



## **Policy on secondment and working for another employer**

Date Approved by the Assurance sub-Committee:  
Latest review date:

December 2022  
December 2027

# Policy on secondment and working for another employer



## 1. Introduction and background

- 1.1 The term secondment is where an employee is 'loaned' to either another department or position internally within their own organisation or externally to a different organisation.
- 1.2 Secondments are recognised as a valuable tool for assisting in employee development. As Cernach Housing Association's structure limits opportunities for promotion it is especially valuable to employees as it enables them to gain experience for a temporary period of time. This in turn can help expand the employee's skills and knowledge, helping them develop their career.
- 1.3 Secondments are assigned on a voluntary basis and this means employees should not be forced into a secondment but they should enter into it willingly. With this in mind, it is likely that employees will work at their optimum as they will be highly motivated, enthused and engaged. This can help with fresh ideas emerging and new perspectives being discovered, which would also be of benefit to the Association.
- 1.4 This policy therefore outlines the Association's position on secondments.

## 1.5 Working for another employer

- 1.5.1 For the purposes of this policy, working for another employer means undertaking paid or voluntary work for another organisation or business – this would include, for example, an employee being self-employed or working on an agency basis.
- 1.5.2 Working for another employer will normally mean working on a regular basis. However, it is also possible to undertake work on a one-off basis and for this to be considered working for another employer. If there is uncertainty, an employee should raise this in the first instance with their line manager.
- 1.5.3 If the Association has agreed to a secondment, then this will not fall under the definition of working for another employer for the purposes of this policy.

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## 2. Equality and human rights

- 2.1 The Association's equality and human rights policy, which was approved by the Committee in April 2021, outlines our commitment to promote a zero tolerance to unfair treatment or discrimination to any person or group of persons, particularly on the basis of any of the protected characteristics<sup>1</sup>. This includes ensuring that everyone has equal access to information and services and, to this end, the Association will make available a copy of this document in a range of alternative formats including large print, translated into another language or by data transferred to voice.
- 2.2 We are also aware of the potential for policies to inadvertently discriminate against an individual or group of individuals. To help tackle this and ensure that it does not occur, best practice suggests that organisations carry out equality impact assessments to help identify any part of a policy that may be discriminatory so that this can be addressed (please see section 6 of the equality and human rights policy for more information).
- 2.3 In line with section 6.3 of the equality and human rights policy, the Association will apply a screening process based on that recommended by the Equality and Human Rights Commission to ascertain whether each policy requires an impact assessment to be carried out. The screening process was applied to this policy and it was decided that an impact assessment is not required.

## 4. Types of secondment

### 4.1 Internal secondment

- 4.1.1 This is where an employee may take up a position in a different department or a temporary promotion. The line manager will confirm in writing both the employee's and the line manager's responsibilities for the

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<sup>1</sup> The Equality Act 2010 identifies the "protected characteristics" as age, disability, marriage and civil partnership, pregnancy and maternity, race, religion or belief, gender, gender reassignment and sexual orientation.

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duration of the secondment. This will confirm the conditions to revert to once the secondment is terminated.

4.1.2 Please refer to Section 6 (checklist) for further guidance on what should be included.

## 4.2 External secondment

4.2.1 This is where an employee is seconded to another organisation. In advance of such a secondment proceeding, the Association will require confirmation of payment arrangements for the employee's salary, pension and NI contribution costs. The details of the secondment will be provided in writing to the employee by their line manager and a copy retained by the Association. This will confirm the conditions to revert to once the secondment is terminated.

4.2.2 Please refer to Section 6 (Checklist) for further guidance on what should be included.

## 4.3 Secondment in to Cernach

4.3.1 In some cases, we may wish to consider filling a post via secondment. This will be considered on a case-by-case basis, but is most likely to apply when the Association wishes to recruit a temporary post – this could be to cover leave or to undertake a specific, one-off task.

4.3.2 Where this route is being considered, it should be noted on the job advert.

## 5. Key considerations

### 5.1 Cost benefit analysis

5.1.1 When a secondment opportunity arises, the Association will carry out a cost benefit analysis before approval is given. This will involve assessing the suitability of the secondment for both the employee and the Association and will ensure that there are tangible benefits for both the Association and the employee.

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5.1.2 In the case of an external secondment, we would also wish to be assured that the employee would not be disadvantaged in relation to terms and conditions of employment. We would also seek confirmation that the organisation to which the member of staff was proposing to be seconded had appropriate policies and procedures in place to ensure the safeguarding of the individual's well-being.

## 5.2 Recruiting for temporary replacement

5.2.1 Where approving a secondment would result in recruiting a replacement for the post being vacated, the Association will take into consideration the financial implications of this before approval is given. This will cover costs associated with advertising, agency fees and internal resources such as induction and/or equipment.

## 5.3 Timing

5.3.1 There are no set time limits on how long a secondment should last, however they normally last for between three and 24 months.

## 5.4 Who can be seconded?

5.4.1 Who can take up the opportunity for a secondment will depend on the job that needs to be filled, including the skills, experience and knowledge and also their availability during the time of the secondment.

5.4.2 Essentially, any member of staff is eligible to apply for a secondment although the receiving organisation may require a particular skill set in order to avoid there being too sharp a learning curve. The post held within the Association should not, however, impact on the likelihood of the secondment being approved *per se*, albeit that nature of the person's permanent role will be taken into account when assessing the impact of their absence on business needs.

## 5.5 Multiple candidates

5.5.1 If an internal secondment opportunity arises and there is more than one person identified as being capable of carrying out the role an internal memo will be issued to these staff members.

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- 5.5.2 Should more than one candidate express an interest, the interested parties will be invited to submit a statement in support of their request and will be invited to an interview with the management team to discuss this. The statements and interviews will then be taken into account along with any disruptions to/impact on service delivery in respect of each interested party and the management team will make a decision.
- 5.5.3 For external secondments, each organisation will have its own selection procedures for where there is more than one interested party for each secondment opportunity. Anyone wishing to be considered for an external secondment should therefore familiarise themselves with these procedures.
- 5.5.4 It is strongly advised that any member of staff considering applying for an external secondment discuss this with their line manager prior to making a formal approach to the other organisation. This will help gauge the likelihood of the absence being acceptable to the Association and will help avoid a member of staff having to withdraw interest once it has been formally noted.

## 6. Checklist

- 6.1 The Association has prepared the following checklist in order for consistency when considering and implementing secondments.
- a) Employee initiates an interest in the secondment.
  - b) Line manager arranges discussion with all parties to establish rights, duties and responsibilities.
  - c) Line manager discusses within management team and cost benefit analysis undertaken
  - d) Line manager arranges written agreement between external organisation, taking account of items agreed at b) above. This should be signed by all parties.
  - e) Line manager prepares written confirmation to the employee confirming the following, regardless of whether it is an internal or external secondment: -

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- i) Roles and responsibilities
- ii) Line manager
- iii) Salary (amount and date of payment)
- iv) Hours of work
- v) Place of work
- vi) Policies and procedures that will be followed
- vii) Annual leave and public holidays
- viii) Duration of the secondment including start and finish date
- ix) Any events that would trigger a termination of the secondment
- x) Any changes to pension arrangements
- xi) The contractual position of the secondee at the end of the period, including what job they will return to at the at point
- xii) Confirm length of service will not be affected

## 7. Working for another employer

7.1 Section C1-6 of the EVH terms and conditions of employment (June 2021) relates to other employment and volunteering activities and states that:

*“You may not accept a post or carry out any occupation or activity which would:*

- *mean you need to take time off during your contracted hours; or*
- *affect your performance at work*

*In exceptional circumstances, we may grant permission for these extra activities. You should ask for this permission beforehand. If you are in any doubt as to whether this condition would apply, please ask your line manager.”*

7.2 Anyone wishing to take up (paid or unpaid) work with another employer should discuss this with their line manager in the first instance. If we are satisfied that this does not present any risk to the Association and that it will not lead to you requesting time off and/or arriving late/leaving early on a regular basis or in a manner than impact the team, we will seek to approve the request. Where this applies, the member of staff and their line manager should review the arrangement at regular intervals to ensure that there continues to be no impact on the Association.

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## 8. Reporting and review

- 8.1 The Assurance sub-Committee will be made aware of any secondments or instances where a member of staff is working for another employer, and relevant feedback will be reported on an *ad hoc* basis.
- 8.2 The secondment policy will be reviewed every five years or earlier in line with legal, regulatory or best practice requirements. The next review will take place in or before December 2027.

## Cernach Housing Association Equality Impact Assessment Tool



Name of the <b>policy / proposal</b> to be assessed	Secondment and working for another employer	Is this a <b>new policy / proposal or a revision?</b>	Revision
Person(s) responsible for the assessment	L Crawford		
<b>1. Briefly describe the aims, objectives and purpose</b> of the policy / proposal	This policy sets out opportunities for staff development. A secondment is a temporary transfer to another role or business area away from your primary job. It allows the employee to get first-hand experience of another job role, to gain experience, enhance their knowledge and to share that knowledge with their colleagues on their return.		
<b>2. Who is intended to benefit</b> from the policy / proposal? <i>(e.g. applicants, tenants, staff, contractors)</i>	Staff		
<b>3. What outcomes are wanted</b> from this policy / proposal ? <i>(e.g. the benefits to customers)</i>	The hope of this policy is that staff are motivated by opportunities to develop their skills and confidence to enable transition into a promotion or a new job area. Secondment can also benefit the association as knowledge can be shared with colleagues and committee which increase capabilities of the association.		

4. Which **protected characteristics** could be **affected** by the proposal? (*tick all that apply*)

- Age       Disability       Marriage & Civil Partnership       Pregnancy/Maternity  
 Race  
 Religion or Belief       Gender       Gender Reassignment       Sexual Orientation

5. If the policy / proposal is not relevant to any of the **protected characteristics** listed in part 4, state why and end the process here.  
After careful consideration, there are no known elements of this policy that would impact any of the 9 protected characteristics.

	Positive impact(s)	Negative impact(s)
6. Describe the <b>likely positive or negative impact(s)</b> the policy / proposal could have on the groups identified in part 4		
7. What <b>actions</b> are <b>required</b> to address the impacts arising from this assessment? ( <i>This might include; collecting additional data, putting monitoring in place, specific actions to mitigate negative impacts</i> ).		

Signed:  Job title: Corporate Services Officer

Date the Equality Impact Assessment was completed: 18/11/22