

Option 5

Informal, part-time secondment or job shadowing

Assumption: the proposed work-based learning activity requested by the staff member is likely to be less than 6 months in duration, and the line manager and staff member agree that an “informal” secondment is more appropriate and achievable than a formal contractual secondment.

If both parties agree and a suitable destination has been identified, the “sending” line manager speaks with the “hosting” line manager to confirm that an informal opportunity is available within their team.

Depending on the time the secondee/shadower will spend in the host department, arrangements may need to be made for the host department to pay a proportion of the secondee/shadower’s salary during the hosting period. The sending manager is to take advice from the People Partner about putting these arrangements in place.

Other planning for the secondment is finalised, including setting objectives, planning regular check-ins throughout the work-based learning opportunity, and planning a debrief and evaluation of impact at the end of the secondment. These arrangements must be set out in writing via email, for all parties to have a similar understanding of the arrangements that will be in place.

Regular check-ins to be carried out to support the individual and ensure that development objectives are achieved.

In this instance, the line manager might propose that the staff member undertake a shorter secondment, or a part-time secondment, or undertake informal job shadowing instead.

“Sending” manager speaks with a People Partner to gain their support, discuss practical issues, and agree on a format for the secondment (e.g., part-time arrangements or job shadowing for around 4 weeks).

Once the People Partner has approved the concept in principle, arrangements such as a start date and a secondment pattern are to be agreed upon.

The learning opportunity begins once all parties agree on practical issues and the start date.

At the end of the informal work-based learning period, a debrief will be held between the sending and hosting managers and the individual to identify the learning that has taken place and how it may be applied in the individual’s substantive role, as well as general lessons learned from the process.

