



SOLIHULL METROPOLITAN BOROUGH COUNCIL

GUIDANCE ON SECONDMENTS, ACTING UP AND HONORARIUM

SECONDMENTS, ACTING UP AND HONORARIUM

INTRODUCTION

The Council recognises that employees are attracted, retained and engaged by a range of financial and non-financial rewards. As part of the 'Solihull Way' the council will seek to offer learning and development opportunities and provide a work environment that supports flexible working and the opportunity to be involved and help shape the organisation.

The secondment or temporary acting up of employees into different roles within the Council/School offers them the opportunity to develop new skills and/or enhance existing skills and promote learning whilst also meeting the operational needs of the service. In addition, secondment of employees to organisations who partner the Council allows them to expand their skills and knowledge whilst learning new ways of working.

PURPOSE OF THE GUIDELINES

These guidelines provide guidance on the management and implementation of secondments, acting up and honoraria arrangements. It sets out a clear framework which must be followed to ensure that all secondment opportunities are dealt with in a fair, equitable and effective way, meeting the needs of individual employees and the organisation as a whole.

SCOPE OF THE GUIDELINES

Secondments, acting up and honoraria arrangements are open to all Solihull Council employees.

RESPONSIBILITIES

- HR will be responsible for reviewing the guidelines in line with revised legislation and updating as necessary.
- All employees are expected to follow and adhere to these guidelines. Managers/Headteachers need to ensure that all employees have equal access to developmental opportunities, in line with the Council's Equal Opportunities and Recruitment and Selection Policies.
- For the duration of a secondment the receiving manager is responsible for managing the secondee's performance, attendance and conduct in line with the Council's policies and procedures. They are also required to ensure the secondee is properly inducted into their new work area.
- The manager for the secondee's substantive post is responsible for maintaining contact with the secondee during the secondment period, keeping them informed about any developments within the department and consulting them about any changes to their substantive post or any organisational changes.

SECTION 1: SECONDMENTS

A secondment is a temporary transfer to an alternative role within or outside their service area either on a voluntary basis or, in some cases, at the request of the organisation.

WHAT IS A SECONDMENT

The term secondment is used to describe a work situation where an employee transfers from their substantive post to take up a different role for a temporary period of time. This role may be newly created, a project role or a vacant position which is not deemed suitable to be filled on a permanent basis e.g. vacant because the original postholder is away on a period of maternity leave or where funding is time limited.

The secondment role might involve undertaking similar types of work, different types of work or work at a different level from the secondee's substantive post.

Secondments will normally last for a maximum period of 12 months and the employee retains the right to return to their substantive post, subject to this remaining within the organisational structure.

Secondments are **not** intended to cover the following arrangements

- Periods of extended leave, or
- Periods where employees are in the process of "acting up" (please refer to Section 2)
- Staff transfers for reasons other than defined development purposes
- Trial periods for redeployment purposes
- Career breaks

RECRUITMENT FOR INTERNAL POSTS

Secondment opportunities should be advertised internally across all sites.

Recruitment for secondments will take place in accordance with the Recruitment and Selection Policy. However there may be variations in the approval process, for example the requirement for a recruitment activity plan (where Talent Link not used) or the need for two employment references may not be required. Any variations should be discussed and agreed with your HR Advisor as part of the recruitment planning process.

The period of the secondment must be specified at the start of the process i.e. within the advertisement.

THE APPLICATION PROCESS

Approval to undertake a secondment must be obtained from the employee's existing line manager in advance of applying for the secondment, using the application form attached as Appendix 1. The manager has 5 working days from the date of submission to respond to this

application. A manager must consider the application but may decline the application based on the following reasons:

- additional costs involved will impose a burden;
- agreeing to the request will have a detrimental effect on the service area's ability to meet operational requirements;
- the Council is unable to reorganise work among existing staff;
- the Council is unable to recruit additional staff;
- agreeing to the request will have a detrimental impact on quality;
- agreeing to the request will have a detrimental impact on performance.

If a manager has grounds to decline an application to undertake a secondment the reason must be explained to the employee and details entered on the application form.

SECONDMENTS TO EXTERNAL ORGANISATIONS

Secondment to an external organisation can be extremely beneficial to employees and the Council as it brings into the organisation fresh perspectives and new ideas on ways of working.

Managers in receipt of a secondment request which is to an external organisation must seek the advice from their HR advisor.

When secondments are arranged to external organisations this will be for a maximum period of 12 months. In exceptional cases where a secondment is required for a period longer than 12 months the manager should discuss this with their HR Advisor.

For all secondments to an external organisation an agreement must be drawn up between the Council and the host organisation clarifying liability and indemnity of any arrangement. In addition the manager co-ordinating the request for the external secondment, together with HR is responsible for arranging that the host organisation issues a suitably detailed contract to the employee.

Managers will need to ensure that, where appropriate, a Disclosure and Barring Service (DBS) check is completed. Furthermore, the host manager is responsible for ensuring that the employee receives a relevant corporate and local induction.

PERFORMANCE MANAGEMENT

At the start of a secondment, performance objectives should be set which form part of an individual's Performance and Development Review (PDR). Employees on secondment should also receive a performance review, in line with the Council's Performance and Development Review Framework. This should be undertaken at an appropriate point during the secondment period and the formal year end review undertaken in line with PDR timeline. Where appropriate the year end review may be a joint process to ensure that all progress against objectives are fully considered. In

addition a review of the employee's performance should be undertaken at the end of the secondment and feedback given to the employee and their substantive line manager.

During an internal secondment the receiving manager must take any action necessary in relation to an employee's performance or attendance in accordance with the Council's policies and procedures.

While on an external secondment, the employee will be under a duty to work under the control and direction of the host organisation's management, to abide by that organisation's policies and procedures, including safety policies and practices, and to follow the reasonable instructions of management at all times. The host organisation will be responsible for monitoring performance, attendance, conduct and undertaking appraisals.

REMUNERATION

In some cases secondment is to a higher-graded post. In these circumstances the secondee would move onto the appropriate pay and terms and conditions for the duration of the secondment. However, on returning to their substantive post, the secondee will revert to their original terms and conditions, including the lower grading and pay.

Allowances and claims for expenses are specific to each secondment and should be decided and agreed between the two organisations where this is an external secondment, the arrangements should form part of the secondment agreement. If the employee is in receipt of any benefits, such as child care vouchers, these will only continue with the agreements of the external (host) organisation before the secondment commences. During the secondment the employee will continue to be paid via SMBC payroll.

EXTENDING A SECONDMENT

If the receiving manager wishes to extend the period of secondment for a further period of up to six months, this must be agreed with the secondee's substantive line manager and HR Adviser. This agreement must be obtained prior to the individual being informed of any potential extension. If an individual agrees to have their secondment extended (by no more than six months) they will have the right to return to the same position or a suitable alternative post.

Secondment arrangements will not exceed a period of 18 months. If a longer period is required then the status of the post should be reviewed and alternative options discussed with HR.

DURING THE SECONDMENT

The substantive line manager/headteacher should maintain contact with the employee during the secondment and make sure that the secondee receives any information or communication which may affect them.

The secondee must be kept informed of any changes that may affect their substantive position. Where this involves re-organisation/ re-structure, the secondee must be afforded the opportunity to become involved in the process in accordance with the Management of Change policy.

TERMINATING A SECONDMENT

In exceptional circumstances a secondment may be terminated before the anticipated finish date. In this situation advice must be sought from HR and all parties must be informed in writing with a sufficient time period, not less than 4 weeks (providing this is not due to disciplinary action) in order to enable suitable alternative arrangements to be made. The employee would then return to their substantive post.

If the secondee's substantive post has been temporarily filled, then the manager must give consideration to end the temporary contract/ agreement. In exceptional circumstances where this is not possible the receiving manager must identify a suitable alternative post, on the same terms and conditions, for the remainder of the secondment period. Once the secondment period is complete the secondee would then return to their substantive post.

MANAGING THE RETURN

In most circumstances, on completion of the secondment, the employee will return to their substantive post or a suitable alternative. On their return it is important that the line manager meets with the employee to establish what has been learnt and how where appropriate how this learning can be shared with the broader team. The manager will also discuss what objectives they have achieved during the secondment and agree appropriate objectives in their substantive for the remaining part of the PDR year.

A plan will also be put in place by the manager to re-introduce the employee back into their role and work area, updating them on any changes to working practices or systems. Training or re-training may need to be arranged where appropriate.

Employees should be made aware that they have no automatic right to be appointed to any substantive posts which are the same or similar as posts they have been seconded into. All permanent posts should be advertised in line with the Council's Recruitment and Selection Policy and will be subject to a fair, open and competitive process.

SECTION 2 – ACTING UP / HONORARIUM ARRANGEMENTS

ACTING UP

Acting Up is where an employee temporarily covers all of their line manager or a more senior post holders duties during extended periods of absence.

In the event of a temporary unforeseen absence of a manager, or more senior colleague an employee may be required to undertake the full duties and responsibilities of a higher graded post for a continuous period. This should only be considered where the employee has the most appropriate skills and abilities to undertake the post and there is adequate support in place.

To qualify for an acting up payment equivalent to the salary of the higher graded post, there is a qualifying period of one calendar month. Once this has been completed to the standards required, the employee will be paid the job-evaluated pay rate, usually the bottom of the pay band, of the post being covered. This will be backdated to the first day on which the employee was required to undertake the duties and responsibilities of the higher graded post. The payment will be paid as a separate allowance to salary and no changes will be made to the substantive grade in Oracle during the acting up period.

Where it is known in advance that an acting up arrangement is likely to continue beyond a period of 12 weeks, the manager/headteacher must consider making an appointment to the temporary vacancy through a secondment or external advertisement, whereby normal recruitment and selection procedures will apply.

Should the acting up arrangement be shared between more than one member of a team then the payment will need to be calculated and paid on a pro-rata basis to reflect the split of responsibilities undertaken.

During the acting up period regular review meetings will take place with the employee and line manager to monitor the arrangement against appropriate objectives and ensure that proper support and guidance is in place during this temporary period.

As an additional payment is paid to reflect undertaking the duties at the higher grade, PDR during the time will be measured against the objective applicable to the higher graded post.

HONORARIA

Honoraria is where an employee agrees to take on additional duties for a temporary period of up to one year, requiring them to exercise increased responsibilities, and/or expand the range of their normal duties. e.g. by adding responsibility for a new time limited project over and above their normal substantive duties.

Heads of Service/Headteachers/Governing Body have discretion to recommend honorarium payments where employees undertake some additional responsibilities for a limited period of time, e.g. to exercise increased responsibilities, or expand the range of their current role. The

level of honorarium payment will not be a full job evaluated rate but should be proportionate to the percentage of higher graded work undertaken. The job evaluation scheme may be used to help establish an appropriate value for the honorarium payment. Payment will be based on difference between the higher graded work and their current salary level.

All honoraria payments should be set for a defined period of time at the point of approval and will be paid as a separate allowance to salary.

Honoraria payments will automatically cease on the end date identified in the original submission for approval unless confirmation is received that the additional payment should continue along with the relevant approval.

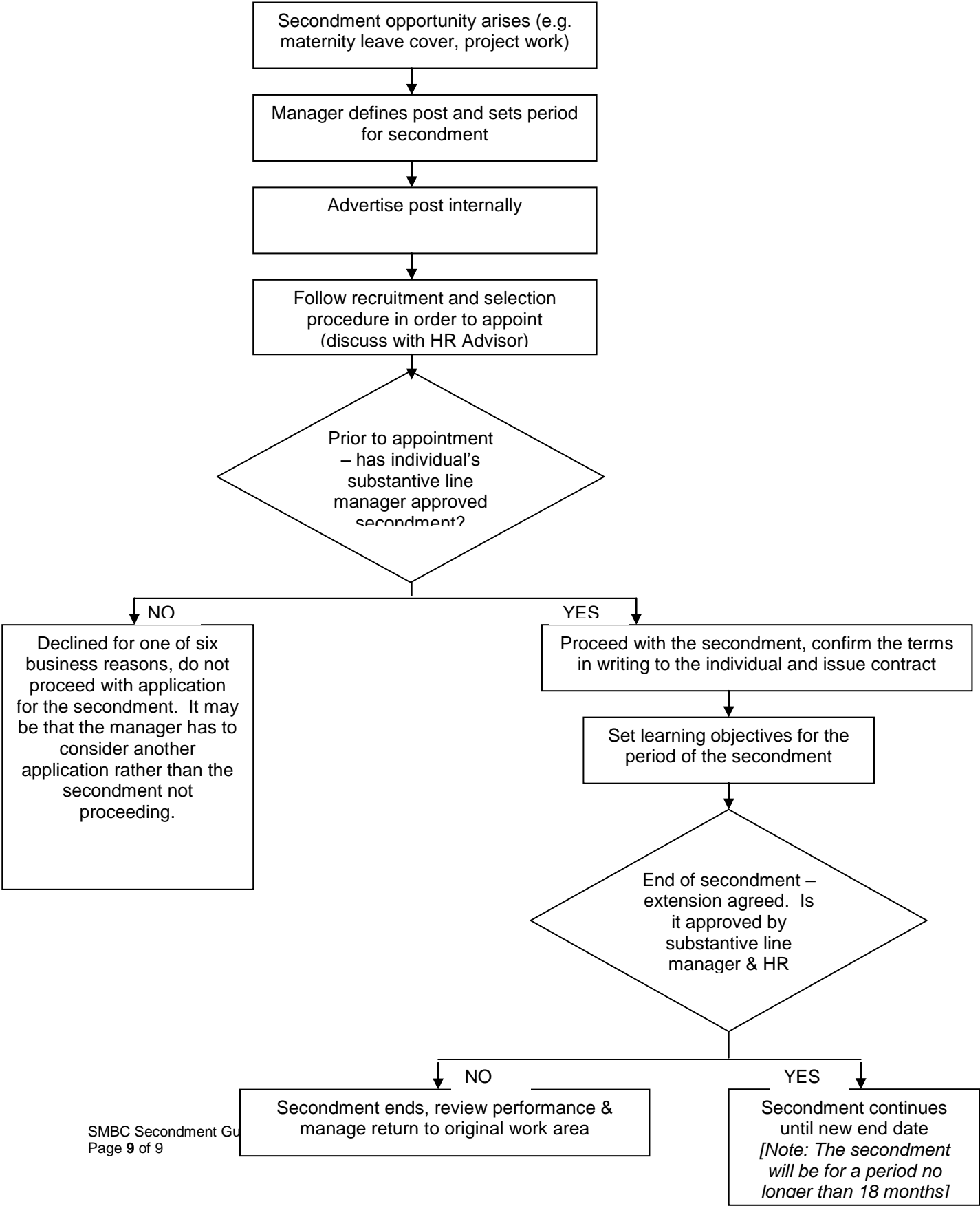
Honoraria arrangements should not exceed 12 months and all payments will cease at that point unless a review has been undertaken on the need for continuing payment and approval sought by the relevant Departmental Leadership Team/ Governing Body. Extended honorarium arrangements will not exceed a period of 18 months.

If a line manager/ headteacher wishes to consider acting up or honorarium arrangements they should discuss this with the HR Advisor in the first instance..

During the period regular review meetings will take place with the employee and line manager to monitor the arrangement against appropriate objectives and ensure that proper support and guidance is in place during this temporary period.

Where an additional payment is paid to reflect undertaking the different duties, PDR during the time will be measured against the objectives applicable to the work / project being undertaken.

OVERVIEW OF THE SECONDMENT PROCESS



APPROVAL TO UNDERTAKE A SECONDMENT

(to be completed by employee)

1. EMPLOYEE'S CURRENT DETAILS Please complete in BLOCK CAPITALS
Surname: First Name:
Job Title: Band:
Department:
Extension/Contact No:
Manager's name (substantive post):
Hours worked per week: Salary:
Details of any allowances (if applicable):
.....
2. SECONDMENT POST DETAILS
Job Title: Grade:
Department:
Details of Organisation (if external):
.....
.....
Length of secondment:
Manager's name (secondment post):
Hours worked per week: Salary:
Details of any allowances (if applicable):
.....
3. DECLARATION
I accept the above terms for this secondment. I understand that at the end of the secondment period stated above I will return to my substantive post, or a suitable alternative, on my original terms and conditions of employment.

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.....

Signature:

Date:

4. MANAGER'S APPROVAL

I do/do not (delete as appropriate) support the above employee in seeking this secondment opportunity.

Line Manager's Name:.....

Line Manager's Signature:

If declined state reason (must be one of permissible 6):

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NOT YET AVAILABLE: Please refer to HR

Secondment agreement
Template letters