

Secondments

Original Implementation Date	2003		
Date of Last Revision	January 23, 2006 April 12, 2012	Approved by	CAO & Senior Management Team
Effective Date of Last Revision	April 12, 2012		

1 - Business Practice Name

Secondments

2 - Purpose

HRM recognizes that secondments are an effective tool for developing and motivating employees, while ensuring short-term needs to fill vacancies are met. A secondment opportunity can assist in creating organizational flexibility by providing opportunities for employees to develop transferrable skills and to improve motivation and morale. All secondments are voluntary for a period of up to two years in accordance with agreed upon terms and conditions. To the extent possible, secondment opportunities should be posted to provide equal opportunity to all employees

4 - Scope

This applies to all non-union HRM employees.

3 - Objectives

A secondment assignment provides a means for facilitating employee professional development and responding to short-term staffing needs for immediate project or program expertise. The objectives of this business practices are as follows:

- To recognize those employees who have high potential for professional development/succession planning.
- To provide an avenue for employees to fulfil identified, and approved, developmental opportunities.
- To facilitate the exchange of information between departments, other jurisdictions, and the private sector.
- To provide support to business units to meet short-term staffing needs for project or program expertise.

4 - Procedures

Types of Secondments:

- Project Based - An employee may be seconded to undertake a special project or to develop or revise a particular program.

- Position Based - An employee may be seconded to an existing permanent or temporary position which may or may not be designated as a developmental opportunity. The employee who is being seconded normally has a unique skill set that is required for the position.
- Internal - The temporary assignment of an employee within HRM
- External - The temporary assignment of employee to an organization external to HRM.

Methods of Selection:

- A business unit identifies a project or position based secondment opportunity and selects a suitable candidate through the normal selection process.
- An employee is appointed to a secondment opportunity as part of an identified succession management or Professional Development Plan (PDP).

Secondment Agreement:

- Seconded Employees - A secondment agreement* must be prepared and signed by all identified parties to ensure consistency in the secondment arrangements. An extension to the Secondment Agreement must also be prepared and approved by the identified parties.
- Secondment of a non-HRM Employee - The attached secondment agreement may be used with the appropriate revisions being made. If the lending organization has a secondment template, this may be used.

Duration:

A secondment should only be considered for assignments that are greater than 6 months and less than 24 months in duration. If necessary, an extension may be approved with the consent of the parties who have been identified.

Employment Status:

During the term of the Secondment Agreement, the employee continues to be an HRM employee.

Salary:

Unless otherwise agreed to by both HRM and the receiving organization, the receiving organization is responsible for paying the seconded employee's salary of his/her regular position including any increases to which the employee would normally be entitled. This applies to those situations when an employee is seconded to an outside (receiving) organization.

Benefits:

HRM's contributions to group insurance benefits and the HRM Pension Plan will continue while an employee is on secondment however HRM must be reimbursed for the employer contributions to group insurance benefits and the HRM Pension Plan by either the employee or the receiving organization. Coverage for group insurance benefits and the HRM Pension Plan benefit accrual will continue during secondment provided both employee and employer required contributions are received by HRM. The terms for reimbursement to HRM must be

included in the secondment agreement. The employee will continue to earn sick leave and vacation leave in accordance with their current terms and conditions of employment.

Maintenance of Personnel File:

The receiving business unit/organization will maintain records related to employment of the employee for the duration of the Secondment Agreement. The business unit/receiving organization will provide a performance evaluation on the employee periodically and prior to the end of the secondment. The receiving business unit/organization will transfer the employment records relating to the employee's upon completion of the secondment.

Termination of Secondment:

The secondment may be terminated by any of the parties with 30 days' notice to the other parties with the exception of extenuating circumstances. Upon termination of the secondment, the employee will return to either their previous position or a position equivalent to and at the same classification and pay level as their previous position. This is subject to the exception that if HRM is subject to workforce reductions that would result in the employee being laid off if the employee had not been on secondment.

* A Secondment Agreement template is available through the Manager's Toolkit.

5 - Contact

HR Business Partners, Human Resources

6 - Attachments & Links

Secondment Agreement template (Manager's Toolkit):

<http://insidehrm/BusinessUnits/HumanResources/ManagersToolKit/Documents/SecondmentAgreement.pdf>