

Secondment Guidance – Internal Secondments (March 2021)

A secondment can present benefits for both the seconded employee and organisation by:

- developing employee knowledge and skills in another area of work/service
- broadening employee experience and providing personal development
- developing relationships and building effective networks with other sections and services
- developing employee confidence and flexibility
- creating a more flexible workforce to meet service delivery needs

Employees wishing to apply for a secondment must first seek permission from their line manager for possible release from his/her substantive post.

Managers should consider the request fully and in relation to the following:

- operational, technical and financial impact on the Service for the duration of the secondment
- benefits to the employee
- benefits to the service

Where staff are successful in securing a secondment, arrangements can be made for temporary backfilling of the substantive post (where required). There is no requirement to seek approval for a temporary backfill from Resources & Governance Board.

Substantive managers should however liaise with HR to determine whether the temporary post may be suitable for staff requiring redeployment.

Secondments are usually on current salary (unless the seconded post is a higher grade). Seconding managers should be aware that this may mean a secondee joins a team on a higher grade than the rest of the team.

Where staff cannot be released for service delivery reasons, a secondment can be turned down. Reasons for refusal should be clearly explained to the member of staff.

In some circumstances, the decision to turn down a secondment may apply on a wider team/service basis and reasons for this should be provided.

It is important that staff do not feel discouraged from applying for further opportunities and, it may be helpful to discuss future plans and aspirations in order for managers to identify any alternative options for development.

Where staff have applied for a secondment and not been successful, managers should discuss what support (if any) may be helpful to support personal development aspirations.

The following checklist should help ensure a fair and effective process and may form a “secondment agreement” between the employee, substantive manager and seconding manager.

Action	Responsibility			Comments/Notes
	Employee	Substantive manager	Seconding manager	
Has manager permission been obtained prior to applying for secondment?	X			
Has the request been fully considered?		X		
Where a request is refused, have the reasons been clearly explained?		X		
Where staff have been successful in applying for a secondment, has the employee received written confirmation?			X	
Have the appropriate HR forms been submitted in order to establish the new contract?			X	
Has the notice period been agreed and arrangements made for handover?		X	X	
Are arrangements in place for temporary backfill (where appropriate)?		X		
What information/support is required from seconding manager prior to starting?	X		X	
How will the employee and substantive manager remain in contact during the secondment (method/frequency etc.)?	X	X		
How will the employee be kept up to date on key issues/changes impacting their substantive post?	X	X		
How will any changes i.e. extension to the secondment period or any changes impacting the substantive post be communicated?		X	X	
Has an induction to the new role been arranged?			X	
What reviews will be in place and when?		X	X	
How will the employee maintain a connection with substantive team members?	X	X		
<i>Prior to the end date of the secondment</i> Have arrangements for return to substantive post been discussed and agreed?	X	X		
Has a re-induction been arranged?		X		
<i>Where the employee may not be able to return to substantive post immediately</i> Has a temporary arrangement e.g. back fill extended or alternative role been discussed and agreed?		X		

Further guidance and information is available from [HR](#) and [Highland Council Secondment Policy](#).