

Secondment of General Staff within the University Policy and Procedures

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Description	This document provides a summary regarding secondments for general staff at Griffith University.

Related documents

[Recruitment and Selection Policy](#)

[Recruitment and Selection Procedures](#)

[Fixed Term Part Time Appointment with Supplemented Superannuation Procedure](#)

[Industry Exchange Fellowships](#)

[Secondment of Staff to Other Institutions Policy and Procedures](#)

[\[Rationale\]](#) [\[Definitions\]](#) [\[Policy\]](#) [\[Procedures\]](#)

1. RATIONALE

The University recognises that benefits accrue to the staff member, the Element and the University from staff being seconded to other units within the University.

2. DEFINITIONS

"Head of Element" means the Vice President (Corporate Services); the Vice President (Global); the Directors of the University Colleges; the Heads of Elements and the Directors of Offices within Corporate Services and Office of Research.

"Relevant senior officer" in relation to general staff appointments means:

- Area: Vice Chancellor's Office
Relevant Senior Officer: Vice Chancellor
Level of Appointment: All
- Area: Corporate Services
Relevant Senior Officer: Vice President (Corporate Services)
Directors
Level of Appointment: 7-10
1-6

- Area: Nathan and Mt Gravatt , Logan and Gold Coast schools
 - Relevant Senior Officer: Head of School
 - Delegated authority may be given to Deputy Head of School where applicable for positions at Levels 1-6 inclusive.
 - Level of Appointment: All
 - Area: Queensland College of Art
 - Relevant Senior Officer: Director
 - Delegated authority may be given to the College Manager for positions at Level 1-6 inclusive.
 - Level of Appointment: All
 - Area: Queensland Conservatorium Griffith University
 - Relevant Senior Officer: Director
 - Delegated authority may be given to the Campus Manager for positions at Levels 1-6 inclusive.
 - Level of Appointment: All
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3. POLICY

Any temporarily vacant general staff position to be filled for a period of longer than six months and for which funds are available, is to be advertised on the web. The notice will specify whether training and development will be offered.

3.1 Secondments to Fill Short-Term Vacancies

Secondments of staff between Elements may occur with or without the intention to provide planned training and development opportunities. In a secondment with a planned training and development opportunity, a host Element requires a temporarily vacant position to be filled and is at the same time prepared to supply training and development to a staff member seconded to the vacant position.

In a secondment without a planned training and development opportunity, a host Element requires a position to be filled but may not offer training and development to the seconded staff member as a condition of the secondment.

A staff member who wishes to apply for an advertised secondment will:

- obtain the permission of the Head of Element. This permission may be withheld only in rare, exceptional cases, where the work of an Element cannot proceed without the particular skills or knowledge of the individual staff member concerned. Permission to apply for a secondment includes permission to accept the position if it is offered. Permission, once given, cannot be withdrawn.
- submit an application to the host Element.

The host Elements will select a person to be seconded. Appropriate selection procedures, as laid down by the University in its Recruitment and Selection Policy, will be used to provide all applicants with fair and equitable consideration.

When the host Element has selected an appointee, the relevant senior officers of the host and home Elements will negotiate starting and finishing dates of the secondment and confirm these arrangements and their agreement in writing.

Human Resources must be advised via completion of an Appointment Form Recommendation/Approval as soon as the period of secondment is decided in order to write a letter of secondment. The memorandum detailing the agreement of the host and home Elements must be attached.

The Director, Human Resources will be available for advice at any stage in the process.

A record will be maintained of secondments, classified by Element.

3.2 Secondment for Developmental Purposes

One method of providing developmental activity for general staff members is to offer opportunities for developmental secondments within the University.

This section deals with the nature of such developmental secondments, the manner in which they are arranged, and the procedures used for putting them into effect.

3.3 Nature of Developmental Secondments

Developmental secondments are intended to place particular staff members in positions in which they have the opportunity: to enhance their understanding of the workings of the University; to gain experience in new areas of work; to improve competence; to gain administrative, managerial or supervisory experience; to explore the possibility of changing the longer term nature of their work; or to engage in activities having similar purposes. They differ from secondments, or appointments to perform higher duties, which are made principally for the purpose of having the University's work done.

Developmental secondments are not seen as formal preparation for career advancement or as a means of selecting successors to office holders. Rather, they provide opportunities for staff members to increase their experience and competency without any necessary expectation of advancement. The experience of a developmental secondment can produce better job performance or more job satisfaction. It may assist in the submission of applications by individuals for appointment to positions which may become available whether in the University or elsewhere.

It is not the purpose of developmental secondments to make formal personal evaluations of staff members. There is no direct formal documentary or other connection made between performance during a developmental secondment and later appointment or re-appointment procedures.

3.4 Arrangement of Participation

Participation in developmental secondments is at the request or with the consent of the staff members concerned. The notion of a developmental secondment may arise in a number of ways. For example, a staff member may respond to an advertised developmental secondment opportunity. The value of experiencing a developmental secondment may become evident during the periodic review discussion with the staff member's Supervisor, or it may be suggested to a staff member by the Supervisor, Head of Element or the Director, Human Resources.

3.5 Procedures for Developmental Secondments

The arrangements for developmental secondments are directed at providing the most effective and profitable experience for the staff member and there are therefore a number of procedural arrangements to be followed to help achieve this.

3.6 Creation of Opportunities

In some cases developmental opportunities are created when an Element which needs temporarily to fill a vacancy is prepared to do so by creating a developmental opportunity. In this case the position is advertised through Positions Available. The Element concerned also consults with Human Resources so that the Director, HR has the opportunity to suggest to staff members who might have been nominated for a secondment opportunity, or have expressed a wish to participate in one, that they could express interest in the position. The Element concerned selects the person it wishes to have fill the temporary vacancy and forwards an Appointment Form Recommendation/Approval to Human Resources.

From time to time the Director, HR and the staff of Human Resources examine the list of all staff members who have sought, or indicated they would be willing to participate in, particular types of developmental secondments. If it seems possible that a small series of secondments can be arranged satisfactorily from among those with their names on this list, approaches are made to elements and the staff members concerned to discover whether or not they would be willing to participate.

3.7 Establishing the Objectives of Developmental Secondments

When people and positions have been identified using the processes set out in the previous two paragraphs, discussions are coordinated by Human Resources involving particularly the person who is to be directly responsible for the supervision of each seconded person and the person to be seconded. There is also discussion with the usual supervisor or the person to be seconded, the Head of Element concerned and, on some occasions, the Director, Human Resources. The discussions deal with:

- setting, in writing, the objectives of the development exercises for each participant;
- providing an opportunity for the secondee to understand the job description of the position and for the determination of any training needed to equip the secondee for the post;
- outlining the purposes and procedures for developmental secondments as set out in this document, with particular attention to the reviewing and reporting procedures, and then timing;
- discussing possible outcomes of the developmental secondment;
- considering arrangements for leave and other personal matters which may affect the secondee, with the secondment Supervisor.

3.8 Agreement of Parties

When informal agreement has been obtained among all the parties to a secondment, a formal invitation to participate is sent to each of the elements and secondees. These outline the arrangements for the exercise including the objectives and the review procedures.

The invitation to the secondee outlines the arrangements for the exercise, including reference to the need to set aside periods of time before the secondment to become acquainted with the work of the position to be occupied.

When formal agreement of all parties is obtained, the developmental secondment is confirmed and advice is sent directly to key contacts within and outside the University.

3.9 Supervision and Review

During the informal exploration stage, emphasis is placed on the need for the supervisor and secondee to be clear on the level of special assistance that can be expected from the supervisor and the supervisor's expectations of performance on the part of the secondee. One means of having both the secondee and the supervisor monitor the progress of the secondment is to have them conduct periodic reviews of its progress and to report these to Human Resources.

The review should take the form of the supervisor and the secondee separately appraising the process of the secondment in terms of its objectives, and agreed levels of supervision and performance discussed during the preliminary stages. These appraisals should form the basis of discussion between the two, followed by the addition of further documents to the report indicating any actions which they agree to take to modify the nature of the secondment or to remedy problems, and should draw attention to any concerns which are not resolved. If Human Resources monitoring of the report suggests there are difficulties in the conduct of the secondment, the difficulties can be confidentially addressed by whichever of the parties involved appears appropriate.

The reports should be seen only by Human Resources in the first instance, and should be referred to the Director, Human Resources if it seems that some guidance on the conduct of the secondment is required. Reports will not be placed on the staff member's personal files. They will be used only for secondment/developmental purposes and will not be available for any other personnel or staffing procedures.

3.10 Follow Up

There is a follow up review by Human Resources personnel and sometimes by the Director, HR, six (6) weeks after the conclusion of the developmental secondment.

Matters typically considered are:

- were the participant's objectives achieved?
- were the host element's work objectives achieved?

- what were the relative benefits and costs of the secondment from the view of both the participant and the supervisor?
 - are there any suggestions about the conduct of future similar secondments?
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4. PROCEDURES

Secondment of General Staff within the University

- 1) Element identifies vacancies it wishes to fill on secondment basis;
- 2) Elements should consult the University's Recruitment and Selection Policy and Procedures and ensure adherence to the procedures and principles;
- 3) Where the vacancy is less than six months applications may be invited from a pre-determined audience and may be advertised on the web Positions Available as a limited term/secondment opportunity;
- 4) Vacancies of more than six months must be advertised on the web;
- 5) Intending applicants must obtain prior approval from their Head of Element to apply and accept the position if offered;
- 6) Selection committee makes selection and completes Appointment Form Recommendation/ Approval.
- 7) The host and home Elements negotiate and agree in writing to the secondment and the time-frame for the secondment;
- 8) All appointment material is forwarded to Human Resources for a letter of secondment to be made;
- 9) Host Element advises all unsuccessful applicants of outcome.