



Purpose: To enable greater cross-agency movement and development of senior leaders in the Public Service Leaders Group or Development Board cohorts. These standards set out expectations for Chief Executives and senior leaders whether the movement be for individual development, agency and/or system need.

The standards are designed to help agencies minimise and navigate the practical issues that can act as perceived or actual barriers to movement within agencies or across the system. They set out the minimum expectations for all agencies, unless otherwise agreed between the parties involved. This allows for a degree of flexibility without being completely prescriptive.

Assumptions

- Moves are undertaken with the consent of the CE and the individual
- All individuals have an up to date development plan
- Opportunities taken are aligned to development, agency and/or system need.

**Remuneration - Ensure you have consulted your agency finance specialist regarding the treatment of remuneration and costs.*

Legal Considerations

- When an employee moves between agencies on a temporary basis, the underlying employment relationship with the original employer remains intact throughout
- A secondment arrangement may be subject to the Triangular Employment provisions of the [Employment Relations Act 2000](#)
- Sections 72 and clauses 1 and 5 of Schedule 8 of the [Public Service Act 2020](#) do not apply to Section 64(a) secondments developing senior leadership and management capability in the Public Service
- Clauses 1 and 5 of Schedule 8 of the [Public Service Act 2020](#) do not apply to Section 64(1)(b) meeting a need of a particular agency and Section 64(1)(c) meeting a need of the Public Service.

ELEMENTS		Shadowing	Job Swaps	Governance Board	Taskforce/project	Part time/Job shares Acting/Secondment
BEFORE	Responsibilities	<ul style="list-style-type: none"> • Home and Host managers, with the individual, agree and document their respective responsibilities. 				
	Duration	<ul style="list-style-type: none"> • Opportunities are to be of a reasonable and temporary nature aligning with the specific development need of the individual, or the agency/system need. • Where secondments continue for lengthy periods, e.g. over 18-24 months, employers should seriously review whether the position should be advertised and filled on a permanent basis. In exceptional circumstances, based on genuine reasons and reasonable grounds, a secondment up to a maximum of 3 years may be warranted. • A clear timeframe for the opportunity is agreed prior to the move 				
	Substantive Position				<ul style="list-style-type: none"> • For opportunities under 12 months the individual retains the right to their substantive position. • For opportunities over 12 months the individual retains the right to employment in their Home agency, in a similar role or at a similar level. 	
	Remuneration*				<ul style="list-style-type: none"> • The remuneration paid for the duration of the opportunity is to be no less than the individual's substantive remuneration package and the costs are to be met by the Host agency. • Agencies are to share the difference in cost if the opportunity remuneration is less than the substantive. • As a guide, the Home agency should consider covering the cost if the opportunity is less than 3 months. 	
	Allowances				<ul style="list-style-type: none"> • A Higher Duties Allowance (HDA) or Special Duties Allowance (SDA) is to be paid if the size/complexity of the opportunity is substantially greater than the individual's substantive position. • The cost of any HDA or SDA is to be met by the Host agency. 	
	Terms and Conditions				<ul style="list-style-type: none"> • Substantive position terms and conditions (e.g. leave and entitlements) apply for duration of the opportunity. • For longer term opportunities the individual should expect to take leave during the course of the opportunity. 	
AFTER DURING	Support	<ul style="list-style-type: none"> • Procedures are in place to enable people to connect with their Home agency regularly and to ensure expected development is being gained. 				
	Performance Management	<ul style="list-style-type: none"> • Performance management is the responsibility of the Home agency. Home agencies make clear to individuals the link between Host agency performance and Home agency performance management. • There is regular real time feedback on performance provided by the Host manager to the Home manager and the individual. 				
	Transition/ Reintegration	<ul style="list-style-type: none"> • At completion of the opportunity, the Home and Host agencies, with the individual, evaluate lessons learned and development gained. • For opportunities 12 months or longer, the Home agency, assisted by the Host agency (and the Development Boards if appropriate), develops a reintegration plan and/or identifies the next opportunity. 				