>Host Organisation/ Department: _____</p> <p>Type of Secondment: _____</p> <p>Secondment Job title: _____</p>
<p>1. What were the objectives of the secondment?</p>
<p>2. Were the objectives of the secondment met? Yes / No If no, please explain why:-</p>
<p>3. How did the secondment benefit:-</p> <p>a. The secondee -</p> <p>b. The organisation-</p> <p>c. The Host -</p>





4. What actions will the secondee take now the secondment is completed?
5. How will they use their new skills & experience?
6. Could anything have been done to improve the management process of the secondment? If so please explain:-
Secondee's Signature: Date: *Please attach a copy of your report reflecting on the learning outcome of the secondment
Manager's Signature: Date: *If you wish to add further comments in addition to the form please attached on a separate sheet of paper
Host's Signature: Date: *If you wish to add further comments in addition to the form please attached on a separate sheet of paper

Once the above evaluation form is complete a copy of this should be:
 Given to the secondee
 Filed on their personal file
 Forwarded to Human Resources Department within one month of the end of the secondment



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Here.**