



# Line Manager's guidance to secondments:

## Glossary

Below is guidance for managing secondments for:

1. **Employing Managers:** The substantive manager of the person requesting or undertaking a secondment
2. **Hosting Managers:** The line manager responsible for the person while on secondment

## EMPLOYING MANAGERS:

An employee has shown interest in an external secondment opportunity:

### Things to consider:

- Follow local process and guidelines when considering whether an employee can be released.
- Think about how this opportunity will support their personal and career development and aspirations
- Benefits of the secondment – to the business, enabling potential secondee to return with wider experience or gained specialised experience.
- If employee is successful – how will their substantive role be covered?

Before the secondment commences:

### Things to consider: If employee is successful with getting the role:

- With the hosting manager there is a cleared indication of the terms and details of the secondment and these are recorded and understood by all (see personal secondment schedule template)
- Talk to your HR team about how the employing organisation will invoice and recover salary costs
- Establish clear performance objectives and expectations for the secondment period.
- Employing manager to agree regular contact with host and secondee.
- Plan to cover the work and role before the secondees release date. LM should discuss with the HR Business Partner the possibility of backfilling the secondee's substantive role.

### Things to consider:

- Keeping in touch – Establish mechanisms for keeping in touch and providing feedback during the employee's secondment. Schedule regular check-ins to assess their performance, address any concerns, and provide support as needed.
- Employing manager to update local systems with any absence as notified by the host manager
- Prepare for the return of the secondee to their substantive role by engaging in conversation with the host manager and the employee at least 6 weeks in advance of the return date.

During the secondment:

As the secondment comes to an end:

### Things to consider: If the secondment concludes and the employee returns to your team

- Ensure a comprehensive induction back into the team, including objective setting
- Have a handover ready form the person backfilling the role
- Hold a debrief and reflection meeting
  - what has the individual's learnt, what skills, knowledge and abilities have they developed?
  - How do you they think these acquired skills can be best used back in their role
  - Consider a presentation to the team on what they have learnt, experienced during the secondment
- See below for considering extensions or permanent roles with the hosting manager

# HOSTING MANAGER:

## Advertising and selecting for the secondment:

### Things to consider:

- Job description, specification and objectives are established
- Local approvals sought
- Decide where to advertise? Would this be of interest to someone across the GLA Group. If so talk to HR to post the vacancy on the GLA Group Talent Portal
- Carry out recruitment and selection process in line with organisation's process and policies

## Before the secondment commences

### Things to consider when hosting an external secondee:

- Objectives are clear and measurable and shared with the substantive employer
- Provide the secondee with any non-contractual applicable local policies that the secondee will need to follow during the secondment period. e.g., Health and Safety, equal opportunities, and local performance processes
- Effective induction is essential – Providing background information on host organisation, functions of the workplace, duties, and responsibilities of the post.
- Organise for them to be setup on local IT systems, networks. Get security access/passes
- The secondee has read and understood policies and undertaken any specific training as required.
- All systems access is set up in line with local procedures

## During the secondment

- Objective setting - Performance and learning objectives need to be established with secondee host manager.
- Objectives should be documented, and host manager arranges a regular 1:1 session to track and monitor progress against objectives
- Encourage secondee to KIT with their employing manager
- Host manager will feed back on performance on a regular basis as agreed with employing manager
- Any disciplinary matter will be referred to the substantive employer.
- Sickness absence will be reported in accordance with the host organisation's processes; the host will be responsible for notifying the substantive employer.
- Long-term sickness absence (in excess of one month) may result in the secondment being reviewed in the light of the nature and duration of the absence.

## As the secondment comes to an end

### No later than 2 months before the secondment concludes:

- Decide whether you want to extend the secondment, move to a permanent position or finish the secondment
- If secondment is to be extended this should be jointly agreed with the host and seconded employee and must be discussed with the employing manager at the earliest point, no later than two months.
- 6 weeks in advance of the end of the secondment, the host manager will initiate conversations with the employing manager.