# **Making the Most of your Secondment**

# **The Secondment Performance Cycle**

# 

# **CONSIDER: Why do I want a secondment?**

Undertaking a secondment for a short period of time can be a great way of developing your career and professional skills

When thinking about a secondment, things to consider:

* How will this develop me?
* What are the ‘downsides’ (if any) of being away from my substantive role for a period of time?
* How will I keep in touch with my substantive team and manager?
* What objections might there be for releasing me if I was successful?
* What could I do to help mitigate any objections?

**It is usual to seek you managers permission before applying for a secondment. Check your local organisation secondment policies and practices first**

# **APPLY: What can I gain from and offer this secondment?**

# **Applying for a secondment**

All secondments are subject to a selection process using the policies and processes of the hosting organisation. Candidates will be provided with all the relevant information and details of the selection process on application.

# **OBJECTIVE SETTING: What do I want to achieve?**

If you are successful in securing a secondment it is important to agree with your ‘host’ manager (i.e., the person you report to while seconded) that you establish what is expected of you and how your performance will be measured throughout the period of your secondment at the earliest opportunity.

Objective setting is a two-way process. As early as possible sit down with your secondment manager to get clarity about what is expected of you and to express what you would also like to gain from the opportunity.

Some things to consider for objective setting:

* What are your business objectives for the secondment?
* What are your personal objectives for the secondment?
* What skills, knowledge and experience are you aiming to gain through this secondment and how will this benefit you on your return to your workplace?
* What do I want to achieve/what’s expected of me to achieve in the first week/month/3-months/6-months etc.
* Ensure objectives are written in a way that defines what the deliverables are, any measures of success, milestones, and timescales.
* Keep objectives manageable and achievable.
* Ensure you have regular opportunities to track progress and get feedback on how you are doing

**PERFORMANCE: How am I doing against my objectives**

As with any role, it’s important we evaluate our performance against the objectives and expectations of the role on a regular basis:

* Ensure you review your objectives and expectations regularly, adjusting as circumstances change
* Meet with your manager to review performance and get support
* Get regular feedback from stakeholders, colleagues, and manager on a regular basis
* Record, and update performance using the local systems and processes

**REVIEW AND EVALUATION: What did I learn and how will I use this back in my organisation?**

When your secondment ends its important to have a proper evaluation and review of your performance and development. What achievements and challenges did you overcome?

* What have you learnt from the experience?
* What have you learnt about yourself?
* How have you professionally developed?
* How have you developed your ‘soft’ skills – e.g. stakeholder engagement, comms skills
* What have you learnt about another organisation or culture?

On your return, sit down with your substantive manager and discuss what skills, knowledge and experience you have gained and how this could be of value to the team and your role. In turn the experience should inform your objectives and deliverables.