

Secondments - Guidance For All Employees/Managers (including [Summary Flowchart](#))

(For Teachers – please use this guidance in conjunction with the Code of Practice for Secondments - Part 2, Section 2.2 in the SNCT Handbook and refer to the [Secondment-appeals-process-for-teachers](#))

Secondments are the temporary transfer of an employee to another role within their own Service, to another Service or to an external organisation (e.g. the Scottish Government, NHS or other partners) for development purposes.

At the end of the secondment; the employee will normally have a right to return to their substantive post or to an equivalent post via a Job Family Move.

The Council recognises that secondments can be a valuable opportunity in an employees' developmental journey, building on and introducing new skills and experiences, benefiting both the employee and the Council.

Internal Secondments

Secondment opportunities are likely to arise when there is a need to cover for a short-term vacancy, undertake a specific project or cover a specific task of limited duration (for example linked to external funding) where this vacancy cannot be covered using a [Job Family Move](#) for single status employees or through the staffing exercise for teachers.

Secondments are for a fixed period of time and should be long enough to allow for employee development to take place.

It is recommended that, for Council employees, secondments will normally be for a maximum of 2 years to enable an effective transition back to an employee's substantive role. For Teachers, this is normally 23 months. NB: Where a manager identifies a fixed term vacancy of more than 2 years they should contact HR@pkc.gov.uk to discuss options which may include [permanent recruitment using fixed term funding](#).

To avoid issues for the substantive manager in covering the substantive post, where required, secondments should ideally only be extended once with the agreement of all parties and with advice from HR Services who will take into consideration the needs of the whole Service/Organisation.

At the end of the secondment; the employee will normally have a right to return to their substantive post or to an equivalent post via a Job Family Move.

For further information please refer to the [Framework for Managing Secondments](#).

External Secondments

External secondment opportunities are likely to arise from joint working with partner organisations. External secondments can develop an organisation's skills base, increase external networks and bring in expertise and experience from outside the organisation.

A secondee will normally remain an employee of the Council for the duration of the secondment however this may not always be practical.

The arrangements for external secondments require to be tailored individually to meet the requirements of both organisations. All external secondments must be formally agreed in writing between all parties before the secondment commences. Within the Council this should be at Service Manager level or above.

For further information please refer to the [Framework for Managing Secondments](#).

Incoming Secondees

In certain circumstances there will be a requirement to bring in skills and expertise from out with the Council on a temporary basis. These skills and experience can often be found within our partner organisations and a secondment can offer the opportunity for the individual to join the Council on a secondment basis while retaining their employment status, however the arrangements for incoming secondments should be tailored individually to meet the requirements of both organisations. All external secondments must be formally agreed in writing between all parties before the secondment commences. Within the Council this should be at Service Manager level or above.

For further information please refer to the [Framework for Managing Secondees from External Organisations](#).

Framework for Managing Secondments

- **Requesting a Secondment - The Role of the Employee**
 - √ Where an employee wishes to apply for an internal or external temporary post on a secondment basis they should make their manager aware at the earliest opportunity and complete the secondment request form on MyView providing details of the request. Requests will be sent to the appropriate line manager and will enable a discussion around the feasibility, in principle, of a secondment. MyView forms should be completed prior to attending any interview unless exceptional circumstances prevent this.
 - √ For internal vacancies, the employee should make the recruiting manager aware that they wish to apply on a secondment basis and that they have discussed this with their substantive manager.
 - √ It is envisaged that, in most circumstances, secondments of up to one year could be accommodated by a Service. There may be some exceptions to this for example, in schools, length and timing of secondments may require to be linked to the school term/session.
 - √ Where a secondment can be accommodated, in principle, the employee will receive a confirmation email from their substantive line manager.
 - √ If the secondment cannot be accommodated, then the employee will receive an email from their substantive manager. Reasons for refusal should be clearly stated in the email. There is no right of appeal for single status employees.
 - √ If a Service is unable to agree to a secondment and the employee is offered a fixed term contract, the employee would need to resign from their substantive post before taking up the new fixed term post. The employee would not have the right to return to their substantive post at the end of the contract and, depending on the reason for the fixed term contract, may be at risk of redundancy or dismissal with no redundancy payment at the end of the fixed term period. Where applicable, a search for an alternative post, by the recruiting manager/HR, would begin before the notice period for expiry of the fixed term contract.
 - √ Where an employee is successful in their application for a fixed term post and where a secondment can be accommodated, in principle, by their current Service, a formal [Tri Party Secondment Agreement](#) will be issued for signature, outlining specific terms and conditions of the secondment, including start and end date. Where a secondment is to an external organisation the Secondment Agreement may come from the recruiting organisation. NB: As with any change of role, where agreed reasonable adjustments are in place in a substantive post, the possibility of transferring these adjustments should be discussed, to establish whether they can be accommodated in the role being applied for, before signing any secondment agreement.

- √ Single Status Employees should be aware that at the end of the secondment period they may not necessarily return to their substantive post and in some cases would return to an equivalent post via a Job Family move.
- √ Where there is a requirement to extend a secondment period, this will be subject to HR approval and the employee signing an amendment to the tri party agreement.
- √ Secondment arrangements may be ended before the scheduled end date by any of the parties, providing the agreed written notice of termination is given. NB: notice periods for teachers are specified in the Code of Practice for Secondments - Part 2, Section 2.2 in the SNCT Handbook.
- √ In the event of an employee's Service undergoing a review during the period of their secondment, the employee's substantive post will be considered in accordance with the Council's [Framework for Managing Workforce Change](#). In those circumstances the seconded employee will still be required to engage with the processes being applied in their Service irrespective of the fact that they are subject to a secondment arrangement.
- √ As a secondment is an opportunity for an employee to develop their skills and experience in a different environment, the returning employee will be encouraged to share their experiences on return to their substantive role.

This could be through, for example:

- Learning lunch
 - Presentation at team meetings
 - Involvement in projects/work where their learning can be shared
 - Blog or other digital sharing of their experience
- **Enabling a Secondment - The Role of the Substantive Manager**
 - √ The line manager will receive an email advising that a member of their team has made a secondment request on MyView. The manager will have 30 days to discuss the request with the employee, consider the request and respond.
 - √ In determining whether an employee can be released to participate in an internal or external secondment, the line manager must think flexibly and consider:
 - Burden of additional costs
 - The effect on the ability to deliver services
 - Ability to reorganise work among existing staff
 - Ability to recruit additional staff
 - The impact on quality and/or performance of work
 - The employee's professional development

NB: It is envisaged that, in most circumstances, secondments of up to one year could be accommodated by a Service. There may be some exceptions to this

based on the reasons above, and in these cases the substantive manager should discuss the reason for refusal with their HR Officer/Service Manager.

- √ If the request can be accommodated, in principle, the manager should complete the MyView form to that effect. This will trigger an email to the employee confirming the approval in principle.
- √ If the request cannot be accommodated, the manager should complete the MyView form to that effect. This will trigger an email to the employee. The reasons for refusal of the secondment should be clearly stated in the email. There is no right of appeal for single status employees.
- √ For Internal secondments – the substantive manager should, with advice from HR, discuss and agree terms and conditions of the secondment with the employee and recruiting Line Manager prior to signing a [Tri Party Secondment Agreement](#) outlining specific terms and conditions of the secondment, including start and end date and notice periods.
- √ For External secondments, the substantive manager should consult the [Checklist of Terms and Conditions](#) of a secondment and discuss with HR Services/Payroll. The manager should contact the receiving organisation as soon as possible to discuss who has responsibility for issuing the tri party secondment agreement and related terms and conditions. A Council drafted [External Tri Party Agreement](#) is available and should be discussed with your HR Team/Legal/Payroll before being utilised/signed.
- √ Further guidance on additional information to be included in a teachers Secondment Agreement can be found in the Code of Practice for Secondments -Part 2, Section 2.2 in the SNCT Handbook.
- √ Managers should ensure that a single status employee is aware that at the end of the secondment period the employee may not necessarily return to their substantive post but they would return to an equivalent post via a Job Family move.
- √ Managers should maintain regular communication with the employee to ensure they are advised of any changes at their substantive base (to their job, team or Service) and to ensure the employee retains a connection with their substantive team. This could include:
 - Inviting the employee to team meetings
 - Providing the employee with minutes of team meetings
 - Continuing to hold 1 to 1/supervision discussions on a regular basis
 - Inviting the employee to team meetings to talk about their secondment work.
- √ The seconding manager should contact the substantive manager as early as possible, but at least the agreed notice period, before the secondment end date to confirm whether an extension will be requested.

- √ Where the seconding manager would like to extend a secondment they should request approval to extend, following the appropriate current process for change of circumstances. Any extension will be subject to agreement with the employee, their substantive line manager and HR. The substantive manager should consider what this means for any backfill and make the necessary arrangements in good time.
- √ Secondment arrangements may be ended before the scheduled end date by any of the parties by providing the agreed written notice of termination. Triggers for the early termination of a secondment arrangement, by a manager, may include but are not restricted to:
 - disciplinary issues
 - performance issues
 - absence issues
 - organisational change
- √ Employment contracts issued to backfill substantive posts should state an end date of “no later than *****”, with “reasonable written notice of up to one month” given should the need for backfill end sooner.
- √ In the event of an employee’s Service undergoing a review during the period of their secondment, the employee’s substantive post should be considered in accordance with the Council’s [Framework for Managing Workforce Changes](#).
- √ On return from a secondment, discussions should be held between the employee and their substantive manager to bring the employee up to speed with any changes at their substantive base (to their job, team or Service) and to establish whether any refresher training is required to enable the employee to carry out their substantive duties effectively.
- √ Where a single status employee returns to a role which is different to their substantive role, new Terms and Conditions may require to be issued and an Induction to the new role will be required. Managers should speak to their Service HR contacts.
- **Managing an Internal Secondment – The role of the Recruiting Manager**
 - √ Selection of candidates should be carried out in accordance with the Council’s [Recruitment and Selection procedures](#).
 - √ If a candidate indicates they are applying on a Secondment basis, discussion of terms and conditions should commence in good time.
 - √ Recruiting managers should, with advice from HR, discuss and agreed terms and conditions of the secondment with the employee and substantive Line Manager prior to completing and issuing a [Tri Party Secondment Agreement](#) outlining specific terms and conditions of the secondment, including start and end date and notice periods.

- √ Further guidance on additional information to be included in a teachers Secondment Agreement can be found in the Code of Practice for Secondments - Part 2, Section 2.2 in the SNCT Handbook.
- √ Recruiting managers are responsible for maintaining adequate contact with the substantive Line Manager and for ensuring that appropriate paperwork is completed at all stages of the secondment.
- √ The recruiting manager/seconding Service should review the ongoing need for the arrangement, several months before the scheduled end date of the secondment. Where there is no justification for extending the secondment, the employee and substantive manager should be advised accordingly, giving as much notice as possible, but at least the stated notice period, so that any backfill arrangements can be managed in good time.
- √ If it is envisaged that the secondment requires to be extended, recruiting managers should contact HR in the first instance, to discuss options (which could include making the post permanent on fixed term funding) and seek approval to extend, using the current process for change of circumstance, prior to approaching the employee and substantive manager. Extensions to secondment periods should be kept to a minimum to minimise the impact to others in the backfill linked posts and to allow managers to manage any change in good time.
- √ Secondment arrangements may be ended before the scheduled end date by any of the parties by providing the agreed written notice of termination. Triggers for the early termination of a secondment arrangement, by the manager, may include but are not restricted to:
 - disciplinary issues
 - performance issues
 - absence issues
 - organisational change

Framework for Managing Secondees from External Organisations

Incoming Secondee – Role of the Receiving Manager

- √ Where an opportunity has been identified to bring in an individual, from an external organisation, on a secondment basis, to the Council, the manager should contact HR@pkc.gov.uk prior to any external advertisement of the secondment opportunity or the commencement of any secondment.
- √ Before agreeing to any Terms and Conditions of a secondment into the Council, the manager should consult the [Checklist of Terms and Conditions](#) of a secondment and discuss with HR@pkc.gov.uk .
- √ The manager should contact the substantive organisation as soon as possible to discuss who has responsibility for issuing the tri party secondment agreement and related terms and conditions. A Council drafted [External Tri Party Agreement](#) is available. Any Agreement should be discussed with HR Services/Legal/Payroll before being utilised/signed.
- √ Further guidance on additional information to be included in a teachers Secondment Agreement can be found in the Code of Practice for Secondments -Part 2, Section 2.2 in the SNCT Handbook.

Summary Flowchart

Substantive Manager	Employee	Recruiting Manager
		Advertise fixed term vacancy < 24 months
Discuss Secondment Request with employee agree/refuse in principle based on Team/Service/Org needs.	Complete MyView Secondment Request Form/ discuss possibility of secondment at earliest opportunity.	
Trigger email to employee with decision.	Make recruiting manager aware application is on a secondment basis if appropriate.	
	Accept post on secondment basis if this has been agreed in principle. Otherwise acceptance of fixed term post will require resignation from substantive post.	Make offer of post
Finalise terms of secondment if agreed – using tri party agreement.	Finalise terms of secondment if agreed – using tri party agreement.	Finalise terms of secondment if agreed – using tri party agreement. Tick “secondment” box on “confirmation of appointment” paperwork.
Remain in touch during secondment period.	Remain in touch during secondment period.	Remain in touch with substantive manager – especially if possibility of extension to secondment.
Induction especially if returning to changed role.	At end of secondment return to substantive (or potentially equivalent post if single status) and share learnings with team.	