



## **SECONDMENT AND ACTING-UP PROCEDURES**

### **1. Introduction**

- 1.1 Hanover is continually reviewing how to develop, enhance and retain the skills of its employees and recognises the need for individuals to provide temporary cover for vacant posts for a limited duration. Secondments and acting-up arrangements are tools which enable Hanover to achieve this aim and provide a professional service to our Customers.
- 1.2 Managers should actively encourage employees to seek potential opportunities within Hanover that align with employees' professional development goals. Secondments and acting-up arrangements play a crucial role in advancing Hanover's succession planning goals by offering employees varied experiences, exposure to different roles, and chances for skill development.
- 1.3 Secondments and acting-up may be used for several reasons, for example, to enable Hanover employees to learn new skills, or for a department to benefit from the services of a skilled employee without the need to recruit.
- 1.4 In accordance with the Recruitment and Selection Policy & Procedure, secondments will be advertised internally for a minimum duration of 1 week.

### **2. Secondment Definition**

- 2.1 A secondment is a temporary transfer of an employee to another post or location within Hanover which can be in the same or a different department. The transfer is for a specific purpose and period to the mutual benefit of all parties.
- 2.2 During a secondment, employees can develop and enhance their knowledge, skills and experience in another team and then utilise these skills in their substantive role on their return.
- 2.3 All temporary and fixed-term posts will be classed and advertised as a secondment.

### **3. Acting-up Definition**

- 3.1 Acting-up refers to a situation when an employee assumes the partial or full duties and responsibilities of another Hanover employee at a higher grade for a limited time.

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3.2 Acting-up examples may include-

- Temporarily covering a post until a substantive appointment can be made; for a maximum of 6 months unless in exceptional circumstances.
- To undertake short-term projects which require the employee to assume roles and responsibilities which are more appropriately graded at a higher level.

3.3 The salary for the duration of the acting-up period will be based on the level of allocated duties and will be set up by the Host Manager.

3.4 Acting-up does not occur when the post holder occupying the higher-paid job is absent for short periods of less than one month.

#### **4. Parties involved**

4.1 A secondment or acting-up is an agreement involving the following parties:

- Seconded/Acting-up Employee
- Host Team/Location: The team or location to which the employee will work during the Seconded/Acting-up duration.
- Home Team/Location: The employee's original team or location.

#### **5. Duration & Extensions**

5.1 Secondment and acting-up arrangements, by their nature, are temporary. The maximum period of a secondment is normally 18 months. The maximum period of Acting-up will normally be 6 months.

5.2 The period of secondment and acting-up must be specified at the outset in the advertising materials to ensure that both the candidate and the Host and Home managers are aware.

5.3 The Host and the Home Manager may consider extending the period if there are operational reasons for doing so and to ensure that Hanover continues to best use the skills and experience available to it.

5.4 The Host and the Home Manager will also consider whether it is more appropriate for the post to become a permanent position rather than an extension.

5.5 If an extension is more appropriate, this will be agreed between all parties and the agreements will be updated to reflect the new end date. The Host Manager of the post must discuss the proposed extension with the Home Manager and seek advice from an HR People Partner on the contractual implications of agreeing on an extension, before confirming an extension with the employee.

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## **6. Eligibility Approval Process**

- 6.1 All Hanover employees can apply for a secondment and acting-up opportunity, provided they are not currently on secondment, on probation, or have a live disciplinary/capability warning.
- 6.2 Fixed-term employees should have sufficient time left on their contract to complete the proposed period.
- 6.3 If an employee raises interest in applying for the secondment or acting-up position, their Home Manager will carefully consider the request. While enabling employees to take secondments is encouraged, it is acknowledged that it will not always be possible. For example, if there is urgent work which cannot be covered, or the employee has specialist knowledge that would be difficult to replace, it may not be possible to release an employee and hold their substantive role. The Home Manager will discuss the rationale for the decision with the employee.

## **7. The Recruitment Process**

- 7.1 The secondment and acting-up position may be advertised as part of an internal recruitment process, where the opportunity is limited to Hanover employees.
- 7.2 The advert should include the production of a job description and undertaking the relevant pre-employment checks suitable for the post applied.
- 7.3 The normal recruitment and selection procedures should be followed, i.e., short-listing to take place and interviews conducted.
- 7.4 Once the secondment or acting-up arrangement has been agreed upon, the HR Team will issue the variation to the contract to the successful employee with a copy sent to the Host Manager and Home Manager. This will set out details of the start and end dates, the agreement for returning to the original job, and any change in salary.

## **8. Keeping in touch**

- 8.1 It is important that the Home Manager ensures communication with the employee and the Host Manager at least once every three months. The purpose encompasses-
- Checking the arrangements are working and the timescales remain the same.
  - Keeping the employee informed about any developments in their substantive post.
  - To inform the HR Team of any changes or terminations of the secondment or acting-up arrangements.

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## **9. Day-to-day line management**

- 9.1 Hanover's employment policies will continue to apply to the employee during the duration of the secondment or acting-up period.
- 9.2 The Host Manager will be responsible for ensuring that the successful employee is fully inducted into the new post and to ensure regular management supervision is in place to support the employee in their new role.
- 9.3 It is important that the managers from the Home and Host teams meet with the employees regularly.
- 9.4 Normal line management duties - authorising annual leave, monitoring sickness, etc; will be undertaken by the Host Manager.
- 9.5 Any performance or attendance concerns will be discussed and reviewed in accordance with the appropriate policy and procedure by the Host Manager.
- 9.6 Additional expenses incurred to meet the requirements of the role will be borne by the Host team.
- 9.7 If a restructure or redundancy situation arises that impacts the employee's substantive post, it is the manager from the Home team's responsibility to ensure the employee is communicated with and consulted on the implications in line with Hanover's policies.

## **10. Returning to Original Position.**

- 10.1 At the end of the secondment or acting-up period, the employee will return to their substantive post and associated terms and conditions of service.
- 10.2 Hanover reserves the right to end any acting-up arrangements with immediate effect in exceptional circumstances (e.g. matters relating to disciplinary and capability). This will be done in accordance with the appropriate policy and procedure.
- 10.3 If any party, wishes to terminate the secondment agreement before the agreed end date, this will be discussed as soon as possible with all the parties concerned. Following discussion, if it is agreed that the period of secondment should be terminated earlier than the originally agreed end date, a revised end date will be agreed upon in line with the notice arrangements laid out in the contract.
- 10.4 A Secondment or Acting-up may come to an end early where:
- all parties mutually agree the secondment should end.

- the employee or the Host Manager can give notice as stipulated in the secondment confirmation letter.

10.5 Whatever the reason for early termination of secondment or acting up, the following procedure should be followed:

- The reason for terminating should be given in writing.
- The Home Manager for the substantive post should be notified as soon as possible as this may have repercussions on the cover arrangements for the substantive post.
- Arrangements should be made to assist the employee back into their substantive post.

## **11. Appointment of the Secondee or Acting-up to the Post on a Permanent Basis**

11.1 There may however be exceptional instances when a post which has been advertised as a secondment opportunity may for operational reasons need to become a permanent position.

11.2 If there is a business case for the post that the employee occupies to be appointed to on a permanent basis, the appointment should normally be managed through Hanover's Recruitment and Selection procedure, ensuring the post is advertised, applicants are shortlisted and interviewed if they meet the criteria for the post.

11.3 In such circumstances Hanover reserves the right, having regard to the necessary skills and experience for the role, to appoint the employee to the post without a further recruitment process being undertaken and following agreement with the Head of Service.

11.4 If the employee applies and is successfully appointed to the post, the employee will give notice to their substantive post. If the employee is not successful, the Host Team will give notice to the employee who will return to their substantive post within Hanover.

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