

Secondment Policy for Professional Services Staff

1. Introduction

- 1.1. LSE ('the School') is committed to ongoing learning and development as a means of attracting and retaining high-quality staff. As part of this commitment, the School promotes and encourages secondments as career development opportunities. This policy sets out the School's position on secondments and the principles that apply to them.
- 1.2. Secondments are one of the ways in which current employees may explore career development opportunities beyond their substantive post. This policy may be read alongside information about job shadowing and mentoring, as well as other options such as 'Projects as Learning' (PAL) days and Responsibility Allowances.
- 1.3. This policy is supported by a number of resources, including:
 - [Secondments webpage](#)
 - Guidance for managers, including [offering and managing a secondment](#), and [supporting employees on secondments](#)
 - [Guidance for staff](#) on applying for and working secondments

2. Scope

- 2.1. This policy applies to all professional services staff on bands 1-10 who have passed their review period. For any individual seconded to the School from an external organisation, the terms and conditions of their secondment will be confirmed prior to commencement.
- 2.2. A seconded employee moves fully into an entirely different post and is not required to fulfil the responsibilities of their substantive post during the secondment. For partial and temporary changes to an employee's substantive post, and the financial recognition these changes may attract, please see the Responsibility Allowances Guidance.
- 2.3. Secondments are a formal change to an individual's contract of employment. This policy does not therefore cover ad-hoc arrangements for unplanned or short-term cover of a role.

- 2.4. From 31 October 2019, application of this policy will be in line with the School's anonymised applications process, which applies to the recruitment of professional services roles.

3. Definitions

- 3.1. The term 'secondment' is used to broadly cover the *temporary* move of an employee to a different post or different part of the School for a defined period of time (the expected duration of which is set out below). Secondments differ from other fixed-term contracts in that the employee normally has the right to return to their substantive role after the secondment ends, unless their substantive role no longer exists due to organisational change in which case the employee may be considered for redeployment.
- 3.2. The term 'substantive role/post' refers to the role/post an employee is in prior to a secondment.

4. Duration

- 4.1. Secondments are for a defined period of time which may subsequently be extended, with the agreement of all parties involved. Secondments will normally last for between three and twelve months in total, inclusive of any extensions. Secondments of a longer duration will only be approved in exceptional circumstances and with the approval of an HR Partner.
- 4.2. A vacancy of less than three months' duration will normally be impractical as a secondment, given induction and training considerations. A manager with a vacancy of less than three months can speak with the HR Partnering team about options for filling the vacancy.
- 4.3. A vacancy of more than twelve months' initial duration will normally be unsuitable for a secondment, since by the end of that time the employee will normally have developed beyond their original role. Where such vacancies are available, employees may of course apply but they will normally have no right of return to their substantive role.

5. Responsibilities

- 5.1. Employees are responsible for:
- taking an active interest in their own career development by exploring and discussing opportunities through both manager-employee discussions and the CDR process
 - discussing secondment possibilities with their line manager before applying

- maintaining regular contact with their substantive line manager (and substantive employer in the case of an external secondment) during a secondment
- discussing their experience of the secondment as part of the transition back into their substantive role, and in subsequent one-to-ones and CDRs as relevant.

5.2. Managers are responsible for:

- encouraging the use of secondments as development opportunities, assisting employees to find appropriate opportunities, exploring the options for (and benefits of) secondments, and supporting secondments in principle
- managing secondments in line with this Policy and any supporting documentation, including the relevant sections of the Secondment Toolkit that detail managerial responsibilities at each step of the secondment process
- informing HR of secondments and seeking advice as appropriate during the management of secondments, including any extensions
- considering all secondment requests fairly and, where business reasons do not support a secondment, working with an employee to explore other development options
- liaising with other managers as appropriate so that both the secondee's substantive and seconded posts are managed effectively, and there is an appropriate transition at the start and end of a secondment.

5.3. HR are responsible for:

- advising managers, where appropriate, about the recruitment and management of secondments, including extensions
- supporting managers in arranging cover during secondments and otherwise supporting managers so that there is no adverse effect on operations
- ensuring that, where necessary, secondment opportunities are advertised and filled through the appropriate recruitment processes
- issuing documentation relating to secondments and retaining copies.

6. Types of secondment

6.1. This policy recognises three types of secondment:

- a) *Internal Secondments (same Division/Department/Centre/Institute)* are where an employee is seconded to another post within the same division as their substantive role.

- b) *Internal Secondments (outside Division/Department/Centre/Institute)* are where an employee is seconded to another post outside the same division as their substantive role.
- c) *External Secondments* are where the School reaches agreement with an external organisation regarding the secondment of an individual for a defined period of time – this will either be a School employee being seconded to the external organisation, or an individual coming in from outside the School. There is a separate External Secondment Procedure which sets out the process for recruiting and managing external secondments.

6.2. The HR Partnering team can advise the recruiting manager about the most appropriate type of arrangement to fill a particular vacancy.

7. Principles

- 7.1. Secondments are a valuable way for employees to enhance their career development by experiencing another role for a defined period of time. At the same time, secondments also expand skill sets across the School and effectively address both shorter and longer term vacancies.
- 7.2. Managers are encouraged to consider potential secondments positively and with the aim of supporting the career development of their employees. Approval will normally only be withheld where:
 - Approving the secondment would present significant resourcing difficulties, *or*
 - The proposed secondment does not fit with the employee's development needs, in which case the manager should work with the employee to explore other learning and development options, *or*
 - There is an ongoing performance/disciplinary process.There is no right of appeal against a decision not to approve a secondment.
- 7.3. Any fixed-term vacancy may be considered a potential secondment opportunity, except where the post carries an exceptional level of specialist knowledge which an employee from another area of work could not reasonably be expected to learn within a secondment period. Secondments are most often appropriate to provide cover in the case of long-term absence (e.g. maternity leave) or to undertake a role on a fixed-term basis (e.g. work on a particular project).
- 7.4. Where a seconded (i.e. fixed-term) post subsequently becomes permanent, the secondee may be offered the role on a permanent basis provided that:
 - They have been performing to a satisfactory level, *and*
 - Their substantive line manager is happy that the substantive role will be adequately covered, *and*
 - The secondee was initially offered the secondment as part of a normal recruitment process (i.e. was not 'placed' into the role).

- 7.5. Employees maintain their continuous service and annual leave entitlement during secondments. Any pay awards or increases will continue to be made to the substantive post during a secondment, so that the employee returns to the same terms and conditions that would have applied had the secondment not occurred.
- 7.6. There is no limit to the number of secondments employees may apply for or work, as long as they follow the relevant procedure.
- 7.7. Employees normally retain the right to return to their substantive role at the end of a secondment; this will enable them to develop their skills while being confident of their substantive employment. An employee will be consulted in the normal way if their substantive post is affected by organisational changes during their secondment. Where a return to the same role is not possible (e.g. in the case of an organisational restructure), as in all cases, efforts will be made to find alternative employment. Where an employee's substantive role is fixed-term and ends during their secondment, they will be given notice before the end of the secondment and will become eligible for redeployment as set out in the Redeployment Policy.
- 7.8. A secondment will normally end on the agreed end date, at which point the employee is expected to return to their substantive post with its terms and conditions. The secondment will only end early where:
- It is agreed by all parties to end the secondment early and return the secondee to their substantive role, *or*
 - In the case of an internal secondment or a Secondment Out, the secondee gives notice in line with their substantive contract of employment (or the notice period for their seconded role if this is greater), *or*
 - The seconded role is itself ended, e.g. as a result of organisational change, in which case the employee will normally return to their substantive role or (where this is not possible) they will be considered for redeployment.
- 7.9. This policy and procedure will be implemented fairly, reasonably and in line with the School's guidance on Equity, Diversity and Inclusion.

Review schedule

Review interval	Next review due by	Next review start
3 years	July 2021	April 2021

Version history

Version	Date	Approved by	Notes
1	July 2018	JNICC	None

Links

Reference	Link
Secondments webpage	https://info.lse.ac.uk/staff/divisions/Human-Resources/Organisational-learning/PSS-Career-Development/Secondments
Guidance for Staff	https://info.lse.ac.uk/staff/divisions/Human-Resources/Assets/Documents/Secondments/Guidance-for-staff-web.pdf
Guidance for Managers: supporting employees on secondments	https://info.lse.ac.uk/staff/divisions/Human-Resources/Assets/Documents/Secondments/Supporting-Employees-on-Secondments-web.pdf
Guidance for Managers: offering and managing a secondment	https://info.lse.ac.uk/staff/divisions/Human-Resources/Assets/Documents/Secondments/Offering-and-Managing-a-Secondment-web.pdf

Contacts

Position	Name	Email	Notes
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Communications and Training

Will this document be publicised through Internal Communications?	Yes
Will training needs arise from this policy	Yes
If Yes, please give details Periodic training for staff and managers	