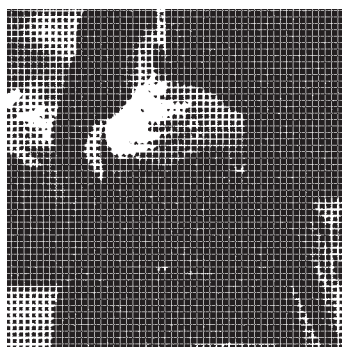
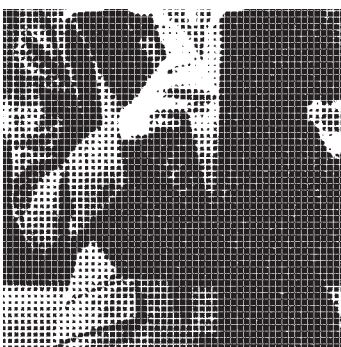




# Guidelines on Structured Secondments



Building capability for public service

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This resource was produced by a joint project team from Public Service departments, the Public Service Association and the State Services Commission.

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## Introduction

1

This resource provides guidance for any type of secondments (excluding Ministerial and international) whether structured or not. Users are encouraged to adapt and tailor the various elements to meet their particular needs. They are not mandatory. The resources will be revised as experience with secondments increases.

Secondments have been used within the Public Service for years, and many organisations have developed comprehensive resources and networks to support secondments. (See below, Additional Resources, Networks and Contacts.)

Secondments are used for many reasons, such as filling short-term capability gaps in organisations or as 'stretch' and as capability development opportunities for public servants. The focus of this resource is to support an increase in the quantity and quality of secondments that are primarily intended to develop the capability of public servants. We have called these opportunities, structured secondments.

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## What is a structured secondment?



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A *structured secondment* is a means of enhancing an employee's capability which in turn increases the capability of the host organisation, the home organisation and the Public Service as a whole.

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## Rationale for structured secondments



Building capability across the whole of government to achieve outcomes for New Zealanders is necessary if the State sector is to perform efficiently, and effectively.

The HR Framework is intended to improve how the Public Service maximises its capabilities, beyond the bounds of individual departments; structured opportunities for developing capability is central to that.

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## Objectives

# 4

The objectives of the structured secondment are to contribute to Public Service capability development and to contribute to the objectives of the Human Resource Framework. Specifically, this involves:

- promoting greater mobility of staff within the Public Service, to increase collaboration and understanding in order to improve outcomes for New Zealanders
- linking secondment opportunities with the capability development of organisations and the learning needs of individuals
- encouraging departments to share expertise
- increasing the transparency and openness of secondment opportunities; and
- making the secondment process easier and more transparent.

These objectives are underpinned by the following principles:

- all permanent employees are entitled to have their capability requirements identified
- employers are expected, as far as practicable, to develop their employees to maximum potential
- the investment in an employee's capability development should benefit the employee, the department and ultimately the whole of the Public Service
- departments need to work with others, both to achieve their objectives and to make available the best opportunities for their employees
- opportunities for all secondments, including structured secondments, should be open and transparent.

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## What's new in this resource?

- A new section on NZ Government Jobs Online ([www.jobs.govt.nz](http://www.jobs.govt.nz)), for advertising secondments, and information on how to get an advertisement onto the site. (See section 7, Advertising Secondments.) Secondment opportunity advertisements include the competencies that will be developed as well as the growth opportunities the secondment offers.
- A base secondment agreement, together with alternative and additional clauses
- The competencies the secondee is expected to develop throughout the secondment (listed in First Schedule: the Duties and Development Plan, which is to be attached to the base secondment agreement)
- Guidelines and checklists, highlighting for each party the key factors to ensure the secondment is successful.

The HR Framework project office at the State Services Commission, email [hrrframework@ssc.govt.nz](mailto:hrrframework@ssc.govt.nz) welcomes feedback on these resources, including suggestions for improvement.

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## When to use a secondment



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Where an employee is expected to acquire new skills consistent with their agreed career/professional development plans. For example, the person:

- has developed theoretical understanding but has little practical experience
- has practical hands-on-experience but needs to put this into a strategic or conceptual context
- has expertise in an area of speciality and could further expand their professional knowledge and skills
- has project management training or experience in smaller projects and could take on a project management leadership role
- will be “stretched” by an acting-up role, for example experiencing higher levels of leadership and accountability
- will have improved access to the senior leadership management development process through expanded depth and diversity of work experience in the Public Service
- will benefit from working in more complex environments or in a new or different type of organisation; or
- would like some experience in a particular role, e.g. management.

Sometimes a structured secondment will be a good choice because opportunities arise, that have not necessarily been previously agreed in a career or professional development plan. They may allow an employee and department to acquire insights into other departments, to transfer knowledge, and to contribute to sector or Public Service-wide outcomes. For example, the person could contribute to whole-of-government outcomes by injecting skills and knowledge of a sector to another organisation.

As discussed at the outset, secondments can also be used to fill department’s short-term capability requirements, for example

- to build internal capability by:
  - resourcing projects
  - bringing in specialist skills; and/or
  - transferring knowledge
- to fill positions during an absence on leave
- during a period of organisational change, when business requirements are being determined
- to provide back-up cover while a vacancy is being advertised and filled.

## When secondments are not appropriate

Secondments of any sort must not be used:

- as a means of “shifting” a performance problem
- for organisations to use as a trial before making a permanent appointment<sup>1</sup> or for individuals to use as a trial before filling in a job application
- when other learning interventions for the individual would be more suitable.

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<sup>1</sup> Although a secondment can provide back-up cover while a position is being advertised and filled, the State sector Act constrains organisations from appointing employees (including secondees) to a position without first advertising and appointing the best person for the position.

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## How to organise secondments



The secondment arrangements are tripartite, taking into account the requirements of the employee, the home organisation, and the host organisation.

The base agreement provided in this resource, adjusted to meet the needs of the parties is a good place to start.

Remember that secondments are not a quick fix. Careful consideration is needed at each stage of the process to ensure that all parties are satisfied with the result. Of particular importance in a structured secondment is that the development needs of the employees are likely to be met.

Advice should be sought from:

- Finance, about cost recovery expectations and GST
- Human Resources, to ensure the secondment agreement meets all requirements, including policies and key obligations
- Legal, where appropriate, to ensure the agreement complies with legislation
- the union or other employee representative (if appropriate).

Although there is no non-appointment review procedure for the secondment process, both the home and the host organisation must at all times ensure ‘good employer’ practices are followed, that secondees are treated fairly and equitably, and that as a result secondees and other employees have confidence in the secondment process.

### Advertising secondments

Increasing transparency and openness around secondment opportunities is a central principle of the structured secondment project.

Government organisations are encouraged to advertise secondment opportunities in the new section on the NZ Government Jobs Online website ([www.jobs.govt.nz](http://www.jobs.govt.nz)). Advertising on this site is free of charge to government organisations. As NZ Government Jobs Online is accessed by members of the public, agencies may receive applications from people employed in the private sector. Transferring skills from the private sector can benefit government agencies.

#### To publicise a secondment opportunity on NZ Government Jobs Online –

- Download the Word (Rich Text Format) form provided on the Secondment Resources page of the website at [www.jobs.govt.nz/secondments/resources.aspx](http://www.jobs.govt.nz/secondments/resources.aspx)
- Complete and then forward the form to your Human Resources section. It will be placed onto the website by the person designated to upload advertisements for your organisation.

(Appendix A of this document shows the range of information that is included in a secondment advertisement.)

All Public Service departments and a number of other State sector agencies have been issued with access to advertise on this website. Queries about access to advertise on NZ Government Jobs Online should be sent to the site manager on d/d 04 495 6707, email: [manager@jobs.govt.nz](mailto:manager@jobs.govt.nz)

At times, departments may use other mechanisms to identify suitable candidates. This can occur when organisations have urgent or specific skill needs, through the initiative of individuals in organising their own secondments, and through “business partnerships”. Alternative networks and business partnerships currently available in the Public Service are listed in the section on Additional Resources, Networks and Contacts, below.

## Good employer practices and the merit principle as they apply to structured secondments

A secondment should adhere to ‘good employer’ practices, such as open advertising, transparent process, and consistency with the relevant legislation.

In terms of Section 60 of the State sector Act 1988, the requirement to “give preference to the person who is best suited to the position” is not necessary for a secondment, which is a temporary transfer, not an appointment to a vacancy.

It is recommended, however, that preference be given to the *most appropriate* person for the secondment. The consideration of “appropriate” should involve the needs of the home, the host and the potential secondees.

One approach is to short-list on the basis of the minimum requirements and to choose the most appropriate person, balancing the needs of the organisation and the individual. In order to ensure the needs of the home organization are taken into account it is expected that any employee making themselves available for a secondment or a structured secondment will have, prior to expressing interest, discussed the opportunity with their employer.

## Appropriate duration

There is no rule of thumb for the duration of a secondment. Structured secondments of less than 6 months, however are unlikely to provide capability growth benefits. Where secondments continue for lengthy periods, eg over 18 months, employers should seriously review whether the position should be advertised and filled on a permanent basis.

The transaction costs of genuine short-term arrangements, e.g up to one month, generally out weight the benefits of going through the formal establishment of a secondment agreement. Appendix B gives an example of a one-page letter that could be used for a secondment of less than two or three weeks’ duration.

## The secondment agreement

Once the secondee has been identified, the next step is preparing a secondment agreement. The base secondment agreement included in this resource contains clauses that should be the minimum starting point. It may be used as it stands or be tailored to reflect the needs of the parties. This may involve adding or altering clauses in the base agreement. A set of alternative clauses and additional clauses are listed in sections 8 and 9.

In the First Schedule of the base secondment agreement, the “Duties and Development Plan”, sets out the duties and responsibilities of the secondee. It also sets out the competencies that will be developed by the secondment opportunity. For example in the case of a structured secondment:

- the capability development of the employee arising from the secondment, e.g. linked to the secondee’s career/professional development plan
- the expectations the host organisation has of the secondee in contributing to the outcomes of that organisation.

## Agreeing the terms of the secondment

It is important as discussed earlier, that the employee (secondee), host and home department agree and sign the terms of the secondment, ensuring the needs of all parties are met.

## Remuneration and allowances

A secondment must not result in reduction in remuneration. However if the secondment is to a bigger job, it may result in a special or higher duties allowance. If the nature of the secondment requires additional out of pocket expenses, then these should be paid.

The secondee remains the employee of the home organisation and should still be considered for remuneration reviews that occur during the term of the secondment. Performance reviews are dealt with in the base agreement within this resource.

Expenses and allowances may attract a tax liability. The finance unit or tax specialists in the home organisation should determine whether a tax liability exists for either of the parties. Further assistance can be sought from the Inland Revenue Department.

## Checklists and base agreement

Checklists have been developed for the three parties involved, outlining processes to keep in mind during the secondment, such as induction, keeping in touch, providing feedback, and planning for the secondee’s return.

The base agreement also sets out the responsibilities of the home organisation, host organisation and secondee to maintain contact, provide feedback and identify changed expectations.

## Re-entry into the home organisation

The potential for returning secondees to feel under-appreciated is common if the experience gained during their secondment is not built on when they go back to their home organisation. Similarly the home team may have changed or developed in different ways during the secondee’s absence. This can engender a sense of dislocation for the ex-secondee. Strategies to manage these risks are outlined below and in the checklist for home managers. These include: considering the implications of the secondment before it starts; before the secondee returns, considering ways to build on the experience gained; finding out the secondee’s new expectations; and inducting the secondee on their return.

*“I felt as though everything had changed but nothing had changed. I found it very hard to get motivated to just do the same thing all over again. I know my line-manager found it much harder to manage my coming back than she did my going. I had found that I could do so much more – and my expectations were much, much higher.”*

Nicolette Thomas, seconded from Medical Devices Agency to Breast Cancer Awareness campaign, 2001, United Kingdom.

## Strategies to mitigate the risks of secondments

A secondment may pose potential risks. However, there are strategies to address the risks and at the same time increase the quality of the secondment experience for all concerned. The checklists also give relevant information in this regard.

Risks	Strategies
<p>The home manager is reluctant to let the person be released on secondment due to:</p> <ul style="list-style-type: none"> <li>■ concerns about back-filling the secondee’s substantive position</li> <li>■ work pressures.</li> </ul>	<p>Enable other staff to act up.</p> <p>Use internal secondments to replace the secondee.</p> <p>Use an external secondment or contractor.</p> <p>Ask the secondee for their input on how to back-fill their position.</p> <p>Suggest an exchange from the host organisation.</p>
<p>The secondee is not satisfied on return to their home organisation, due to:</p> <ul style="list-style-type: none"> <li>■ concerns about returning to a position at the same or similar level</li> <li>■ benefits of their experience on secondment not being realised by the home organisation.</li> </ul>	<p>From the outset of the secondment, manage and plan for the secondee’s return, ensuring expectations are clear.</p> <p>Identify how to build on the secondee’s experience gained during the secondment, so that the likelihood of the secondee returning and being satisfied increases.</p> <p>Keep in touch with the secondee during the secondment and brief them on what is expected.</p> <p>Build on the experience gained on secondment by expanding the secondee’s role into more complex or higher profile work areas. (For more information, see the checklist for home managers.)</p>
<p>Secondee does not come up to speed quickly.</p>	<p>Ensure the secondee is inducted.</p> <p>Clarify the work objectives.</p> <p>Provide coaching/mentoring.</p> <p>Provide management support.</p>

continued on next page

Risks	Strategies
The secondment may not work out.	<p>Keep in regular contact. Often the best learning opportunities are the most challenging.</p> <p>Ensure the secondee discusses any issues with the host manager.</p> <p>Use conflict resolution provisions if required.</p>
The project in the host organisation changes or is no longer viable.	<p>Discuss options with the host manager.</p> <p>The secondment may need to be terminated.</p>
The secondee does not return.	<p>Keep the secondment duration to a reasonable length. The longer the duration, the less likely a secondee will return.</p> <p>If the secondee does not return, maintain contact with them. They may come back at a later date with better skills and experience.</p>

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## Evaluation and Reporting

### Evaluation

It is important that the secondee and the host organisation formally evaluate the secondment at its completion. Evaluations highlight the lessons learned from the secondment, and any potential improvements in the secondments process. A copy of the completed evaluation should to be given to the home and host Human Resources sections.

#### Suggested evaluation questions

Host manager	<p>Was a secondment the appropriate means to meet the business need?</p> <p>Did the nature of the work change? In what way?</p> <p>Was the secondee a good fit for the business need?</p> <p>What worked well with the secondment? With the secondee?</p> <p>What didn't work so well with the secondment? With the secondee?</p> <p>What would you do differently with the next secondment?</p>
Home manager	<p>Was a secondment the appropriate development initiative for the individual?</p> <p>How did the back-filling arrangements go?</p> <p>Did the secondee enhance their competencies and performance as a result of the secondment?</p> <p>How has the home organisation used the experience gained on secondment?</p> <p>What worked well with the secondment? With the secondee?</p> <p>What didn't work so well with the secondment? With the secondee?</p> <p>What would you do differently with the next secondment?</p>
Secondee	<p>Was the secondment worthwhile for you?</p> <p>Was it a successful development opportunity?</p> <p>Do you use what you learnt in your current role? If, so how?</p> <p>Has your home organisation built on the experience gained as a result of the secondment? If so, how?</p> <p>What worked well with the host organisation? With the home organisation?</p> <p>What didn't work so well with the host organisation? With the home organisation?</p> <p>What would you do differently with the next secondment?</p>

## Reporting

Some suggestions for reporting on secondments include:

- reporting the impending end dates of secondments, within your organisation and of your secondees, to the relevant management group
- analysing secondment evaluations on a regular basis
- gathering annual data on the number and types of secondments in your organisation.

The State Services Commission is exploring the feasibility of providing departments with a system for capturing information on secondments.

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## Additional resources, networks and contacts

The following list of networks, resources and contacts may be a useful starting point in seeking specific skills, more information on secondments, or people who can help<sup>2</sup>.

### Networks – contact the relevant position within your department to access the following networks:

- Chief finance officers
- HR managers
- Communication staff
- Policy managers
- Corporate services

GOVIS – an IT and IM network and other special interest groups.

### Resources

- *Learning and Returning: The Use of Secondments and Rotations in the New Zealand Public Service*. SSC Occasional Paper No 23, 1999. See [www.ssc.govt.nz/op23](http://www.ssc.govt.nz/op23)
- Secondment guidelines. The Ministry of Social Development has developed guidelines for internal and external secondments. They have tables of tax issues for secondments, and outline accommodation and travel allowances for some examples.

### Secondment programmes

- The Leadership Development Centre proactively organises stretch experiences for members of the Executive Leadership programme.
- The Community Internship Programme is a skill-sharing and capacity-building scheme through which the Community Development Group of the Department of Internal Affairs provides grants for placing experienced and skilled people from the public, private and community and voluntary sector on short- or medium-term internships with host community organisations. See [www.dia.govt.nz](http://www.dia.govt.nz)

### Contacts

The following people have had extensive experience with organising secondments and are prepared to share their expertise:

- Natalie Harris, HR Manager, Department of Prime Minister and Cabinet, Phone 471 9093
- Suzanne Edwards, HR Manager, Department of Conservation, Phone 04 471 3127
- Jeremy France, HR Manager, Education Review Office, Phone 04 474 1208
- Bruce Weller, Senior HR Adviser, Department of Internal Affairs, Phone 04 495 9497

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<sup>2</sup> Please let the HR Framework project office know if you have other secondment resources, networks, contacts etc.

## Base secondment agreement



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### How to complete the secondment agreement and First Schedule

Use the RTF (rich text format) version, provided at: [www.ssc.govt.nz/base-secondment-agreement](http://www.ssc.govt.nz/base-secondment-agreement). Open, save and complete electronically.

<i>[Position]</i>	
<i>[Home manager]</i>	Secondee's substantive manager
<i>[Host manager]</i>	
<i>[Job description/profile/set of objectives]</i>	Of the secondment
<i>[Title of host manager]</i>	
<i>[List competencies]</i>	Use the home organisation's competency framework
<i>[List work objectives/benefits]</i>	Benefits of the secondment as identified by the three parties Other work objectives not included in the job description
<i>[Title of home position]</i>	Secondee's substantive position
<i>[Start date]</i>	Of the secondment
<i>[Completion date]</i>	Of the secondment
<i>[\$ annual total remuneration]</i>	Secondee's total salary or wages per annum
<i>[Either annual total remuneration/ 12 months or other amount as agreed]</i>	The amount that will be invoiced each month
<i>[Other leave]</i>	Other leave that has been agreed, e.g. study leave
<i>[Start date]</i> to <i>[end date]</i>	Start and finish dates of the home organisation's annual performance management round

## BASE SECONDMENT AGREEMENT

**Between** [home organisation] (“the home”),  
 [host organisation] (“the host”)  
 And [name] (“the secondee”)

[Host organisation], [home organisation] and [name] agree to the following terms and conditions for the secondment of [name] to [host organisation].

### 1.0 Purpose of Secondment

- 1.1 [Name] will be seconded to [host organisation] to carry out the duties and responsibilities, and to develop the competencies set out in the First Schedule to this Agreement.
- 1.2 At the conclusion of the secondment [name] will return to his/her home position as [title of home position]. [Home manager] will debrief [name] and discuss ongoing support and direction for [name]’s career development.

### 2.0 Terms of Secondment

- 2.1 The secondment begins on [start date]. The secondment will end:
  - i. On [the completion date], although we may mutually agree to vary the term of the secondment and change the end date; or
  - ii. On expiry of the notice period required under [name]’s employment agreement in the event that [name] resigns from the [home organisation]; or
  - iii. On the giving of four weeks’ written notice (or less if agreed by all parties) by any one of the parties to this Agreement to the others; or
  - iv. In the case of serious misconduct, upon such notice, if any, as [host organisation] considers appropriate.
- 2.2 [Name] remains an employee of [home organisation] throughout the secondment period subject to his/her employment agreement with [home organisation]. Any variation to [name]’s agreement of employment will be negotiated between [name] and the [home organisation], as required under the terms of his/her employment agreement. However, any variation to the employment agreement that is needed to provide for matters relating to the secondment will be agreed by all three parties to this Agreement.

### 3.0 Remuneration and cost recovery

- 3.1 [Name’s] total remuneration per annum is [\$ total annual remuneration]. This amount may change following a remuneration review. [Itemise the components of total remuneration, i.e. allowances, superannuation, etc].
- 3.2 The [home organisation] will remain responsible at all times for the payment of [name]’s salary or wages.
- 3.3 The [host organisation] will reimburse the [home organisation] for the total remuneration paid to [name] (including GST)<sup>3</sup> during the secondment period, upon receipt of monthly invoices from the [home organisation].
- 3.4 The [host organisation] will pay to [home organisation] the amount invoiced by the 20th of the month following the date of the invoice.

<sup>3</sup> Audit New Zealand’s advice is that by providing an employee (on secondment) the home organisation is providing its employee’s service to another organisation. This is a taxable supply which is subject to GST.

#### 4.0 Leave entitlements and notification

- 4.1 [Name] will continue to accrue annual leave on the terms and conditions set out in his/her employment agreement with [home organisation]. The [host organisation] manager will be responsible for managing any leave taken by [name] and for informing [home organisation] of any leave that [name] has taken.
- 4.2 Secondment, bereavement and any other leave arrangements will remain as set out in [name]'s employment agreement.
- 4.3 Leave will be reported on a monthly basis as convenient to the Human Resources staff in both organisations.

#### 5.0 Performance Management

- 5.1 [Name] is entitled to performance and remuneration reviews as set out in his/her employment agreement. Performance planning and appraisal is a shared responsibility between [name]'s home manager and his/her host manager. The home manager will arrange with the host manager to receive feedback as part of the review. Any changes to remuneration as a result of the review will be included as agreed in Clause 3.0.
- 5.2 The input to this process will be based on the portion of time [name] spends in each organisation during the performance management reporting period ([start date] to [end date]).

#### 6.0 Misconduct

- 6.1 The [host organisation] will involve [home organisation] and establish an investigation/disciplinary process in the case of misconduct of [name].

#### 7.0 Training and Development

- 7.1 [Name] and his/her host manager will address any training needs for him/her in relation to the seconded position. [Host or Home organisation] agrees to pay for any training that [name] undertakes in relation to his/her seconded position.

#### 8.0 Applying for positions

- 8.1 [Home organisation] recognises that [name] is entitled to apply for advertised positions in either organisation or externally during the period of the secondment.
- 8.2 If [name] chooses to apply for any positions in [host organisation] during the period of secondment then he/she would do so as a [home organisation] employee.
- 8.3 [Name] will inform both parties of his/her resignation in writing if he/she is a successful applicant for a position outside both organisations.

#### 9.0 Codes of conduct, policies, procedures and practices

- 9.1 During the term of the secondment [name] will abide by the requirements set out in the Codes of Conduct, policies, procedures and practices of both the [home organisation] and the [host organisation]. If there are perceived differences in interpretation of the Codes and policies etc of the two organisations, they should be raised and discussed by all parties to the agreement. .
- 9.2 Any actual or potential conflict of interest will be brought to the [host organisation]'s attention for discussion, which may also involve the [home organisation] if required.

## 10.0 Confidentiality

- 10.1 [Name] will not discuss or disclose any information, processes, materials, documents, costs, or secrets, related to any aspect of the business of the [home organisation] or the [host organisation] without the express agreement of the relevant organisation.
- 10.2 The only exception is where that discussion or disclosure of information is legitimately required as part of [name]'s performance, duties and responsibilities in relation to his/her work for both organisations.

## 11.0 Copyright and Intellectual Property

- 11.1 Unless otherwise agreed in writing, all work produced by [name] in the course of his/her secondment duties, and copyright in that work, shall belong to [host organisation] and will continue to do so after the termination of this secondment.

## 12.0 Dispute Resolution

- 12.1 In the event of a dispute, the parties will first try and resolve the dispute by negotiation. If negotiations fail, the parties will resolve the dispute by mediation.

## 13.0 Secondee' Responsibilities

- 13.1 [Name] will be responsible for:
  - completing all work objectives and learning development goals specified in First Schedule
  - taking appropriate steps to ensure [name]'s safety and to avoid harm to others, including bringing any health and safety issues in the work place to the [host organisation]'s attention
  - keeping in touch with [home organisation] on a regular basis
  - identifying changed expectations with [home manager] before returning to [home organisation].

## 14.0 [Host organisation's] Responsibilities

- 14.1 The [host organisation] will be responsible for:
  - the general induction of [name] into the organisation's business and providing [name] with the resources he/she needs to perform the tasks required
  - agreeing with [name] clear performance expectations and processes for performance feedback to [name] and [home manager] and for recording and assessing his/her development
  - providing regular briefings for [home organisation] on [name]'s performance and progress during the secondment
  - identifying learning opportunities to develop individual development goals
  - working with [home organisation] to provide a supportive environment for [name]
  - discussing any concerns or difficulties related to the secondment with [name] and the [home organisation] as soon as they arise, in the first instance with [name] and the home manager of [name]
  - providing and maintaining a safe working environment that meets the requirements of the Health and Safety in Employment Act 1992.

**15.0 [Home Organisation]’s Responsibilities**

15.1 The [home organisation] will be responsible for:

- keeping [name] briefed on work-related activities and events occurring at the [home organisation] during his/her secondment (e.g. by extending invitations to meetings, providing information on internal policies, business planning process and social events etc)
- maintaining contact with [host manager] and [name] by participating in review meetings
- nominating a manager to liaise with [name] during the term of his/her secondment.

**16.0 Review and Feedback Timetable**

16.1 The secondment will be reviewed on [insert agreed review dates e.g. halfway point or every second month etc].

16.2 The [home manager] and [name] agree to meet on [insert timetable for feedback meetings] and at other times as requested by [name] or [host manager].

**17.0 Signatories**

17.1 I have read and understand the agreement and accept the terms and conditions as stated.

[Name]

Signature: ..... )

Date: ..... )

[Host manager]

Signature: ..... )

Date: ..... )

[Home manager]

Signature: ..... )

Date: ..... )

## FIRST SCHEDULE: Duties and Development Plan

**During the secondment [name] agrees to carry out the following duties and responsibilities:**

*[insert duties/role description/workplan, etc, the due dates, and milestones]*

**During the secondment [name] agrees to develop the following competencies:**

*[insert competencies using an agreed competency framework<sup>4</sup>. Include personal development goals and identify the expected outcomes from goals or competencies, and how they will be measured.]*

**During the secondment the [home or host organisation] agrees to cover costs associated with [name] attending the following training courses, seminars or conferences:**

*[insert course name, date, travel and accommodation reservations, etc]*

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<sup>4</sup> The choice of competency frameworks is entirely open. Options include the Leadership Capability Profile, the Public Service common and unique competencies, or the competency framework used in the home or host organisation. This should align with the secondee's performance review.

## Additional/alternative clauses for the base agreement

The following clauses may be included in the secondment agreement if one or other organisation so wishes, or if the nature of the secondment agreement requires inclusion of these clauses – e.g. travel and accommodation for out-of-town secondments, or a change to current working hours.

Any such clauses included in the secondment agreement must be consistent with the secondee's employment agreement with the home organisation.

### Benefits

In addition to the competencies that will be developed by the secondment as listed in the First Schedule, include the following where the host and/or home organisation wish to identify the benefits of the secondment.

Example clause:

The benefits to [*host/home organisation*] of the secondment are:

### Remuneration for a “stretch” secondment

In addition to remuneration clauses in the base agreement, include the following in those secondments where a host organisation is providing the secondee with a development opportunity that outweighs the benefits the host organisation is likely to gain from the secondment.

Example clause:

As the secondment is for the specific development of [*name*] the [*home organisation*] agrees to contribute [...%] of the total remuneration per annum (including Government Superannuation Fund contributions if applicable).

### Higher duties allowance

Where the duties of the seconded position would, if carried out in the home organisation, require the payment of a higher duties allowance, the level of payment will be agreed by all parties and the allowance paid during the term of the secondment.

### Special duties allowance

Where the duties of the seconded position would, if carried out in the home organisation, require the payment of a special duties allowance, the level of payment will be agreed by all parties and the allowance paid during the term of the secondment.

### Salary relativity allowance

Where the duties of the seconded position would, if carried out in the home organisation, require the payment of a salary relativity allowance, the level of payment will be agreed by all parties and the allowance paid during the term of the secondment.

### Salary maintenance allowance

Where the duties of the seconded position are at a lower salary or level, the home organisation will pay a top-up allowance to maintain salary. The level of payment will be agreed by all parties and the allowance paid during the term of the secondment.

### Travel, daily accommodation, allowances, etc.

Where the duties of the seconded position require travel, travel-related expenses shall be covered on a “no-loss/no gain” basis for the seconded, in a manner consistent with the seconded’s employment agreement, and consistent with the host organisation’s policy. Note that it is not possible to contract out of legal obligations and the employment agreement . These expenses may include travel costs, accommodation, food or a daily allowance, additional childcare, etc. The expenses should be paid by the host organisation.

### Out of pocket expenses

Example clause:

The [host organization] will reimburse any actual and reasonable work-related out-of-pocket expenses (e.g. cell phone) incurred by [name] during the period of secondment.

### Working hours

Example clauses:

[Name]’s hours of work will be [hours] on [days to be worked].

or

[Name]’s normal working hours are 40 hours per week. However, [name] may be reasonably required to work such hours as necessary to meet the [host organisation]’s needs or to suit personal circumstances, if mutually agreed.

[Name]’s hours of work each day will be negotiated with [name] by [host manager].

### Security clearance requirements

Example clause:

The secondment is conditional on [name]’s obtaining and maintaining a [secret, top secret/confidential] security clearance.

### Confidentiality

In addition to the clause on the base agreement “Codes of conduct, policies, procedures and practices”, you may also wish to add the following confidentiality clause.

Example clause:

[Name] must not, without seeking written approval from [host manager], discuss or divulge any information of whatever nature, except where required to do so for the purposes of performing their duties.

or

[Name] shall not at any time during the secondment period or after its termination discuss or disclose information, processes, material, or costs relating to any aspect of the business or other affairs of the [host organisation] to any person without the express agreement of the [host organisation], except in the proper performance of his / her duties or as required by law.

### Contact with media

Example clause:

Before speaking to the media on a work-related matter, or in a manner purporting to represent, or which may be reasonably viewed as representing, either [*home organisation*] or [*host employer*], [*name*] must seek approval from [*insert position*].

### Family relocation

If the duties of the secondment require the relocation of the family of the secondee, the associated costs will be negotiated on a case-by-case basis. Normally a cost/benefit analysis is required to be completed. Costs covered by the home or host organisation, or both, shall be on an “actual and reasonable” basis, and by agreement between the secondee and the contributing party or parties.

### Restructuring provisions

As a result of a restructuring in the home organisation, the secondee’s substantive position may be affected. You may wish to include a clause to cover this.

Example clause:

If during the secondment the substantial position of the secondee at their home organisation is disestablished or is under review, he/she will be covered by the change management provisions contained within the person’s current employment agreement.

## Checklist for the Host Manager



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Steps	Process
<b>Prior to the secondment</b>	
<input type="checkbox"/> Identify capability need and whether a secondment is appropriate	Determine what skills and experience the secondment will offer.
<input type="checkbox"/> Advertise the secondment	See Appendix B for the template to advertise secondments, or click here to advertise secondments on <a href="#">Government Jobs Online</a> . Advertise secondments to internal staff also.
<input type="checkbox"/> Identify the most appropriate person for the position	Use the organisation's existing selection processes, taking into account: <ul style="list-style-type: none"> <li>■ the good employer and merit principles</li> <li>■ the capability needs of the organisation, and</li> <li>■ the development goals of the individual.</li> </ul> Contact applicants home manager to check their needs and that of the applicant. Undertake security and other relevant background checks, if required.
<input type="checkbox"/> Agree terms of the secondment	The secondment agreement has three parties – the secondee, their home organisation and the host organisation. The secondment agreement identifies remuneration, allowances, start date, duration, reviews, performance appraisal, etc. Attached to it is a Duties and Development Plan, to identify the work objectives and development initiatives.  The agreement must ensure that expectations, accountabilities and performance objectives are clear to all parties.  The home and host managers agree how the secondee's performance will be assessed, who will conduct the assessment, how often, how the information will be fed back to the secondee, and how it will be delivered to the home manager.

Steps	Process
<ul style="list-style-type: none"> <li><input type="checkbox"/> Finalise agreement</li> </ul>	<p>After all three parties sign the secondment agreement:</p> <ul style="list-style-type: none"> <li>■ Advise unsuccessful applicants. There is no right of appeal for unsuccessful applicants.</li> <li>■ Advise payroll and finance in both organisations about invoice and leave arrangements.</li> <li>■ Advise staff in both organisations about the secondment: who has been seconded, when they will start and what their objectives will be.</li> </ul>
<b>During the secondment</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Induct the secondee</li> </ul>	<p>Treat the secondee like any new recruit, by:</p> <ul style="list-style-type: none"> <li>■ erring on the side of over-induction</li> <li>■ tailoring the induction process</li> <li>■ including the secondee in planning meetings and social events.</li> </ul> <p>Complete personnel requirements. Provide resources on the organisation’s policies and procedures, and introduce the secondee to key contacts. Explain access to the building, IT systems, etc.</p>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide feedback</li> </ul>	<p>Encourage and answer any questions on an ongoing basis. Provide constructive feedback to the secondee within a couple of days on how they are settling into the work environment and how they are undertaking the assignment/project etc. Adhere to the timetable set out in the secondment agreement for feedback and review.</p>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Meet development needs and/or ensure transfer of skills</li> </ul>	<p>Deliver on the commitment made in the Duties and Development Plan. Discuss the secondee’s progress in regular formal interim reviews. Assess if there are any other development needs and/or whether the opportunities for skills transfer have been provided. Monitor “stretch” assignments.</p>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review the secondment</li> </ul>	<p>Continually review the purpose/outcome of the secondment. Identify any problems. Come to an agreement for changes.</p>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Maintain contact with secondee’s home organisation</li> </ul>	<p>Keep in touch with the secondee’s home organisation. Provide feedback to the home manager. Seek their input if there are any problems.</p>

Steps	Process
<p><input type="checkbox"/> If problems arise</p>	<p>Deal with problems as you would in any other instance by:</p> <ul style="list-style-type: none"> <li>■ acting immediately and consulting appropriately</li> <li>■ inviting open discussion, listening actively, and providing honest, constructive feedback</li> <li>■ involving the home organisation if appropriate</li> <li>■ considering what is best for the individual, the host and the home organisation.</li> </ul> <p>Invoke early termination only as the last resort.</p>
<b>At conclusion of secondment</b>	
<p><input type="checkbox"/> Evaluate the secondment</p>	<p>Evaluate the secondment separately from the performance appraisal process for the secondee.</p> <p>Evaluate what went well in the secondment process, what did not go well and what should be done differently next time.</p> <p>Provide Human Resources with a copy of the evaluation.</p> <p>If relevant, update the secondment agreement for future secondments.</p>

## Checklist for the Home Manager

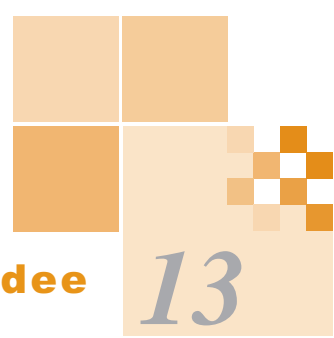


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Steps	Process
<b>Prior to the secondment</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify whether external secondment is an appropriate option to meet the capability development needs of the employee and that these will match with the need in another organisation</li> </ul>	<p>Respond to:</p> <ul style="list-style-type: none"> <li>■ a request from a staff member who suggests a secondment would assist their development or wants to contribute their skills, or</li> <li>■ an identified need for particular skills in another organisation.</li> </ul> <p>Identify whether this is an appropriate learning intervention or capability offer, taking into account the home organisation's need to consider their business needs, including:</p> <ul style="list-style-type: none"> <li>■ work deadlines or commitments</li> <li>■ the current staffing level within the team</li> <li>■ how the position could be back-filled.</li> </ul> <p>Approval for a secondment request should not be unreasonably withheld. However, if approval is withheld, meet formally with the staff member to discuss the reasons. Discuss other available options.</p>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Consider how to back-fill the secondee's position</li> </ul>	<p>Options include:</p> <ul style="list-style-type: none"> <li>■ appointing a colleague to 'act' in the position</li> <li>■ bringing in a secondment</li> <li>■ an internal rotation</li> <li>■ a reallocation of duties, provided this can be done without placing stress on remaining staff.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Design the secondment</li> </ul>	<p>Identify the specific benefits and learning objectives of the proposed secondment and include them in the Duties and Development Plan. Discuss the desired outcomes of the secondment with the host manager. Reach a mutual agreement with the host and secondee.</p>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Agree the terms of the secondment</li> </ul>	<p>The secondment agreement has three parties – the secondee, their home organisation and the host organisation. The secondment agreement identifies remuneration, allowances, start date, duration, reviews, performance appraisal, etc. Attached to it is a <i>Duties and Development Plan</i>, to identify the work objectives and development initiatives.</p>

Steps	Process
Agree the terms of the secondment ( <i>continued</i> )	<p>The agreement must ensure that expectations, accountabilities and performance objectives are clear to all parties.</p> <p>The home and host managers agree how the secondee's performance will be assessed, who will conduct the assessment, how often, how the information will be fed back to the secondee, and how it will be delivered to the home manager.</p>
<input type="checkbox"/> Complete the secondment agreement	Home manager, host manager and secondee sign the secondment agreement.
<input type="checkbox"/> Advise payroll	Advise payroll of the secondee's pending departure and expected date of return.
<input type="checkbox"/> Pre-secondment performance appraisal	Complete a performance appraisal of the secondee before the secondment commences.
<input type="checkbox"/> Identify how to maintain contact	<p>Maintaining contact throughout the secondment ensures:</p> <ul style="list-style-type: none"> <li>■ the secondee continues to feel part of their 'home' team</li> <li>■ the secondee keeps informed about their home organisation, and</li> <li>■ a smooth transition occurs when the secondee returns.</li> </ul> <p>Set in place a system for maintaining regular contact with the secondee, for instance by:</p> <ul style="list-style-type: none"> <li>■ forwarding key emails and documents to the secondee</li> <li>■ regularly meeting and/or talking with the secondee, and</li> <li>■ inviting the secondee to planning or other key meetings where any major changes or introductions of new policies are being discussed.</li> </ul>
<input type="checkbox"/> Plan for the secondee's return	Prior to the secondee's departure, plan how you will use the experience you expect this person to gain on secondment.
<b>After the secondment starts</b>	
<input type="checkbox"/> Stay in touch with the secondee	Keep the secondee informed on a regular basis of news and events from their team and the organisation as a whole.
<input type="checkbox"/> If problems arise	<p>Deal with problems as you would in any instance where problems with an employee arise.</p> <p>Refer to the secondment agreement.</p> <p>If the problem lies with the secondee, ensure they have discussed the problem in depth with the host manager. There may be a need to move the problem to a formal process. If a work situation arises in the home organisation that means the secondment needs to be terminated, or if, for example, the work in the host department ends early, discuss the situation with the host manager and the secondee and reach mutual agreement.</p> <p>Invoke early termination only as the last resort.</p>

Steps	Process
<b>At conclusion of secondment</b>	
<ul style="list-style-type: none"> <li>□ Prepare for the secondee's re-entry</li> </ul>	<p>Prior to their return, discuss the secondee's expectations and concerns with them. The person may:</p> <ul style="list-style-type: none"> <li>■ see their previous position in a different light</li> <li>■ have higher expectations</li> <li>■ feel like a 'visitor'</li> <li>■ find the organisation and people have changed.</li> </ul> <p>What are the secondee's new expectations as a result of the secondment? Help the secondee re-adjust by:</p> <ul style="list-style-type: none"> <li>■ jointly identifying how the person can continue to be challenged and developed</li> <li>■ having suitable work tasks prepared for the secondee, to commence upon their return</li> <li>■ fully re-inducting the secondee into your home organisation</li> <li>■ providing the secondee with a 'buddy', preferably someone with personal experience of returning from a secondment.</li> </ul> <p>Ensure the host manager has completed a performance appraisal of the secondee's performance during the secondment tenure. Discuss the secondment with the host manager, to identify any areas not mentioned by the secondee. Help the secondee re-adjust by:</p> <ul style="list-style-type: none"> <li>■ discussing with the secondee the setting of new performance objectives and development plan goals.</li> </ul> <p>Consider ways the secondee's new skills can be used. How can you assist the secondee to build on the experiences gained on secondment? What are your new expectations of the secondee as a result of the secondment? Help the secondee re-adjust by:</p> <ul style="list-style-type: none"> <li>■ avoiding bringing the secondee back into a position with less responsibility and autonomy than they had while on secondment and prior to departing on their secondment</li> <li>■ being open to opportunities to use the secondee's new skills and knowledge to enhance the capability of your team, and</li> <li>■ dealing with any problems promptly and appropriately.</li> </ul>
<ul style="list-style-type: none"> <li>□ Evaluate the secondment process</li> </ul>	<p>After three months an evaluation of the secondment should cover what went well, what did not go well, and what should be done differently next time. Evaluate whether the secondment resulted in the secondee demonstrating increased competencies, or whether the desired transfer/injection of skills was achieved.</p> <p>Provide Human Resources with a copy of your evaluation, which may be used to update the responsibilities section in the secondment agreement for future secondments.</p>



## Checklist for the Secondee

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Steps	Process
<b>Prior to the secondment</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify the purpose of seeking a secondment</li> </ul>	<p>A secondment may be:</p> <ul style="list-style-type: none"> <li>■ an opportunity to meet development needs identified during a formal development need process (e.g. performance appraisal, development/learning plan, career plan, etc.)</li> <li>■ an opportunity for you to transfer/use skills and knowledge that could contribute to whole-of-government outcomes by building capability in another organisation.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Decide whether a secondment is the appropriate capability or development opportunity</li> </ul>	<p>Your manager may have different views on how best to meet your development need or capability offer. Some points to consider are whether:</p> <ul style="list-style-type: none"> <li>■ it may be more effective to consider other development opportunities, such as: on-the-job training; opportunities to act up in current organisation; attendance or presenting at courses; seminars and conferences, etc.</li> <li>■ contributing capability may be more effective by participating in inter-departmental project teams, peer reviewing and coaching project teams, etc., or</li> <li>■ the timing is right in terms of the home organisation's business needs, staffing levels, etc.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Obtain your manager's approval</li> </ul>	<p>Your manager will need to take into account the timing of a secondment and options to back-fill your position. They need to consider their business needs, including:</p> <ul style="list-style-type: none"> <li>■ work deadlines or commitments</li> <li>■ the current staffing level within the team</li> <li>■ how the position could be back-filled.</li> </ul> <p>Offer your manager suggestions if you have some ideas about back-filling.</p> <p>They may wish to approve the idea in principle and wait for a secondment opportunity to arise before giving full approval. They may also need to seek approval from other areas of the organisation, e.g. their own manager, before a decision is made.</p> <p>Approval for a secondment should not be withheld but if it is, meet formally with your manager to discuss the reasons.</p>

Steps	Process
<p><input type="checkbox"/> Identify a secondment opportunity</p>	<p>Secondment opportunities can be identified in a number of ways such as:</p> <ul style="list-style-type: none"> <li>■ the secondment section on Government Jobs Online (<a href="http://www.jobs.govt.nz">www.jobs.govt.nz</a>)</li> <li>■ Public Service networks</li> <li>■ personal contacts or through your manager.</li> </ul> <p>Some advertisers of permanent vacancies also accept proposals for a secondment.</p>
<p><input type="checkbox"/> Assess the suitability of the particular secondment</p>	<p>The suitability of a secondment will depend on a number of factors. Once you have identified the specific benefits and learning objectives of the proposed secondment, ascertain whether to proceed further. Does the secondment:</p> <ul style="list-style-type: none"> <li>■ provide an opportunity for you to contribute capability?</li> <li>■ meet your development needs? or</li> <li>■ fit with business needs, e.g. duration, start date, etc.?</li> </ul>
<p><input type="checkbox"/> Apply for the secondment</p>	<p>The application process for each secondment may be quite different. It usually involves your submitting a curriculum vitae and letter of application, just as you would for a vacancy.</p> <p>The host organisation will have their own means of determining whom they will appoint to the secondment.</p> <p>The host organisation is responsible for advising you whether or not your application is successful. There is no statutory right of appeal.<sup>5</sup></p>
<p><input type="checkbox"/> Negotiate terms and conditions of the secondment</p>	<p>The secondment agreement has three parties – the secondee, their home organisation and the host organisation. The secondment agreement identifies remuneration, allowances, start date, duration, reviews, performance appraisal, etc. Attached to it is a <i>Duties and Development Plan</i>, to identify the work objectives and development initiatives.</p> <p>The agreement must ensure that expectations, accountabilities and performance objectives are clear to all parties.</p> <p>The home and host managers agree how the your performance will be assessed, who will conduct the assessment, how often, how the information will be fed back to the you, and how it will be delivered to the home manager.</p>

<sup>5</sup> The State sector Act s65 applies to appointments under the Act. Secondments are not appointments under the State sector Act, the people concerned remain employed by their home organisation. If you want to have a review process it would fall outside s65. Under s23 of the Official Information Act a person concerned can request the reasons why they were not successful.

Steps	Process
<b>During the secondment</b>	
<input type="checkbox"/> Expect induction	<p>The host organisation will induct you, like any new recruit, into the aspects of the organisation you will need to know in order to understand its culture and to fulfil your work objectives successfully. This may involve a full induction programme or the induction may be tailored just to the specific aspects you need to know.</p>
<input type="checkbox"/> Expect feedback	<p>Throughout the secondment, regular feedback from your host manager will assist you to evaluate your achievement of both the work objectives and your learning objectives, as outlined in your Duties and Development Plan. The plan also sets out the timetable for feedback and review meetings. You are primarily responsible for getting the most out of the secondment opportunity. This may mean requesting additional meetings to seek and receive feedback.</p>
<input type="checkbox"/> Review performance and term of the secondment, if applicable.	<p>Your secondment agreement will confirm how a formal review of your secondment performance will link into the performance management process at your home organisation.</p> <p>Some secondment agreements may contain a clause outlining when, how and who will decide if the secondment duration is extended. Once again, this is a three-way negotiation between the secondee, the home manager and host manager.</p>
<input type="checkbox"/> Maintain contact with the home organisation	<p>Take responsibility for maintaining contact with your home agency in order to:</p> <ul style="list-style-type: none"> <li>■ keep abreast of any major organisational changes, development opportunities or current vacancies</li> <li>■ maintain social networks</li> <li>■ understand the outcomes from business processes (strategic planning, work programmes, etc.), and</li> <li>■ foster a sense of still being a part of the home organisation.</li> </ul> <p>Some suggestions for how to stay in touch include:</p> <ul style="list-style-type: none"> <li>■ regularly catch up with your home manager</li> <li>■ get yourself on the mailing lists for key publications and newsletters, and scan the home organisation's website</li> <li>■ ensure you are invited to key meetings where any major changes or introductions of new policies are being discussed</li> <li>■ remain a member of or keep in contact with the social club or catch up with members of your immediate work unit periodically.</li> </ul>

Steps	Process
<ul style="list-style-type: none"> <li><input type="checkbox"/> If problems arise</li> </ul>	<p>From time to time, a secondment may have problems. In such instances, open communication is important.</p> <p>If the problem is not resolved after initial discussions, you may have to use a formal process. In this case, you could talk with appropriate parties in the host and/or home organisation e.g. a manager, a member of Human Resources, etc. It is the responsibility of the secondee to ensure the home manager is properly informed, kept abreast of changes, and requested to mediate if necessary.</p> <p>If the problem cannot be resolved, it may be best to terminate the secondment early, in accordance with the secondment agreement. However, invoking early termination is the last resort.</p>
<b>At conclusion of secondment</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Prepare for re-entry</li> </ul>	<p>Here are some things to think about and bring up with your home manager before re-entering your home organisation:</p> <ul style="list-style-type: none"> <li>■ You may see your previous position in a different light or have higher expectations. In some cases, you may even feel uncomfortable about returning to your guaranteed position. You and your home manager will need to discuss this before your return date and jointly identify how you can continue to be challenged and developed.</li> <li>■ You may find the organisation and people have changed during your secondment, so you may need to re-establish your profile with a new manager and colleagues. You may find it useful to be fully re-inducted onto your home organisation and to outline your key skills, networks, experience and personal style to your new manager and colleagues.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate the secondment</li> </ul>	<p>Evaluation of the secondment is completely separate from the performance appraisal process for the secondee. Complete the evaluation three months after the secondment finishes.</p> <p>The evaluation should cover what went well, what did not go well, and what should be done differently next time. Were you able to contribute the skills you had been asked to share? Did the secondment further your career aspirations? Are you now using what you learned in your current role, back in your home organisation.</p> <p>Provide Human Resources with a copy of your evaluation.</p>

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## Appendix A: Content of a secondment advertisement on NZ Government Jobs Online

The list below shows the range of information that is included in a secondment advertisement on the [NZ Government Jobs Online](http://www.jobs.govt.nz) website.

To prepare an advertisement, use the **Word/Rich Text Format version of this form** provided online at: [www.jobs.govt.nz/secondments/resources.aspx](http://www.jobs.govt.nz/secondments/resources.aspx). It can be downloaded and completed electronically.

**When completed, forward the form to your Human Resources section.**

It will be placed onto NZ Government Jobs Online by the person designated to upload advertisements for your organisation.

### Secondment information

**Secondment number**

**Organisation**

**Secondment title**

**City/town**

**Category** *Type of position (IT, legal, HR, policy, advisor etc.)*

**Date applications close**

**Duration of secondment** *In year, months or weeks (maximum 2 years)*

**Proposed start date** *Optional.*

**Purpose of secondment** *\*One selected*

Note: A secondment is defined as a temporary transfer of an employee to an agency or different business unit for development, to work on a specific project, or to foster inter-agency relationships

- To provide opportunity for career development.
- To fill position during absence on parental leave without pay or leave without pay.
- To provide opportunities to develop relationships and skills to achieve business objectives of the parent agency.
- To provide skills needed for a specific time-limited project.
- To temporarily fill a position where long term needs are unclear, e.g. the agency is restructuring, or trialling a new position.

### Competencies that will be developed by this opportunity

One competency from each of the two lists, and up to 5 competencies in total.

#### **Common and Unique Public Service Competencies**

- Collaborates to achieve whole-of-government outcomes
- Serves the public and community in a spirit of service
- Acts ethically and with integrity to maintain trust in the government
- Works within public service frameworks, legislation and structures
- Works in ways that uphold the spirit of the Treaty of Waitangi

#### **Generic competencies**

- |   |                                    |
|---|------------------------------------|
| ■ Communications                                | ■ Manage workload/achieve results  |
| ■ Relationship/stakeholder management           | ■ Customer/quality services        |
| ■ Intellectual/specialist skills                | ■ Interpersonal skills             |
| ■ Analysis skills/thinking                      | ■ Teamwork/empowering others       |
| ■ Research                                      | ■ Self-management                  |
| ■ Project management                            | ■ Negotiation/conflict resolutions |
| ■ Action/outcome orientation                    | ■ Marketing/branding               |
| ■ Problem solving                               | ■ Information management planning  |
| ■ Strategic management                          | ■ Knowledge management             |
| ■ Organisational development/ change management | ■ Internal audit                   |
| ■ Using initiative and energy                   | ■ Risk management                  |
|   | ■ Leadership/management            |

NB: If you would like a different generic competency added to the generic list, please contact the [manager@jobs.govt.nz](mailto:manager@jobs.govt.nz)

### Secondment description

The main body of the advert

### Growth opportunities

Text outlining how the secondment will benefit the successful applicant.

### Contact details

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## Appendix B: Template for one-page secondment letters



### Precursor to formal secondment agreement letter

Name  
Title  
Host organisation

Dear

Recently we advertised a secondment opportunity on Government Jobs Online. One of the applicants, *[insert name]*, is employed by your organisation. That person has been selected for the secondment opportunity.

I am writing to obtain your agreement to second *[insert name]*. During the secondment *[name]* will be expected to *[insert outline of duties]*. The expected duration of the secondment is *[insert duration]*.

Once your agreement is given I will work with you to set up a formal secondment agreement. Should the terms of the secondment alter from any outlined in this letter, the terms and conditions agreed in the secondment agreement will override this letter.

I look forward to receiving your response.

Yours sincerely

### Short secondment letter

Name of secondee  
Home organisation  
Address

Dear

Thank you for expressing in interest for this secondment opportunity. I understand that you and your employer have already agreed that if you are the preferred secondee then you would be released for the duration of the secondment. While on secondment, you will be expected to *[insert duties]*. At the conclusion of the secondment you will return to your current position.

Your present terms and conditions will continue to apply throughout the term of the secondment.

If you agree with these arrangements, please sign and return one of the attached copies to me. We see this as a great opportunity and look forward to working with you.

Yours sincerely

