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The following provides procedural guidance for the application of the University's secondment policy for internal secondments within the UK.

## **1) Benefits of secondments**

Secondments offer many benefits to the individual, the teams involved, and the University as a whole. These can include:

Benefits to the individual:

- Personal and professional development
- Increase confidence, breadth of knowledge and experience
- Wider networks and relationships across the University
- New perspectives on ways of working

Benefits to the home team/manager:

- Skills development and motivation of staff
- Gain fresh perspective or further secondment opportunity through backfill arrangements
- Gain enhanced employee skills on return, including wider connections and networks

Benefits to the host team/manager:

- Faster recruitment/induction process and reduced recruitment costs
- Benefit from existing University knowledge and learning from other teams
- Fresh perspective on own team/work

Benefits to the University:

- Knowledge exchange between teams, breaking down silos and improving collaborative working and shared understanding
- Improved staff motivation, development and retention

## **2) Roles & Responsibilities**

*2.1 Secondee* refers to the individual undertaking the secondment. They are responsible for:

- Clearly articulating their development needs and the opportunities expected from a developmental secondment.
- Informing their line manager of their desire to undertake a secondment and discussing the feasibility and benefits of this. If possible, this request should be made before they apply for an advertised secondment, and it must be agreed before they accept the position as a secondment.

*2.2 Home manager* refers to the line manager of the individual's original post. They are responsible for:

- Supporting staff development for the wider benefit of the University.
- Encouraging the use of secondments as development opportunities, assisting individuals to find appropriate opportunities, exploring the options for and benefits of secondments, and ensuring support for them whenever possible.

- Providing clear business reasons if unable to support a secondment, and working with the individual to explore other development and progression options.
- Arranging backfill of the secondee's post, either by re-allocating workload or recruiting to a further secondment or fixed-term contract.
- Supporting the secondee on return to their original post, enabling reintegration with the team and ensuring new skills and learning can be applied.

2.3 *Host manager* refers to the line manager of the secondment post. They are responsible for:

- Identifying secondment opportunities, assessing the recruitment method required, and completing the relevant processes.
- Liaising with the secondee and original manager to confirm the start and end dates of the secondment, and any handover or transition arrangements required.
- Undertaking day-to-day management of the secondee, including annual leave approvals and the ADC process.
- Providing coaching and development opportunities to the secondee.

2.4 *Human Resources* include the [HR Business Partner](#), [Recruitment Services Team](#) and [Employment Support Services Team](#). They are responsible for:

- Supporting home line managers in arranging cover for secondee's, ensuring no barriers are put in place which might delay backfill or otherwise adversely impact the home manager and team for the period of the secondment.
- Supporting host managers with posting secondment adverts, issuing secondment letters, and discussing any case where direct link advertising or direct appointment is used.

### 3) Recruitment process

Recruitment to all internal secondments should be done fairly and transparently, in a way that is proportionate to the post. In all cases, this should be done through a job requisition form in [UniCore](#) so that an internal post can be posted. Individual secondments can also be requested in UniCore (using the Document of Records), if an alternative selection process, approved by HR, has been followed.

3.1 Secondments will typically be advertised through [UniCore](#), using the internal job board. Secondments will be considered in the external advert, if open to external candidates, this should be requested using the [job requisition](#) form as a "New Post" or "Replacement Post" as appropriate. Staff members interested in undertaking a secondment are encouraged to subscribe to job alerts by email or view the opportunity marketplace in UniCore.

3.2 For transitional secondments where there is the possibility of the role being made permanent after the initial fixed-term period, this must be made clear on the original advert and included in the contract of employment issued. If this has been clear and if the individual has been performing to the required standard during the secondment period, they are eligible to be given the opportunity to accept the role on a permanent basis without the need to re-advertise the role. If this has not been made clear, the permanent role must be re-advertised at the end of the secondment period.

3.3 For strategic and operational secondments it may be more appropriate to limit the pool of candidates by using a direct link to the application process. This enables the host manager to circulate details of the post to a pre-determined group while still making sure that applicants go through a transparent application and selection process. If used, this recruitment method should be closely monitored by the HR Business Partners to ensure fairness and equal opportunities.

3.4 For developmental secondments it may be more appropriate to directly appoint a specific individual. This should be linked to the individual's ADC objectives and development plan. Direct appointments should be specified using the secondment request, document of record, in [UniCore](#), and include offer details. Once submitted this will be approved by the budget holder and HR. Once approved then HR will action the secondment request. If used, this recruitment method should be closely monitored by the HR Business Partners to ensure fairness and equal opportunities, and secondment managers will need to have financial approval prior to appointing the secondee.

#### **4) Refusal of a secondment request**

4.1 Home managers should, where possible, support secondment requests from all members of staff. If there is a legitimate business need to refuse the request for a secondment, managers must work with individuals to explore alternative development and career progression options.

4.2 If a request to take up a secondment is refused, the individual may, with the agreement of the host manager, accept the post as a fixed-term contract. Their normal notice period will apply, and there will be no assurance of a substantive post at the end of the secondment. In this case, the [redeployment](#) policy would apply at the end of the fixed-term contract.

#### **5) Payment for secondments**

5.1 Secondments are intended to support staff development as well as the operational needs of the University, therefore, both developmental and financial incentives and rewards should be considered.

5.2 Salary for internal secondment posts should be determined as follows:

- If the secondment is to a role in a higher salary band, pay will be set at the minimum of the higher band or, if this would not result in an increase, to the first point in the higher band which would deliver an increase in pay. This will be done through the acting up payment process for secondments under 6 months in length.
- If the secondment is to a role in the same salary band, pay will remain at the same point. If there is an operational need to provide greater reward an additional increment or bonus (payable on completion) may be appropriate, however, this should only be done in exceptional circumstances and in line with existing Nottingham Reward Scheme guidance.
- On returning to their original post the individual will return to their original salary band. Any ADC ratings awarded during the secondment are applied to the original salary point to determine the returning salary.

#### **6) Appraisal & Development Conversations (ADC)**

6.1 The [ADC process](#) must be conducted with every member of staff, including those on secondment, to reflect their whole year's performance.

6.2 The current manager at the time of review is responsible for completing the ADC at the end of the review period.

6.3 The home manager and secondee should hold a review meeting before the secondment begins, and the same should be done between the host manager and the secondee at the end of the secondment, in order to feed in to the subsequent ADC.

6.4 At the beginning of the secondment, the host manager and secondee should hold a review meeting to define objectives for the remainder of the ADC period. The same should be done between the home manager and the secondee on their return to their original post.

6.5 Personal development plans are crucial at all stages in order to ensure the developmental objectives of the secondment are achieved, and must be completed and reviewed as part of the ADC at the beginning and end of a secondment, as well as in line with the ADC process.

6.6 Clear performance objectives are particularly important in a transitional secondment, as these will form the criteria for determining if the individual should be made permanent.

## **7) Changes to the agreed length of a secondment**

7.1 Any extension to the originally agreed length of a secondment must be agreed by the secondee, the host manager and the home manager, and the Fixed Term Contract (FTC)/Secondment extension request, in the document of records, in UniCore must be completed by the host manager. This should be done in line with the role's notice period (eg one or three months before the end of the secondment period), though this can be agreed later by mutual consent in exceptional circumstances. Consideration should be given to the potential impact on the home team and the sustainability of any backfill arrangements in place.

7.2 If, for any operational or performance reasons, the secondment is brought to an end early, reasons and arrangements for the secondee's return to post must be discussed between the secondee, the host manager and the home manager, and agreement should be sought where possible. Where agreement is not achieved responsibility for arranging the return should be finalised between the home and host managers. If backfill arrangements mean there is an overlap in salary costs for the home department, the excess should be covered by the host budget.

7.3 For UK internal secondments any extension request must be made using the FTC/secondment extension request, in the document of records in UniCore. Once submitted this will be approved by the budget holder and HR. Once approved then HR will action the secondment extension request.

## **8) Ending a secondment**

8.1 Secondments should normally be initiated with the understanding that the secondee will return to their original (home) post. This will enable individuals to develop their skills while being confident of their original position.

8.2 The expected end date of the secondment must be confirmed in advance, and in most situations, the secondee will then be expected to return to their substantive role. In exceptional circumstances (such as very long secondment periods) it may be agreed that the secondee will not return to this role, but to a similar role at the same level. In these cases, the conditions of returning must be agreed by all parties and confirmed in writing before the secondment starts.

8.3 In the final stage of the secondment (typically three months, or equivalent to the notice period of the secondment level), the home manager and secondee should make arrangements for the secondee's return to post. This should include managing expectations about any changes to the role and responsibilities, including how any new skills can be used.

8.4 If the secondee does not wish to return to their original post, their normal notice period will apply. Notice can be given and worked while on secondment. If the intended leaving date is before the end of the agreed secondment, the notice period for the secondment level will apply.

8.5 In the event that major changes to the original role are being considered, the individual will be included in consultation processes as normal, and any relevant redundancy or redeployment policies will apply.

8.6 Individuals on a transitional secondment may be offered the opportunity to be made permanent in the secondment post, subject to mutual agreement with the host manager. This decision should be based on clear performance criteria, as per section 6.6 above.