



Secondment Policy

This procedural document supersedes: Secondment Policy CORP/EMP 39 v.2



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Executive Sponsor(s):	Zoe Lintin, Chief People Officer
Author/reviewer: (this version)	Ashish Kaushik
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Approved by:	Policy Formulation Group
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Target audience:	All employees at DBTH

Amendment Form

Version	Date Issued	Brief Summary of Changes	Author
Version 3		<ul style="list-style-type: none"> • Inserted a paragraph explaining the circumstances of not necessarily returning to the same post as before the secondment. • New DBTH logo inserted. • Updating job titles to align with DBTH restructure. • Replaced reference to Criminal Records Bureau (CRB) with The Disclosure and Barring Service (DBS). • Embedded the secondment letter template as an appendix (4) under section 4.6 • Amended the secondment letter to make clear DBTH policies would apply for the duration of the secondment • Updated to latest Trust Format 	Ashish Kaushik
Version 2	February 2016	<ul style="list-style-type: none"> • Revised, new format with links to Fact Sheets 	John Scott
Version 1	December 2011	<ul style="list-style-type: none"> • This is a new procedural document, please read in full. 	J Lang

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1 INTRODUCTION

Our employees are the key to the continuing and future success of Doncaster and Bassetlaw Teaching Hospitals (DBTH). Our aim is to become an employer of choice and our approach to people management is clearly summarised in the phrase Develop. Belong. Thrive. Here.

Secondments represent an opportunity for people to widen their personal and career development by gaining experience and skills in another organisations. 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 DBTH, how to support people who are seconded within DBTH and to organisations outside the Trust. It provides an accountable and transparent process to ensure that secondment opportunities are equitable 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 \(CORP/EMP 4\)](#) 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 DBTH. 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 Divisional Directors) in conjunction with People & OD to ensure that this is the case. A table of responsibilities is included at [Appendix 1](#).

4 PROCEDURE

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 and Selection Policy \(CORP/EMP 36\)](#). However, the secondments should not normally 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 permanent post)
- Fulfil an identified development activity, agreed as part of an appraisal.

A permanent role may be covered via a secondment on temporary basis of no longer than 12 months. At this point a decision must be made regarding whether the position should be made into a permanent position. In this circumstance advice must be sought from the relevant People Business Partner team.

In broad terms, secondment opportunities should be advertised and filled in line with our [Recruitment and Selection policy \(CORP/EMP 36\)](#). 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 People 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.

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

If you are seconded for a period of 12 months or less you would normally return to your substantive role, however if the secondment is for longer than 12 months and you are unable to return to your substantive post, then an equivalent post will be sought. The management team should always endeavour to return employees to their substantive posts after a secondment. However, this may not always be possible, in such circumstances an equivalent role with equivalent terms and conditions should be sought for the seconded colleague. Please see the Restructure, Reorganisation, Redeployment and Redundancy Policy (CORP/EMP 9) regarding the process that should be followed.

Wherever possible the substantive line manager should notify the seconded employee if their substantive role is at risk. The secondee should be given the option of ending the secondment (with the agreed notice) and returning to their substantive role.

The seconded colleague and their substantive manager have a joint responsibility to maintain contact throughout the secondment. This regular contact allows both parties to provide feedback regarding the secondment and also any changes that may impact on the substantive role.

The substantive manager should arrange to meet at least 6 weeks before and no later than 4 weeks before the termination of the secondment to arrangements for their return, whether this is to their previous role or an equivalent position.

A secondment letter should be drafted and signed by the line manager, the seconding department/team/organisation, and the seconded colleague. This will detail the terms and conditions of the secondment. A template secondment letter can be found at [Appendix 3](#). This is an example and may be changed depending on individual secondment circumstances and agreements in discussion with the seconded colleague

Organisational change

Whilst on secondment if there is any organisational change which impacts on your substantive role or your seconded role, the relevant line manager will engage with you to ensure you are kept up to date with the changes proposed and any effect on you or your role.

5 TRAINING/SUPPORT

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

Please note: The training requirements of employees will be identified through a learning needs analysis (LNA). Role specific education will be co-ordinated/ delivered by the topic lead. Alternatively, training may be accessed via an approved e-learning platform where available.

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 Divisions and Directorates	People & OD	On Going	Issues reported to respective Division and Directorate management teams
Review of Policy	People & OD	On Going	Amendments to reflect changes in Employment Law, and DBTH processes/procedures.
Compliance of Policy	Internal Audit	Annual Audit Practice	As per annual audit practice

7 DEFINITIONS

Agency Workers	Agency workers and temporary employees 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
The Disclosure and Barring Service (DBS) which replaced the 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 DBTH, 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 employees 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 employees who need to change their working pattern due to personal circumstances, and to facilitate the recruitment of external candidates whose domestic arrangements will only allow them to work to certain patterns.
People Business Partner	A senior member of the People & OD Team, who gives advice/support in relation to your Division/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 employees 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 DBTH, 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 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 Description and Person Specification This will be undertaken by the members of the Recruiting Panel.

8 EQUALITY IMPACT ASSESSMENT

The Trust aims to design and implement services, policies and measures that meet the diverse needs of our service, population and workforce, ensuring that none are disadvantaged over others. Our objectives and responsibilities relating to equality and diversity are outlined within our equality schemes. When considering the needs and assessing the impact of a procedural document any discriminatory factors must be identified.

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 4)

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)
- Recruitment and Selection policy (CORP/EMP 36)

10 DATA PROTECTION

Any personal data processing associated with this policy will be carried out under 'Current data protection legislation' as in the Data Protection Act 2018 and the UK General Data Protection Regulation (GDPR) 2021.

For further information on data processing carried out by the trust, please refer to our Privacy Notices and other information which you can find on the trust website:

<https://www.dbth.nhs.uk/about-us/our-publications/information-governance/>

11 REFERENCES

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

<https://www.cipd.co.uk/knowledge/strategy/resourcing>

APPENDIX 1 – RESPONSIBILITIES TABLE

Chief Executive	The Chief Executive has overarching responsibility for ensuring the content of this policy is applied consistently and fairly across DBTH.
Trust Board	The Trust Board will accept assurances from the Director of People and Organisation Development (DPOD) that the policy is applied throughout DBTH 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 DBTH.</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>
People Business Partnering Department	<p>The People Business Partnering Department will:</p> <ul style="list-style-type: none"> • Support managers in drawing up secondment agreements between departments/organisations. • Provide support and advice to employees 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 DBTH Recruitment and Selection Policy where applicable. • Draw up a 'secondment letter' stating the terms and conditions of the secondment and confirming the length of time.

	<ul style="list-style-type: none"> • Arrange for the employee to attend all relevant statutory and mandatory training in line with the Trust Mandatory Training policies. • 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 an employee's requests for secondments, where they will benefit the employee, 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 and no later than 4 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.

	<ul style="list-style-type: none">• 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 2)
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APPENDIX 2 – SECONDMENT EVALUATION FORM

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

<p>Secondee Details:</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>
<p>4. What actions will the secondee take now the secondment is completed?</p>
<p>5. How will they use their new skills & experience?</p>
<p>6. Could anything have been done to improve the management process of the secondment? If so, please explain: -</p>

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 provided to:
- the secondee
- Filed on their personal file
- Forwarded to People Business Partnering Department within one month of the end of the secondment

APPENDIX 3 – TEMPLATE SECONDMENT LETTER



**Doncaster and Bassetlaw
Teaching Hospitals**
NHS Foundation Trust

Doncaster Royal Infirmary
Armthorpe Road, Doncaster,
South Yorkshire DN2 5LT

Tel: 01302 366666

Fax: 01302 320098

www.dbth.nhs.uk

DATE

Private and Confidential

NAME

ADDRESS

Dear

Re: Secondment Agreement

I am pleased to confirm that you have been successful in your application for a secondment to the post of XXXX with XXXXX.

The duties of your post are outlined in the job description attached. This is not an exhaustive list of your duties and responsibilities and these may be varied as appropriate through discussion with XXXX.

Secondment Duration, Hours and Base

This secondment is for a period of XX months, starting on XXXX and ending on XXXX. The hours of work will be XX (XXX hours per week). Your line manager will be XXX. Your primary base of work will be XXX for the duration of the secondment.

Employer

Whilst on secondment, you will remain an employee of DBTHFT. Your existing terms and conditions of employment (including continuity of service) will apply.

Salary

For the period of secondment your salary will be AfC Band XXX (subject to any increases in accordance with the 2018 Agenda for Change pay deal and also taking into account any inflationary increases as agreed nationally). DBTHFT will continue to pay your salary and any related benefits which will be cross charged to XXX as agreed.

Any travelling expenses should be claimed in accordance with the (receiving employer) Travel and Expenses Policy. You will continue to submit your claims via DBTHFT E-expenses and all expenses must be submitted within 3 months of the date they occurred. Claims will be approved by XXXX and payments will be made through your monthly salary and re-charged to XXXX.

You will continue to access your payslips through MyESR portal.

Annual Leave and Public Holidays

Your annual leave allowance and entitlement to public bank holidays will remain unchanged (XXX days/ hours annual leave plus bank holidays per annum). Leave proposals however should be agreed in advance with your line manager. You should take public holidays observed by your seconding employer unless alternative arrangements are in place. If this is the case, you will then be expected to comply with the local arrangements of XXXX when requesting/taking annual leave.

Sickness or other Leave

During your secondment any absences incurred will be subject to DBTHFT Policies. You should notify any absences to both XXXX (as per their local arrangements) and to DBTHFT for the purposes of recording absence and ensuring confirmation of any absence which affects your salary.

Performance Appraisal

Normal appraisal arrangements will apply during the period of secondment. Appraisal of performance will be undertaken by the host employer in consultation with your seconding manager.

Conduct and Capability

Any concerns regarding your conduct and/or capability will be brought to your attention by your host employer and if necessary will be dealt with in accordance DBTHFT's Disciplinary Procedure and Capability Procedure.

Employee Dissatisfaction

If you seek redress of any grievance relating to your secondment, you should communicate your grievance in writing to your immediate line manager in accordance with DBTHFT Grievance Procedure.

DBTHFT will remain responsible for disciplinary, capability and grievance proceedings in conjunction with the host organisation during the period of your secondment.

Notice

A minimum of XX months notice is required in writing in the event of early termination of the secondment by any of the parties except in the cases of gross misconduct were the employee may be summarily dismissed without notice.

Health & Safety

Both XXX(employee) and (host organisation) have a mutual responsibility for the individual's health and safety. During the term of the secondment the employer's duty of care will be the responsibility of (host employer).

Early Termination of Secondment

You are expected to remain on secondment for the duration of the secondment period except in exceptional circumstances such as major problems with the funding of the post or unsatisfactory performance issues.

If at any stage of the secondment, for whatever reason, you cease to be an employee of DBTHFT the secondment will automatically terminate.

Return to Substantive or Equivalent Post in your original area of work

At the end of the secondment period it is not possible to guarantee a return to your current role. We have agreed you will return to an equivalent post to your current substantive role. You should maintain contact with XXX throughout the secondment and arrange to meet with them at least 6 weeks before the termination of the secondment to discuss arrangements for your return. Our commitment to you is to offer you an equivalent post with equivalent terms and conditions to your current substantive role within DBTHFT.

Confidentiality

During and after the termination of the secondment the Secondee will not disclose or divulge any confidential information without the prior written consent of the host organisation or the seconding organisation.

This contract constitutes a temporary variation to your existing Contract of Employment. All other terms and conditions of employment remain the same.

Please read this and sign and return the enclosed copies of this contract as your acceptance of the secondment in accordance with the above terms and conditions.

I would like to wish you every success in your secondment and I hope you find the experience both useful and rewarding.

Yours sincerely

We hereby agree the secondment of XXXX on the conditions set out above.

Signature:
(for host employer -XXXX)

Name:

Title:

Date:

Signature:
(for DBTHFT)

Name:

Date:

Signature:
(Employee)

Name:

Position:

Date:

APPENDIX 4 - EQUALITY IMPACT ASSESSMENT PART 1 INITIAL SCREENING

Service/Function/Policy/Project/ Strategy	Division	Assessor (s)	New or Existing Service or Policy?	Date of Assessment
CORP/EMP 39 v3	People & OD	Ashish Kaushik	Existing	February 2023
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 DBTH and how to support people who are seconded to organisations outside and inside 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				
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 X	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 – see CORP/EMP 27.</i>				
Date for next review: February 2026				
Checked by: Jayne Lang		Date: 8th February 2023		