

# Secondment Guidance

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## 1. What is a Secondment?

A secondment is an arrangement whereby a member of staff is selected for and appointed to a job in a different Unit/Sub-Unit or external organisation for a specified period of time, with the expectation that they will return to their substantive job for a reasonable period thereafter.

Secondments are not appropriate for staff who have outgrown their existing job and have little intention or motivation to return, or as a mechanism for managing poor performance.

Whilst the development of an individual's skills and competencies is an important potential benefit of a secondment, the main purpose of a secondment is to provide an experience that will help the individual when they return to their existing role.

## 2. How Long Does a Secondment Last?

Secondments can be any length from a few days to two years, depending on the operational need. There are some exceptions to the maximum two year restriction – please refer to the Secondment Policy.

## 3. Who Are Secondments For?

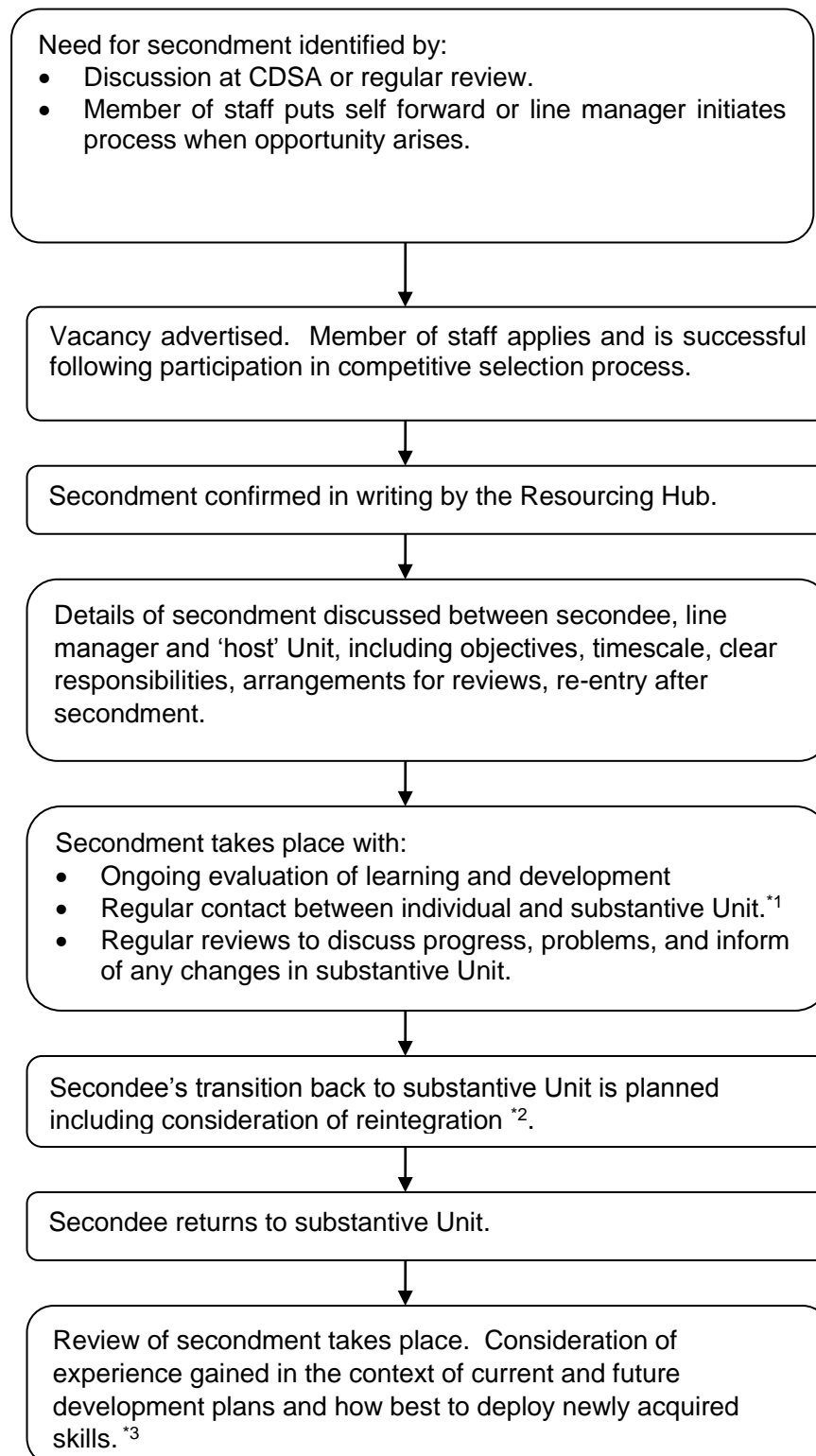
Any internal member of staff can apply for a secondment but they must have the approval of their home Head of Unit. Staff on Fixed Term Contracts are eligible for consideration for secondments but only within the period of their contract with the University.

## 4. What Are The Potential Benefits of a Secondment?

Secondments have a number of potential benefits both for the University and individual members of staff, including:

- Providing a cost-effective option for covering a short-term vacancy (e.g. project work, cover for absent staff);
- Developing individuals' skills and competencies, which are likely to be transferable back to the substantive role/Unit;
- Enabling individuals to gain a wider University perspective to help them understand the organisation in a more holistic way and share practice between Units;
- Networking between Units, which may help improve organisational knowledge and further develop relationships between different areas of The University. Networking with individuals from external organisations, which may help prevent the University becoming inward looking and stagnant and provide useful contacts for benchmarking purposes.

## 5. What is the Process for Arranging/Managing a Secondment?



\*<sup>1</sup> Maintaining contact is particularly important if the secondment is long-term, as the individual may lose touch with developments and changes in their substantive area, which may make the transition back to their substantive job more difficult.

\*<sup>2</sup> It is easier for the seconding Unit to plan and prepare for the secondee's return if progress is monitored/discussed throughout, and any development needs relating to the substantive role are considered.

\*<sup>3</sup> On return to their substantive job, the secondee is likely to be equipped with new skills and expertise and may find it difficult to resume a job that does not take this into account. How to channel the newly acquired skills and manage the return successfully is therefore important.

## **6. Useful References**

Secondment Policy

Secondment Expenses Claim Form

Relocation Expenses Policy – External Appointments

Procedure for Converting Fixed Term Appointments to Permanent