

Date ratified at
Directors' Meeting
15 July 2019

Review
Resources Committee

St John the Baptist



Catholic Multi Academy Trust

THE MAT MISSION STATEMENT

Our family of schools is united in the belief that God's love, peace, truth, and joy is for all. We are dedicated to the achievement of excellence in all we do. We cherish the uniqueness of each of our school communities and celebrate together as one Trust family. By following Jesus' example we bear witness to the greatness of God.

'To think, to feel, to do' Pope *Francis*

St John the Baptist Catholic MAT
Company No: 7913261
Registered Office: Surrey Street, Norwich NR1 3PB

SECONDMENT POLICY



If you need this document in large print, audio, Braille, alternative format or in a different language please contact the Company Secretary on 01603 611431 and we will do our best to help.

1. Introduction

The aim of the Internal Secondment Policy and Procedure is to provide guidance to enable senior managers to best facilitate the development needs of our staff across the MAT. It is not intended to be prescriptive but to prompt full consideration of the issues to be addressed by schools/departments/teams when offering a secondment opportunity, and by prospective candidates when considering whether to apply for a secondment. This Policy and procedure provides the basis for all formal internal secondment arrangements within each School and across the MAT.

2. Policy Statement

SJB CMAT is committed to creating an equitable, developmental and motivating working environment, which values and empowers people at all levels. Secondment opportunities can be an appropriate means of achieving this commitment. Each School recognises that individuals will be committed and motivated to achieve strategic objectives when individual aspirations are aligned with the School's and MAT's Development and Improvement Plan (SIDP / MIDP). Provision of appropriate support and development opportunities for staff is essential to improve their performance and to respond to the demands and pressure on them. Objectives for individual members of staff should be closely aligned to the overall objectives of the School and MAT plans. These individual objectives are decided at meetings with staff and through Performance Management meetings and other career development planning.

3. Definitions

3.1 Internal secondment

An internal secondment is a temporary placement of an employee to another or additional role for a specific purpose and period of time to the mutual benefit of all parties. The secondment is usually for a period of between one term and one year, depending on the nature of the role and project.

This is different to 'acting up' which is defined in section 3.2 below.

The MAT supports the use of secondments, recognising them as:

- personal development for the individual;
- a means of succession planning;
- adding to the skills base of the School.

Individuals will be given a secondment letter stating details of the arrangement which will act as a temporary variation to their contract of employment.

Any secondment is subject to the normal approvals process which applies to any recruitment undertaken across the School.

3.2 Acting up

Acting up is generally where unplanned cover for a position at a higher level is required for a short period of time, e.g. due to absence of the substantive position holder, usually within the same department or school. These opportunities are intended to cover short term situations (usually no

more than for one year at most). An individual cannot normally be offered an 'acting up' position if there is more than one individual within the department or school who could cover the acting up, in which case the opportunity will be offered to the group and a selection process applied. Acting up is subject to the normal approvals process.

3.3 Sideways move

This relates to a secondment from an established post to a post on the same grade in a different school / department / team. In most cases this will not require an open application and selection process provided that the work experience provided is at a similar level to the secondee's substantive post.

3.4 External secondment

An external secondment is a temporary placement of an employee to another school for a specific purpose and period of time to the mutual benefit of all parties.

The external secondment is usually for a period of between one term and one year, depending on the nature of the role and project.

Individuals will be given a secondment letter stating details of the arrangement which will act as a temporary variation to their contract of employment.

Any secondment is subject to the normal approvals process which applies to any recruitment undertaken across the School.

4. Support for secondments

Whilst the MAT is committed to encouraging personal development this must be balanced against the strategic needs of the MAT and each School. Approval of the current line manager is required. Secondment opportunities should not be unreasonably refused by the home school / department / team; however, support for secondments is not automatic and may not be possible in every case. It will be dependent upon a number of factors.

Secondments will normally be restricted to a maximum of one term after which the individual will be expected to return to their substantive role.

Secondments should normally be granted provided they meet the following criteria:

- that the secondment will provide personal and professional development for the employee;
- that there will be overall benefits to the MAT / School through improved individual and organisational performance;
- that the seconding department / school can reasonably expect to cover the work of the secondee by redeployment, inward secondment or recruitment.

When implemented effectively, the potential benefits of secondment to each of the parties involved include the following:

The secondee:

- has the opportunity for wider career and personal development than in his or her day-to-day work
- acquires valuable experience in project management

- is able to test and apply specific skills in a different organisational environment
- gains new skills and experiences in challenging areas.

The secondee's employer:

- gains enhanced employee skills such as team-working and cross-functional communications
- attains improved workforce morale and motivation
- develops wider networks and contacts
- may build a reputation as a good employer and contributor to the community.

The host school:

- attains assistance with projects
- gains an external perspective.

5. Roles and responsibilities

5.1 Current line manager

Managers should first consider whether it is possible to release the individual from their current role for the requested time period. It is also important to consider the individual's development needs and how they may best be met by support for a secondment. Individuals can benefit from secondment opportunities and in many cases, will return to their original team at the end of the period with increased knowledge and experience and a greater understanding of the School / MAT.

5.2 Line manager during secondment

During the secondment it is recommended that there are regular reviews with the secondee to ensure individuals are supported and also there is an opportunity to review performance.

5.3 Individuals

Prior to submitting an application for secondment, individuals must approach their line manager to discuss whether a secondment application would be supported by the school. Prior to approaching their line manager individuals are encouraged to identify areas of their own development which would directly benefit from the secondment opportunity and ultimately how any knowledge or experience gained as a result will benefit the team to which they will return. Normally this development discussion should be part of the annual Performance Management Review although it is acknowledged it may arise outside this discussion.

6. Guidelines

The Head teacher will establish clear guidelines for the secondment post including:

- the length of time of the secondment
- written statement of the duties and responsibilities
- reporting lines and relationships with others in the team
- induction in line with the relevant occupational standard
- training and development required of the individual whilst in post and the impact that will have on the individual on their return to their substantive post.
- the assigning of a mentor, if appropriate

- regular reviews, at least every six weeks

7. Procedure

The process is outlined in Appendix 1 and a summary of guidelines for internal secondments can be found at Appendix 2. If you have any queries or need advice, please contact the Head teacher.

Appendix 1

Secondment need identified	<ul style="list-style-type: none"> • Identified through MIDP / SIDP • Identified through Performance Review
Secondment opportunity advertised (internal advert)	<ul style="list-style-type: none"> • Interested individuals must seek approval from their line manager before they apply for secondment opportunities
Normal recruitment and selection procedures apply	<ul style="list-style-type: none"> • Applicants will need to write a letter of application • Applicants who meet the criteria will be interviewed as part of the selection process
Individual starts new role/mentor provides induction	<ul style="list-style-type: none"> • Regular reviews to check on training needs and progress

Appendix 2

Guidelines

Who is eligible?

Staff on permanent full-time and part-time contracts, who have completed their probationary period, may apply for secondment opportunities.

For those seeking a secondment to a Senior Management Team, it is expected that applicants will already hold some middle management role (i.e. have a line management/performance management responsibility for at least one major school area or other member of staff).

Length of secondment

The duration of any secondment depends on the circumstances but those that are designed principally for professional development purposes would normally last between one term and one year, depending on the nature of the role and associated task. No secondment will, however, last beyond one year.

Prior to secondment

Secondment opportunities should be advertised with reference to the fact that it is a secondment opportunity, and individuals who are interested should seek approval from their current line managers prior to submitting an application.

Secondment opportunities will be advertised in accordance with the MAT's Recruitment and Selection and Equality and Diversity Policies.

During the secondment

The Performance Management will be the responsibility of whoever is the line manager at the time the PM Review is due. If, during the term of the secondment, organisational change results in the original post being substantially altered or made redundant, the right to return will cease to apply.

At the end of the secondment

The secondee will be expected to contribute to an evaluation of the experience, which will consider the benefits for the secondee as well as a review of how the knowledge and experiences gained by the secondee have benefited the School.