

Secondment Policy

NB This secondment policy relates to WCC internal secondments as a result of corporate programmes or specific projects.

1. Introduction

The success of the Council's ability to function effectively and manage change depends on a competent and capable workforce to meet the demands of the future. Our continued success relies on having the right people, with the right skills in the right place at the right time. The 'right' people for the future need to be introduced through recruitment and selection as well as 'growing' our own.

The issues surrounding whether to recruit new employees or train existing employees are strongly linked to the organisation's culture and its core values, aims and objectives. The current recruitment and selection practices allow the organisation to bring in new people and skills. However it is important to keep the balance between the injection of new people whilst retaining a level of in-house experience.

To provide the Council with a dynamic workforce there needs to be an adoption of a long-term perspective. The advantages of developing our current employees in addition to bringing in fresh people, ideas and skills is that they have in-depth understanding of the Council. It is motivated employees who see that development opportunities exist. It also allows for lower turnover rates.

As far as possible, it is intended that secondments will be of mutual benefit to the organisation as well as for existing employees. Participants on secondments will take on new responsibilities to allow them to accrue new skills and abilities. It also ensures that the organisation has the people with the skills required for the specific project or change programme.

2. Case for Secondment

Prior to commencing a secondment the manager responsible ie the one offering the secondment, must ensure that the post is sufficiently budgeted for to enable successful completion of the secondment. This includes consideration for all the resources required for the secondment. If the post is a new post it must be evaluated using the Council's job evaluation system to determine the grade and pay scale which will apply (subject to paragraph 9).

There must not be a presumption that the secondment will eventually become a permanent post or that the vacated post will be back-filled on a permanent basis. Both the secondment and any back-fill arrangement can only be filled on a temporary basis. Nor should there be presumption that the vacated post will be covered by others in the team without additional resource.

3. Recruitment & Selection

Where a manager identifies an operational demand the secondment opportunity details will be passed to the HR Recruitment Team. The HR Recruitment Team will need advert text, a job description and person specification along with informal enquiry details and the name/address of the manager applications are to be returned to. Any other information required for posting by the seconding manager will be required in electronic format. It will be posted on-line on the intranet and will be advertised as an internal secondment vacancy only and with a one week closing date. Unless specified otherwise application will be by way of a single A4 typed sheet which can be emailed or sent by hard copy to the recruiting manager

by the closing date. The application will need to identify the skills the secondee could bring to the position and how they feel they will benefit from the secondment opportunity. The determination of the selection process rests with the recruiting manager but would consist of at least an interview, for those that meet the selection criteria.

Managers need to ensure that any opportunities are highlighted to staff who do not have access to the intranet.

The manager should identify the key elements of the job and person specification requirements sufficient for it to be evaluated, but given the circumstances of the temporary nature of the secondment the full completion of a JEQ is not necessary.

4. Role of the Manager

Managers should encourage secondments both as an opportunity for development and to meet particular organisational operational needs. However, if the potential secondment will impact detrimentally on the delivery of business, this must also be considered and therefore a secondment may not be agreed by the substantive line manager.

Where a secondment opportunity arises and is subsequently filled it is imperative that the managers from both teams ie the vacated post and the newly filled post, ensure that the secondment is successful. Therefore, to enable successful completion of the secondment the manager will ensure:

- (a) the secondee is provided with sufficient training
- (b) the secondee has regular supervision with and support from the line manager, and

the manager releasing the employee on secondment will co-operate to ensure that during the period of the secondment:

- (a) that the secondee's substantive post is filled on a temporary basis only
- (b) that the secondee is kept informed of changes taking place in their former team.

5. Role of the Secondees

Prior to applying for the secondment the potential secondee should inform their line manager (if not already approached by the manager), this would enable the line manager to consider the potential implications at the earliest opportunity.

6. Role of Human Resources

Human Resources will ensure that secondment opportunities are advertised internally in accordance with current recruitment and selection protocols and advise managers on the processes involved. They will also ensure that regular job evaluation panels are carried out quickly to keep timescales to a minimum.

7. Early Cessation

The secondee's substantive and seconding department can terminate the secondment early. The backfill arrangements, including appropriate notice, would need to be resolved and therefore discussion would be required regarding the timescales involved for early cessation and individuals would need to have the reasons clearly specified.

If the employee wishes to terminate the secondment early they need to speak with the seconding and substantive line managers.

8. Human Resources Procedures

Should HR procedures need to be invoked, for example disciplinary or capability, the terms and conditions appropriate to the substantive post will apply. The underpinning principle is that employees do not experience detriment to their security or terms and conditions of employment as a consequence of undertaking a secondment.

9. Terms and Conditions

Unless otherwise stated upon offer, the terms and conditions applied to the secondee's substantive position will apply.

10. Pay

The secondee should not suffer any financial loss as a result of the secondment. Each case will be considered on its merits.

- (a) if the rate for job is lower than the secondee's current rate of pay, their substantive salary will remain (prohibitive costs in this case could be reason for the secondment not to be agreed);
- (b) if the rate for the job is higher than the secondee's current rate of pay (following job evaluation), then they will be paid at the rate for the job.
- (c) if the rate for the jobs are the same but the secondee is required to operate over and above normal expectations then an honoraria payment, in line with the WCC policy, can be considered. HR should be consulted to ensure that any such payments are appropriate, equitable, consistent and compatible with equalities requirements.

10. Cessation

At the end of the secondment the secondee will revert back to their substantive position.

11. Equal Opportunity Implications

All secondment opportunities will be provided in accordance with Wiltshire County Council's Equal Opportunities Policy on Employment.

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