

Multi-Skill Us: Library Technician National Secondment Opportunities

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Introduction

When you're a child you naturally bend your knees to pick up an item off the floor. As an adult you get lazy and bend your back instead. As a child you continually seek out new experiences and challenges. As an adult you become happy to let life pass you by and be content with what you have. Secondments offer an opportunity to continue to seek out new experiences and challenges. They allow you to experience being a child again feeling a sense of excitement and exhilaration as you embark on a new journey and rekindle once hidden feelings.

This report provides an overview of secondment opportunities through discussion of:

- the range of secondments available;
- the benefits and challenges of secondments for individuals and employers/organisations;
- secondment policies and what guidelines they should cover to ensure success.

What are secondments?

Secondments are the temporary transfer of a staff member to a organisation, or section of their own organisation or another organisation, to perform a specific job or project. This can be done for a number of reasons, such as to cover someone else's job, to fill a gap in service or as part of an ongoing formal exchange program for personal development purposes (Hamilton & Wilkie 2001).

The staff member remains an employee of the 'home' organisation but is 'lent' for a period of time by:

- Their branch/section to another branch/section of their home organisation;
- an outside employer to the organisation; or
- their home organisation to an outside employer.

Typically, the home employer remains responsible for the payment of salary and nearly all terms and conditions of employment. Arrangements are usually flexible and range from staff working a few days a week with an organisation, to formal secondments for specific projects or management roles.

Gosling and Nutley (1990) also identify that secondees may have the following roles:

1. PARROT - this is where the secondee "sits on the shoulders" of people senior to them and learn about the organisation through accompanying them in their day-to-day work;
2. FERRETS - act as "spies" placed by a department to keep an eye on a project or initiative;
3. WORKER BEES - are set tasks and get on with them without much change or disruption to the organisation.

There are many different types of secondments:

- Developmental;
- Direct;
- Internal;
- External;
- Project based;
- Rotational.

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 organisation;
- gain experience in new areas of work;
- improve competence;
- gain administrative, managerial or supervisory experience;
- explore the possibility of changing the longer term nature of their work; or
- engage in activities having similar purposes, (O'Reilly 2004).

They are not seen as formal preparation for career advancement rather, they provide opportunities for staff members to increase their experience and competency without expecting to gain advancement, (O'Reilly 2004).

Direct Secondments

These occur when an employee is seconded to a new area or a temporary exchange is made between two employees from different work areas, (O'Reilly 2004).

Project Based Secondments

A project based secondment may involve an arrangement where someone from outside the work area is appointed to work, for example, 1-3 days on a project, either in their existing place of work or with the work group sponsoring the project, (O'Reilly 2004).

External Secondments

This is a fixed term placement that usually occurs between two organisations. It is expected that the staff member will return to their parent organisation. This placement can be either into or out of the organisation, (SSC 1999).

Internal Secondments:

An internal secondment is a fixed term placement that usually occurs between teams or branches. It is expected that the staff member will return to the parent team or branch, (SSC 1999).

Rotation

A rotation is a placement within an organisation that is usually permanent. The difference between a secondment and a rotation is that a staff member may not return to their original position when participating in a rotation, (SSC 1999).

The benefits of Secondments for Library Technicians

Gosling & Nutley (1990) identify 4 categories of benefits of secondments:

1. They promote understanding between different types of organisations/departments;
2. They promote the personal development of the secondee;
3. They allow for the exchange of management and technical expertise;
4. They allow the introduction of skilled and experienced staff.

There is also the increase in skill levels. These can then be brought back to their section/organisation on return and the team can learn from the secondee. It also allows for the secondee to be better equipped to apply for jobs both internal and external to the organisation, (Uthmann 2005).

Secondments provide individuals with "exposure to new tasks" which may then develop into new skills such as "managerial skills for technical people", and vice versa, (SSC 1999).

The building of confidence due to obtaining further skills and knowledge, and the challenges of learning the new position can stimulate an individual who may have become stagnant in their former position are also benefits of secondments. Skills that the secondee may have developed in a former position, or through study, can be refreshed and reused depending on the position undertaken, (Uthmann 2005).

Secondments contribute to network and relationship building, (SSC 1999). By moving around the organisation and working in different teams, the secondee develops new working relationships and knowledge of specialised staff as well as knowledge of who to approach when needing assistance on a specific topic/task. The team/organisation hosting the secondee can also gain from the skills and knowledge of the secondee in the same manner (Morris 1993).

For some individuals, the main benefit of the secondment experience is that there is always the job safety/security of keeping your substantive ongoing position (Hamilton & Wilkie 2001).

Benefits outlined by those surveyed (Appendix 1) include:

- *It gave me the experience to work in a different field to my normal one and thus I then faced different challenges and issues;*

- *It gave me the opportunity to 'feel the water' to see if I would pursue making the secondment a permanent move if possible;*
- *Benefits gained include project management skills, policy and report writing, policy development and implementation processes, increased technical knowledge particularly in the area of document security, negotiation skills, problem-solving skills, political skills, and greater understanding of broader organisational issues, particularly with regard to information privacy;*
- *I gained new knowledge, experienced a different environment not only physically but with patrons as well, for instance different disciplines and broadened my associations with staff;*
- *I was able to refresh my skills;*
- *I think it gave me a new approach to my work;*
- *My secondment gave me much more variety and a new enthusiasm for work;*
- *Increased my awareness and knowledge of other areas in the library;*
- *Increased my self-confidence in dealing with different aspects of jobs;*
- *Increased my knowledge of what other staff do, and also learning more about individual members of staff who I don't normally work with.*

The Benefits of Secondments for the Workplace

Secondments also offer benefits to supervisors, teams and the organisation as a whole (Bond 2002). There are a number of advantages in seconding a staff member to another organisation:

- The staff member has a new experience which they may not have gained in their home organisation and general morale may increase.
- There is an opportunity for both organisations (if involved in an external secondment/exchange) to obtain 'new blood' and have access to different ideas.
- Cost effectiveness due to not having to advertise externally to fill internal positions.
- Transfer of knowledge to the new position and back to the substantive position, encouraging "horizontal integration". (Evans & Dawson 2004).

Due to the nature of secondments the work place is more dynamic due to the constant change of staff and teams. This allows for new ideas and fresh motivation ensuring the maintenance of a highly skilled and innovative work team. As previously mentioned, teams hosting a seconder benefit by learning from the secondee's experiences and knowledge, (Critchley 2002). The original work team the secondee came from also benefits when the secondee returns with the new knowledge and skills gained from working within a different team.

Once the secondee is trained and skilled in many different areas, they can be called upon to fill in when other staff members are on leave - this can assist supervisors when it comes to replacing staff and in successional planning (Kish 1996). Having staff experienced in working in higher level positions assists in replacing staff as they retire or move on.

The development of procedures can be assisted by the secondee who has worked in many different areas or organisations. They will be looking at procedures with a “new set of eyes” and have seen other sections and organisational workflows (Reitz 2004). This can assist a supervisor in writing procedures that can be used for training those with no experience in the area.

Overall, the organisation gains a reputation of having highly motivated, highly skilled, capable and competent staff that have experience, skills and knowledge in many different areas and organisations (Kish 1996). As a result, less time is spent on training as staff are multi-skilled and there is improved service to customers as staff are able to provide assistance in many areas (Uthmann 2005).

Benefits outlined by those surveyed (Appendix 2) include:

- *Exchange of knowledge and experience. For the staff member it is a way of broadening their experience at another institution without breaking their service at their home institution;*
- *Career and skills development for the staff member concerned;*
- *Well equipped, multi-skilled staff;*
- *A broader understanding of the Library overall;*
- *Refreshment of the staff members involved;*
- *Flexible workforce, development of staff member, opportunity to "try before buy";*
- *The opportunity for skills development which can lead to employment advancement for the employee, a good way to try out a position and see if it is what they thought it was and whether they really want to do or can do that job;*
- *Multiskilling staff, and for the managers and supervisors, being able to use existing staff who know a lot about the organisation already and its processes, and therefore only require training in the job, not in the whole ethos and function of the organisation;*
- *Opportunity to expand skills which may not be available in the current role;*
- *Broader knowledge of the workings of the library industry as a whole;*
- *Motivational for staff. Acknowledges that you value the staff member and gives them the opportunity of new experiences in a secure environment.*

Challenges for Secondees

For an individual taking part in a secondment, the biggest challenges to overcome are the feelings of uncertainty and insecurity of starting in a new position and work team, and trying to fit in and get the job done, (Uthmann 2005). The secondee may have false expectations about the new position. The same can be said about the team. The secondee may work differently to the person they are replacing especially if they are still in the section and this can cause tension or conflict (Pierce 2000). On the reverse side of this, the secondee may actually be a better worker than that of the employee being replaced and vice versa. Therefore the employee being replaced (in both areas) may become concerned about losing their position (SSC 1999).

Getting the secondee fully trained can be a challenge for both the secondee and the team. Training of the secondee can be hard work for both the secondee, who has to learn the new skills/knowledge quickly and for the team who has to train them, (Uthmann 2005).

Lack of ownership of the position is another challenge for secondees. Usually secondments are only for a short term period. This means that the secondee often cannot commit to any long term goals or projects. This can be frustrating for both the secondee and the team as the secondment may be extended numerous times but only for short periods which still does not allow for the planning and completion of projects. This also affects the secondee's certainty of status (Hamilton & Wilkie 2001).

There are also the challenges of returning to the substantive position. Evans & Dawson (2004) raise the issue that on return to their substantive position, many secondees feel that the knowledge and experience gained while on secondment will be wasted. They report that secondees expressed a "feeling of going backwards" which may in turn create negative effects at both a professional and personal level.

Secondments are not for everyone – secondees need to enjoy change, have diverse and transferable skills including the ability to communicate at all levels, be flexible and be able to process information and draw conclusions (O'Reilly 2004).

Challenges raised by those surveyed (Appendix 1) include:

- *It really was a case of sink or swim;*
- *The time period is too short;*
- *Getting up to speed with issues/changes/processes that have arisen while I have been away;*
- *I have had to establish a new network of contacts amongst a completely different section of the organisation;*
- *Being familiar with new databases, technology such as wireless, and coping with work mates that had a higher education as they sometimes resented the fact that I did not have a postgraduate;*
- *It was a challenge to understand the different areas of the department;*
- *The biggest challenge was adjusting from a position with responsibility where your ideas and opinions were valued to a position with no responsibility where no one was interested in my ideas or opinions.*

Challenges for the Workplace

Although the majority of secondees are happy with the transition into their new role, the workplace may not have such a smooth transition. Challenges the workplace can suffer through offering secondments include:

- There can be too much time spent training people who take over the substantive position;

- The reporting structure is not clear to the secondee taking on his or her new role;
- There is no formal orientation to the new workplace;
- The substantive appointment needs to be maintained to minimise pressure on fulfilling the tasks of two roles, whilst the appointment was not filled; and
- Leave arrangements are cumbersome. (Evans & Dawson 2004).

Other challenges include:

- the disruption to a section through either losing a staff member or gaining a new staff member who then has to fit into the dynamics of the team;
- Disruption of rosters due to not knowing when the staff member will return to section/leave section, and delay in planning for future team changes or implementations of new services/procedures are other challenges faced. This is a big issue for areas such as lending services where it is impartible to have rosters organised for peak periods. If people are coming and going or if you are unsure of when a person is due to return, this can create a headache for all involved;
- Dynamics of a team can be harmed greatly by having staff come and go. Not only does it take a lot of hard work and time to train new staff, but the team may not like the person replacing the team member and vice versa. This creates not only a challenge for the team members involved, but the supervisor who must use their skills to ensure they have an effective and productive team;
- Ensuring staff are paid appropriately, that the human resources department has up-to-date contact/pay/leave details of the staff can frustrate all involved. It is only through effective communication between the library, organisation and human resources department that this area of secondments can be successful;
- By giving them that development there is a possibility that they may move on rather than take the secondment position should it become permanent. (O'Reilly 2004; Uthmann 2005).

Challenges raised by workplaces surveyed (Appendix 2) include:

- *Backfilling is probably the most obvious challenge;*
- *Sometimes it is difficult for the staff member temporarily filling the position if a secondment goes beyond one year or is extended more than one time;*
- *Filling the vacant position, juggling rosters;*
- *Within our library service, there can be either too many people or no one wanting to take a secondment;*
- *Training and managing the "new" person so they have a balanced work program can also be a challenge;*
- *I know that it creates a bit of work for our pay office and the library manager having to work out contracts and salary scales etc. Usually it involves liaison between the manager and appropriate supervisors as to what the position description is and how the seconded staff will be trained in their new role;*
- *Unavailability of replacement staff with skills, knowledge and expertise at an appropriate level;*
- *Detriment to necessary service levels or important initiatives;*
- *Unacceptable impact on the workloads or deployment of other staff;*

- *Operational disruption caused by serial secondments;*
- *Premature loss of the recruitment and training investment in a recent appointee.*

Challenges for Small/Special Libraries

For those working within small or special libraries, the challenges are quite different to those working in larger organisations.

Those surveyed (Appendix 3) who work within special and small organisations outlined the following challenges:

- *The effect on the secondees current work hours;*
- *The organisation can't replace your hours in your original position;*
- *The other department won't give you back;*
- *It looks like I don't need you if I release you for 2 hours a week to a secondment position;*
- *It would be great for this department and your career but you would have to do it in your own time;*
- *Yes if you can recommend someone with the same skills as you that will work as a volunteer;*
- *Some organisations have only a small number of staff doing the job of many, therefore do not have the time to supervise a new staff member.*

There are ways in which to overcome some of these challenges. The Queensland University Libraries Office of Cooperation (QULOC) have developed a program where staff members within participating universities can partake in an Inter-Organisational Experience Program. This program utilizes secondments, short term placements and individual/group visits to enable staff to:

- Learn how member libraries respond to business challenges.
- Facilitate career development by enhancing expertise and awareness of other jobs, management and organisational work practices, (QULOC, 2007).

In particular, short term placements would be ideal in situations where the library may suffer if losing a staff member for a long period of time. Government and school libraries could utilise a program like this as most government departments and schools operate in a similar manner. If a program, similar to QULOC's Inter-Organisational Experience Program is developed, then smaller libraries can work together to create a program that will identify the challenges and suggest ways in which these can be overcome.

There have also been successful secondment programs and policies developed between state governments and universities. Appendix 4 outlines the secondment agreement policy that Charles Darwin University has with the Northern Territory Government.

The Very Important Territory (Top End) Library Services (VITeLS) also offer an Inter-Library Experience Program (see appendix 5).

Secondment policies - the basics

From the secondment policies found during research for this paper, the following components were found to be the basis of the majority of secondment policies:

- **Definitions/Overview** – this component gives an overview of what secondments are and defines those involved in the process.
- **Eligibility** – outlines what is required of a staff member to be eligible for a secondment.
- **Application Procedure** – outlines how staff are to apply for a secondment.
- **Conditions of Employment** – discusses conditions of employment while on secondment, e.g. leave entitlements, salaries/wages, workers compensation.
- **Conditions of Secondment** – outlines how the term of agreement of a secondment should be written and what it should include, e.g. job description, duration, responsibility of host organisation/team, responsibility of seconde, intellectual property, travel arrangements, etc.
- **Procedure** – includes information of how the secondment should be advertised, procedures for applying, procedures for recruitment etc.

However, Hobbs (1988) suggests that handling the process of secondments, for example the objective setting, selection, communication, support, review and re-entry, is generally not well thought out and recommends the following key factors to successful secondments:

1. *Companies be clear about why they are seconding and what the benefits are for their organisation, the host and the individual seconde. These reasons should be related to wider corporate goals.*
2. *There should be a documented secondment policy defining which forms of secondment will be undertaken, their costs, who will pay, and the roles and responsibilities of various functions.*
3. *Before committing themselves to a secondment, secondees should be briefed comprehensively on what they might expect by people who know – preferably those that have shared a similar experience.*
4. *The basic principle of good recruitment apply to selection for secondment: A job description that really describes the demands of the assignment must be written; An employee specification must be prepared; Professional selection techniques used.*
5. *Terms and conditions, including time scales, roles and responsibilities, should be agreed by all parties from the outset and confirmed in writing;*
6. *Secondees should have an induction, training, reviews and appraisal procedures, as other employees.*
7. *Regular contact with the secondees must be maintained, through personal and written communications, invitations to meetings, and similar means. Counselling and support should be available to help overcome culture shock.*
8. *Re-entry must be planned well in advance by all parties, with particular attention by the seconding company on how to make best use of the skills acquired on secondment.*
9. *Secondees should be debriefed, asked to report on their assignment, and given appropriate recognition.*

10. *Good communication between all parties is essential, including between those in the seconding organisation.* (Hobbs 1988).

In addition to the above recommendations, O'Reilly (2004) raises the importance of making sure that the new skills an employee gains from a secondment are not wasted and are utilised on their return to their substantive position.

Example policies

A number of secondment policies were uncovered during research for this report. What follows is examples of policies that can be found in academic, public (local government), and state government organisations.

Academic Organisation Example Policy (please note that the name of the organisation as been removed)

Purpose

This policy outlines the principles to apply and the procedures to be followed in seconding an employee from one area of the University to another.

Background

A secondment is the temporary allocation (up to six months) of an employee to another position, on the understanding that the employee will return to their original position on completion of the agreed period of secondment. The opportunity for secondment usually arises when work units need to replace staff for a specific period or when resources for additional projects cannot be found from within existing staff. Secondments provide development opportunities that benefit both the individual employee and the work group/university .

Scope

The policy applies to all staff employed by the University, except casual staff.

Policy

1. Support for Secondment

The University actively encourages staff to develop their abilities and to expand the University's capability through secondments and collaboration across work areas. In some circumstances resourcing issues may mean that it is not possible for an employee to be released from their work area to take up a secondment. However, wherever possible, the employee should be released by their supervisor, because of the benefit to both the individual and the University.

2. Secondment Mechanism

The mechanism for the secondment may either be a local agreement between the two areas, or a fixed term appointment. Where a fixed term appointment is the mechanism used, the variation to the employee's current contract must be developed by People and Culture.

3. *Salary on Secondment*

A secondment may be at the same or a higher level than the employee's substantive position, and therefore does not necessarily involve a higher salary for the secondee. If a higher salary is involved, it may be paid by appointing the employee on a fixed term basis at the higher level, in which case the higher salary may count as salary for superannuation purposes.

The employee should contact the Employee Benefits Advisor, People and Culture to ascertain the superannuation implications of the payment of a higher salary on secondment.

4. *Publicising of Secondment Opportunities*

Selection of an employee for secondment may be by direct appointment, or by advertising. The guidelines on advertising of fixed term appointments apply. Secondments provide valuable staff development and career development opportunities, and therefore where possible it is desirable that they should be advertised in some way to allow any interested employees to express interest in being considered.

5. *Documenting Secondment Duties*

The duties to be performed should be documented through completing a normal position description, or for a secondment of only a few months, by outlining the role, key duties and selection criteria in a short written statement.

This documentation forms the basis for making a decision about the classification level and the level of pay appropriate to the secondment, and for evaluating the suitability of the applicants. If a work area requires assistance in determining the classification level of the secondment, they may contact Management Consultancy Services, People and Culture.

Applicants for a secondment should be considered on their merits in relation to the requirements of the position.

Once an employee has been selected for secondment, the employee's work plan should be amended to incorporate the secondment duties.

6. *Duration of Secondment*

Normally, secondments will be for six months or less. A secondment should not be continued beyond the period, in lieu of taking substantive filling action.

7. *Secondment Models*

Secondments can take various forms, including a direct secondment of the employee to the new area or a temporary job swap between two employees from different work areas. A project based secondment may involve another type of arrangement, where someone from outside the group is appointed to work, for

example, 1-3 days on the project, either in their existing place of work or with the group sponsoring the project.

8. Delegated Authority

The Delegation of Authority must be consistent with the University's Delegation of Authority in Personnel Matters as detailed in the HR Policies and Procedures Manual.

In exceptional circumstances, the relevant Pro Vice-Chancellor may approve secondments beyond six months.

Procedures

1. Management of Secondment

- 1.1 The current supervisor's agreement to releasing the employee on secondment should be obtained. Normally the employee would consult with the current supervisor regarding this on or before applying for a secondment. The person offering the secondment would also clarify the situation regarding release with the current supervisor, before making a formal offer to the employee.
- 1.2 Where the secondment mechanism is to be a fixed term appointment to the new area, the variation to the employee's contract must be drawn up by People and Culture.
- 1.3 A written agreement between the person offering the secondment, the secondee's current supervisor and the employee should be completed, and should contain:
 - a starting and finishing date, and any other conditions that apply
 - the arrangements regarding the secondee's work plan and staff development. For a short secondment i.e. less than two months, the current supervisor should maintain responsibility for the secondee's work plan and staff development. If the secondment is for a longer period, responsibility should be transferred to the new supervisor or split between the two
 - a statement of the objectives of the secondment, including the learning objectives of the employee (the employee should have input into this)
 - the payment arrangements to apply, including which of the two parties to the agreement will provide workers' compensation coverage during the secondment
 - the leave arrangements to apply, including which area is responsible for the payment of salary during leave should the employee take leave during the secondment

- the arrangements to apply on conclusion of the secondment
- 1.4 A copy of the signed agreement and work plan should be retained by all the parties and a copy of the signed agreement sent to People and Culture
 - 1.5 The usual principles of induction and orientation of an employee to the new work area should apply (refer to induction guidelines at the People and Culture website).
 - 1.6 At the end of the secondment, the new supervisor and the secondee should evaluate whether the objectives identified in the agreement were achieved.

2. Review of Decision

Where the supervisor does not agree to allow the employee to be released on secondment to another work area, the employee may seek to renegotiate this through a meeting with the supervisor's supervisor.

Procedural Summary

Responsibility	Action
Employee	<ul style="list-style-type: none"> • An employee who applies for a secondment opportunity should discuss this with their current supervisor, to determine whether they can be released to take up the secondment. • Where the secondment involves payment of a higher salary, the employee should contact Employee Benefits Advisor, People and Culture to ascertain the superannuation implications.
New and current supervisors	<ul style="list-style-type: none"> • The person offering the secondment should consult with the current supervisor to confirm the employee's release • The two supervisors and the employee should develop a written agreement covering the conditions of the secondment • Where the mechanism for the secondment is to be a fixed term appointment, a request should be sent to People and Culture to process the variation to the employee's contract • The supervisor having responsibility for the secondee's work plan should ensure that the secondment duties are incorporated in the work plan
New Supervisor	<ul style="list-style-type: none"> • An appropriate induction process should be provided to the secondee • On conclusion of the secondment, in conjunction with the employee, the new supervisor should evaluate the achievement of the objectives of the secondment

Public (Local Government) Example Policy (please note the name of the organisation has been removed)

POLICY

UNDER CERTAIN CONDITIONS COUNCIL SUPPORTS STAFF WHO WISH TO DEVELOP THEIR EXPERTISE, SKILLS AND WORK EXPERIENCE THROUGH WORKING IN ANOTHER ORGANISATION INTRA STATE, INTER STATE OR OVERSEAS.

Procedure

1. Council will accept applications on the prescribed form, available from the Human Resources Section from permanent, full time employees wishing to be considered for staff exchanges provided the exchange is accomplished without direct cost to Council.
2. The employee applying for a staff exchange will be termed "the applicant". On granting of the exchange the employee will be termed "the exchangee".
3. The minimum age for an applicant undertaking an overseas exchange will be 21 years.
4. No age restriction will apply to exchanges undertaken within Australia.
5. The applicant will have satisfactorily completed one year of continuous employment with Council before application can be made for exchanges of less than three months duration and two year's continuous, satisfactory employment for exchanges of more than three months duration.
6. Applicants placed on exchange will formally be on secondment to the organisation in which they are placed (the host organisation) but will continue to receive their salary and other benefits from from the employing organisations).
7. Exchanges will be between staff in similar classifications who are performing duties at comparable levels of responsibility.
8. Both the applicants concerned and their respective Department Head shall fully agree that the proposed staff exchange should take place.
9. Prospective host organisations will supply duty statements for positions being offered, together with a statement of conditions of employment.
10. The Department Head will endorse the application for a staff exchange and sign approval in principle, subject to satisfactory final arrangements for the two-way exchange being concluded.
11. Under the relevant state Workers' Compensation Act.
 - 11.1 Workers who are sent or transferred temporarily within the state are covered.
 - 11.2 Workers who are sent or transferred temporarily to another Australian State are covered.

11.3 Workers who are sent or transferred temporarily to another Country are covered but will be required to pay those compulsory payments, levies, insurances as required by the law of the Country of exchange. Temporary absence is defined as being continuously engaged outside of the state for not more than two (2) years.

12. A Local Exchange is one that does not require applicants to relocate their residences.

13. Applicants for Local Exchanges are liable to meet the costs of travel and out of pocket expenses arising from the exchange. Applicants will not be entitled to any allowance relevant to the location of the host organisation.

14. A Distant Exchange is one so distant from the applicant's normal place of residence that relocation must take place.

15. Applicants for a Distant Exchange are liable to meet the costs of travel, travel documents, work permit, departure tax, insurance (every kind), accommodation and out of pocket expenses arising from the exchange.

16. Travelling time to take up or return from a Distant Exchange appointment will be the subject of negotiation between the institutions concerned and the exchangees.

17. Staff while on an exchange appointment will continue to accrue leave entitlements, seniority and all other benefits from their home organisation.

18. Recreational leave may be applied for and granted while on exchange, provided such leave has been accrued.

19. All leave (recreation, annual, sick, special) will be applied for to the home organisation subject to prior approval being obtained from the host organisation.

20. Applicants will advise prior to the commencement of the exchange, the leave intended to be requested during the period of the exchange.

21. The Department Head in consultation with the Human Resources Section of the Councils for the home and host organisations will clearly define the arrangements that will apply in relation to weekend or evening work - with particular attention paid to the hours of work, remuneration and the allowances paid for such rosters.

22. The exchangee should not suffer any less favourable conditions of employment than at the home organisation. Inconsistencies in hours of work etc. will be the subject of negotiation between the host and home Department Heads, before the exchange is ratified.

23. Should a person on exchange become unable to continue the exchange for its full term, the host organisation has the right to cancel the exchange and recall its staff member.

24. Four weeks notice of the intention to terminate the exchange is required by the host and home organisation.

25. The home organisation may, however, offer an alternate staff member to complete the remainder of the exchange, subject to the acceptability of the proposed new arrangement to the host organisation.

26. The exchangee will be advised that failure to report for duty on the agreed date at the conclusion of the exchange will result in termination of employment.

With the exceptions:

- 1) being certified by a Medical Practitioner as being unfit to report for duty.
- 2) disruption of confirmed travel arrangements due to external influences beyond the exchangee's control.

27. At the conclusion of the exchange, both the staff member and the host organisation should report to Council on the usefulness of the exchange.

28. Council will delegate authority to approve staff exchanges of less than three months duration to the Chief Executive Officer.

29. Exchanges of greater duration than three months will be the subject of a report to Council.

State Government Example Policy

Outcome Secondment decisions are equitable and take into account the participating organisation's work-related requirements and employee interests.

The Standard

The minimum standard of merit, equity and probity is met for secondment if:

- Decisions are based on a proper assessment of the work-related requirements of the public sector bodies involved and identified employee interests.
- The employee consents to the secondment.
- Decisions are impartial, transparent and capable of review.

Application

The secondment Standard applies to:

- The voluntary and temporary movement of an employee from their existing employing authority to another employing authority for an agreed period.
- All secondments, regardless of duration. Movement is usually at the same, or a higher classification level.

The Standard does not apply to movement within the same employing authority. Other Standards, such as the Temporary Deployment (Acting) and Transfer Standards apply.

Work-Related Requirements

Work-related requirements refer to the skills, knowledge and abilities required for the job, including consideration of the diversity and business needs of both employing authorities.

Employee Interests

The Standard requires that employee interests are fairly assessed and considered. Identifying employee interests does not oblige the employing authority to assent to them. They assist the employing authority to make informed decisions about the efficient and effective deployment of human resources. Employee interests could include:

- Career considerations
- Opportunity for development
- Workplace location (eg. metropolitan to country location etc)

Conditions of the Secondment

Prior to a secondment, there needs to be agreement about:

- The period of the secondment and remuneration.
- The employee's placement at the completion of the secondment. Service continuity and tenure of employment are not affected by a secondment.

Assessment

A comparative assessment should be undertaken where more than one employee is being considered for a secondment to the same job. The Standard does not necessarily require written applications addressing work-related requirements, or the establishment of a selection panel as part of the process. The assessments should be documented.

Period

Prolonged secondments may call into question whether a proper assessment of work-related requirements was carried out. Employing authorities may determine when to advertise. However, advertising and conducting an assessment of merit for prolonged secondments, particularly those likely to exceed six months, may reduce the risk of breach of Standard claims. Decisions to offer or terminate a secondment must be capable of being judged as reasonable.

Confidentiality

Information produced during the secondment process is kept in trust and divulged only to those with a need to know, with due regard to the requirements of the Freedom of Information Act 1992.

Review

Documentation about the secondment decision should describe clearly and concisely the grounds upon which the decision was made.

There are a number of policies accessed during this report that are no longer available due to website or policy changes, or they are confidential and not accessible to the public domain. Appendix 6 provides a comprehensive list of secondment policies found in the public domain during the duration of this research project.

Conclusion

This report has illustrated the range of secondment opportunities available to library technicians nationwide. It has provided in-depth discussion of the benefits and challenges to both individuals partaking in secondments and employers/organisations offering secondments. Secondment policies have been examined and recommendations made on what they should cover to ensure a secondments success.

A Library Technicians' initial qualifications and training have set them up to be the most multi-skilled staff members within the library sector. Many Library Technicians become pigeon holed into narrow job roles and lose much of their under utilised skills. Secondments provide Library Technicians with a means of reclaiming these skills and remaining a child that seeks out challenges and bends at the knee.

Appendix 1 Library Technician Survey

Questions for Library Technician Secondment Participants

- What benefits did you gain through participating in a secondment?
- What was the application process for your secondment?
- Were you working at a higher level or at the same level? If it was the same level, what was the rationale behind this?
- What challenges did you face during your secondment?
- What challenges did you face after completing your secondment?
- Did your organisation encourage you to participate in secondments? If so, how did they do this?
- Was the secondment internal to the organisation or external?
- In your organisation are there many secondment opportunities for library technicians? If not, why do you think this is so?
- In your organisation are librarians offered more secondment opportunities than library technicians? If so, why?
- Would you return to study if it increased your opportunity at gaining a secondment?
- Have you ever applied for a secondment and was not successful? Do you know why?

Appendix 2 – Libraries Survey

I am this year's recipient of the ALIA Dunn & Wilson Scholarship:
<http://alia.org.au/awards/dunn.wilson/>

As part of my project I am investigating the secondment programs offered for Library Technicians Australia wide and in all library sectors. It is anticipated that when completed, Library Technicians will be able to use my report as a resource to refer to when seeking out secondment opportunities during their careers.

Secondments are defined as the temporary transfer of a staff member to another organisation, or section of their own organisation, to perform a specific job or project, to cover someone else's job, or to fill a gap in service.

The aims of my study are:

- * To investigate the range of secondment opportunities available to library technicians Australia wide and in all library sectors;
- * To spread awareness of the role secondments play in library technician personal growth and professional development;
- * To highlight secondment programs in different library sectors and provide a resource to which library technicians can refer when seeking out secondment opportunities in their careers.
- * To identify 'best practice' secondment arrangements to become a body of work that can be utilised broadly.

It would be of great assistance for me if you could answer any or all of the following questions with regard to secondments at ???? Library Service:

- * How does your organisation decide whether a position should be advertised as a secondment rather than a regular position?
- * Does your organisation have a policy that covers when secondments should be offered?
- * What are the requirements of your staff in responding to a secondment advertisement, e.g. expression of interest or full application process.
- * Does your organisation have guidelines on how secondments are offered and organised?
- * Are particular staff targeted for secondments, if so, why?
- * Can you give an approximate on how many secondments are offered at the library technician level in your organisation?
- * When would you encourage a staff member to take part in a secondment and why?
- * If your organisation doesn't offer secondments - why doesn't it?
- * What do you see are the benefits of offering secondments?
- * Do you have any challenges in offering secondments?
- * If you currently offer secondments and have policies and guidelines - are there any changes that you'd like to make?

Also, if you know of any Library Technicians that have participated in secondments at ??? Library Service, would it be possible for you to either forward my details to them to make contact with me, or forward me their details? I am hoping to interview some Library Technicians that have participated in secondments.

Thanks again for your assistance.

Kind regards,
Sharon

Appendix 3 – Library Technician Who Have Not Participated in Secondments Survey

- What organisation do you work for? e.g public, academic, special, school etc
- Are you interested in participating in a secondment opportunity? If yes, why? If no, why?
- Does your organisation offer secondment opportunities? If no, why not?

Appendix 4 – Charles Darwin University (CDU) and Northern Territory Government (NTG) Secondment Agreement (received via email)

Guide to completing this Secondment Agreement

When using this agreement, please note the following:

- The agreement is a general template to manage secondment arrangements between CDU and NTG where there is no change in employer
- The template may be amended, if necessary, to reflect the particular arrangements agreed between CDU and NTG. It is recommended that any amendments to this template are endorsed by People Management and Development at CDU and the People and Learning unit of the relevant NTG agency.
- If a NTG employee is being seconded to CDU, please read all references to the 'Substantive Employer' as NTG, and all references to the 'Host Employer' as CDU.
- Alternatively, if a CDU employee is being seconded to NTG, please read all references to the 'Substantive Employer' as CDU, and all references to the 'Host Employer' as NTG.
- Under the agreement, the Substantive Employer remains the employer of the seconded employee during the term of the secondment. For an alternative template, under which the Host Employer becomes the employer during the term of the secondment, see Secondment Agreement – Long Term.
- As the Substantive Employer remains the employer, it will continue to be responsible for the health and safety of the seconded employee at work, even though it does not have day to day control over the employee. To minimise health and safety risks to the employee whilst on secondment (and therefore potential liability for the Substantive Employer), clause 4(c) gives the Substantive Employer the opportunity to inspect the Host Organisation's workplace, and OHS policies and procedures, and request that the Host Employer address any risks identified. However, if this is impractical, clause 4(c) may be deleted.
- Clause 6 (Payment) provides for an arrangement where the Host Employer pays the Substantive Employer in return for the seconded employee's services. If the arrangement between the parties does not involve any payment or fee to be made by the Host Employer, delete this clause.
- The parties should consider whether clause 7 (Dispute Resolution) is necessary or appropriate, bearing in mind the length of the secondment and the fact that determination of a dispute by an independent expert may

take some time and involve some cost. If the clause is not considered necessary or appropriate, it may be deleted.

- Clause 14 (Variations) provides for the Agreement to be amended in writing and signed by each of the parties. This includes termination of the Agreement.

This template is not complete. Prior to executing this agreement it is important that the following details be inserted into the agreement:

Page/Clause	Detail	√ (Done)
Page 1	The last party to sign the agreement needs to insert the date on which they signed it.	
Page 1	Insert name of NTG agency	
Page 1	Insert employee name and address	
Page 1, Recital A	Project that secondment benefits	
Page 1, Recital B	Position that Employee will perform with Host Employer	
Page 1, Recital C	Select appropriate option (either CDU or NTG substantive employer)	
Clause 1	Term of the Secondment	
Clause 1	Date on which Secondment commences	
Clause 1	Date on which Secondment terminates	
Clause 2	Select appropriate option (either CDU or NTG substantive employer)	
Clause 3(a)	Position that Employee will perform with Host Employer	
Clause 6(a)	Amount of payment to be made by Host Employer to Substantive Employer	
Clause 6(b)	Timeframe within which payment must be made after tax invoice received	
Clause 7(c)	Period for Substantive Employer and Host Employer to resolve dispute	
Clause 7(c)	Period for CEOs to resolve dispute	

Clause 9(c)	Notice details of the parties	
Last page, Execution clauses	Party details (Name, ACN (if applicable), address)	
Schedule	Job description and duty statement	

NORTHERN TERRITORY OF AUSTRALIA SECONDMENT AGREEMENT

THIS AGREEMENT is made the _____ day of _____ 2006.

BETWEEN

CHARLES DARWIN UNIVERSITY (ABN 54 093 513 649) of (insert address) (the “**CDU**”)

AND

NORTHERN TERRITORY OF AUSTRALIA care of (insert agency name) of (insert agency address) in the Northern Territory of Australia (the “**NTG**”)

AND

(insert Employee name) of (insert Employee address) (the “**Employee**”).

RECITALS

- A. The CDU/NTG Partnership Agreement targets to the use of human, financial and infrastructure resources to meet joint priorities. One such priority is (insert project name).
- B. As part of this project, a person is required to carry out the duties and functions of (insert position) with the host employer.
- C. (Please include appropriate option)

The NTG has agreed, pursuant to section 39 of the *Public Sector Employment and Management Act* (the “**Act**”) to second the Employee to CDU (the “**Secondment**”).

OR

The CDU has agreed to second the Employee to NTG (the “**Secondment**”).

- D. The parties agree that the Secondment will operate on the terms and conditions set out in this Agreement.

THE PARTIES AGREE AS FOLLOWS:

1. Term of Secondment

The term of the Secondment will be (insert period eg: 3 months), commencing on (insert date) and terminating on (insert date) (the “Term”), unless terminated earlier by:

- (a) written agreement between the parties in accordance with clause 14; or
- (b) written notice following a breach of this Agreement in accordance with clause 8.

2. Employment Status of Employee

(Please include appropriate option)

- (a) During the Term the Employee will remain an Employee of NTG for all purposes and the Act and its associated Regulations, By-laws, Determinations and Employment Instructions, along with relevant Northern Territory Public Sector awards and certified agreements (the “**NTPS Conditions**”), will continue to govern the Employee’s terms and conditions of employment.
- (b) For the avoidance of doubt, during the Term:
 - (i) NTG will continue to pay the Employee’s salary (including superannuation) and allowances under the NTPS Conditions;
 - (ii) all the Employee’s entitlements under the NTPS Conditions will continue to accrue; and
 - (iii) NTG will continue to be responsible for occupational health and safety and workers’ compensation obligations specified under relevant legislation.

OR

- (a) During the Term the Employee will remain an Employee of CDU for all purposes and the relevant CDU awards and certified agreements (the “**CDU Conditions**”), will continue to govern the Employee’s terms and conditions of employment.
- (b) For the avoidance of doubt, during the Term:
 - (i) CDU will continue to pay the Employee’s salary (including superannuation) and allowances under the CDU Conditions;
 - (ii) all the Employee’s entitlements under the CDU Conditions will continue to accrue; and
 - (iii) CDU will continue to be responsible for occupational health and safety and workers’ compensation obligations specified under relevant legislation.

3. Duties

- (a) The Employee will perform the duties of **(insert position)** in accordance with the job description and duty statement provided by the Host Employer and set out in the Schedule (the **“Duties”**).
- (b) Any changes to the Duties to be performed by the Employee, or the location at which they are performed, must be approved by both parties in writing prior to such changes taking effect.

4. Host Employer’s Obligations

During the term the Host Employer will:

- (a) be responsible for the day to day control of the Employee;
- (b) maintain a safe and hazard free workplace;
- (c) allow the Substantive Employer access to inspect its workplace, policies and procedures for occupational health and safety purposes, and implement, at its own cost, any reasonable requests by the Substantive Employer to remedy identified safety hazards or risks;
- (d) ensure that any changes to the Duties to be performed by the Employee, or the location at which they are performed, are notified to the Substantive Employer for approval in accordance with clause 3(b); and
- (e) ensure that any performance management issues or suspected breach of discipline by the Employee is notified to the Substantive Employer as soon as practicable.

5. Accessing Leave Entitlements

During the Term, the Employee may access and use accrued leave entitlements, provided that:

- (f) the Host Employer approves of the Employee taking such leave period; and
- (g) the Employee applies for and is granted such leave period from Substantive Employer.

6. Payment

- (a) During the Term, the Host Employer must pay the Substantive Employer the amount of **\$(insert)** per month (including GST).
- (b) Payments under paragraph (a) must be made to the Substantive Employer within **(insert)** days of the Host Employer receiving a tax invoice from the Substantive Employer.

7. Dispute Resolution

- (a) If a dispute arises between the Substantive Employer and the Host Employer as to any matter or thing arising out of this Agreement, an attempt will be made to resolve the dispute by negotiation.

- (b) If the Substantive Employer and the Host Employer are unable to resolve the dispute by negotiation within (insert) days of the dispute arising, or such longer period as agreed, the matter will be referred to the Chief Executive Officers of those parties for dispute resolution.
- (c) If the Chief Executive Officers are unable to resolve the matter within (insert) days, or such longer period as agreed, they will agree upon a process for resolving the dispute through an external dispute resolution process such as conciliation, mediation, independent expert determination, or a combination thereof.
- (d) If the Chief Executive Officers are unable to agree on an appropriate external dispute resolution process, either party may refer the matter to the President of the Law Society of the Northern Territory who will determine an appropriate external dispute resolution process and an appropriate provider of such process.
- (e) If the President of the Law Society of the Northern Territory determines that the dispute will be resolved by an independent expert, the independent expert's decision will be absolute and final and will bind the parties accordingly and this Agreement will be deemed to be amended to incorporate the terms of the independent expert's decision.
- (f) In making any decision the independent expert will be deemed to be acting as an expert and not an arbitrator.
- (g) The Substantive Employer and the Host Employer will bear the costs of the external dispute resolution process equally.

8. Termination

If the Substantive Employer or the Host Employer breaches any obligations under this Agreement, and fails to remedy the breach within 7 days of receiving written notice from the other party requesting it to do so, the other party may terminate the Agreement immediately by written notice.

9. Notices

- (a) All notices, approvals, consents, demands or other communications required or permitted to be given under this Agreement must be in writing and served:
 - (i) personally;
 - (ii) by pre-paid certified post; or
 - (iii) by facsimile transmission,at the address of the party set out below or at such other address as a party may have substituted for it by written notice to the other.

- (b) A notice, approval consent, demand or other communication is deemed to be given by the sender and received by the addressee, if:
- (i) given by delivery in person, when delivered to the addressee;
 - (ii) sent by mail, on the third business day from and including the date of posting; or
 - (iii) sent by facsimile, on receipt of a complete and correct transmission report by the sender and if received by the addressee before 4.00pm (addressee's time) on a business day, on that day, otherwise it is deemed to be received at 9.00am on the following business day in the place of receipt.
- (c) For the purposes of this clause the address for service of each party is as follows:
- (i) **Substantive Employer**
Attention:
Address:
Telephone:
Facsimile:
 - (ii) **Host Employer**
Attention:
Address:
Telephone:
Facsimile:
 - (iii) **Employee**
Attention:
Address:
Telephone:
Facsimile:
- (d) A party may change its address or numbers for service by notice in writing to the other party.

10. Goods and Services Tax

- (a) For the purposes of this clause unless the context otherwise requires:-
- (i) **"GST"** means any tax imposed on Supply by or through the *A New Tax System (Goods and Services Tax) Act 1999* ("**the Act**") and any related Tax Imposition Act and "**New Tax System Changes**" has the meaning it bears in the *A New Tax System (Trade Practices Amendment) Act 1999* ("**the TPA**").
 - (ii) Where any other term is used in this clause which is defined in the Act or the TPA it shall have the meaning which it bears in the Act, or (if the term is not defined in the Act) then the meaning which it bears in the TPA;

- (iii) **“GST Rate”** means the percentage amount of GST payable determined under section 9-70 of the Act as amended from time to time; and
 - (iv) **“Input Tax Credit”, “Recipient”, “Supplier” and “Supply”** have the meaning they bear in the Act.
- (b) The parties acknowledge that the consideration under this Agreement is inclusive of GST (if applicable), where GST is calculated using the GST Rate at the time of forming this Agreement.
- (c) The Supplier must provide the Recipient with a tax invoice and/or adjustment notes in relation to the Supply prior to an amount being paid by the Recipient under this Agreement and shall do all things reasonably necessary to assist the Recipient to enable it to claim and obtain any Input Tax Credit available to it in respect of a Supply.

11. Confidentiality

A party must not, without the prior written consent of the other parties, disclose any of the substantive terms or conditions of this Agreement to any third party.

12. Compliance with Laws

The parties must comply with all laws in force in the Northern Territory from time to time.

13. Entire Agreement

This Agreement terminates and supersedes all previous written and oral agreements between the parties and constitutes the entire Agreement between the parties with respect to the subject matter hereof.

14. Variations

This Agreement may only be varied in writing signed by each of the parties.

15. Assignment

A party must not assign or otherwise deal with this Agreement or any right under this Agreement without the prior written consent of the other parties.

16. Severability

If a court determines that a word, phrase, sentence, paragraph or provision in this arrangement is unenforceable, illegal or void then it will be severed and the other provisions of this arrangement will remain operative.

17. Jurisdiction and Proper Law

This Agreement is governed by and construed in accordance with the law for the time being in force in the Northern Territory and the parties hereto submit to the jurisdiction of the Supreme Court of the Northern Territory at Darwin in respect of all matters arising hereunder or related hereto.

EXECUTED by the parties as an Agreement.

SIGNED by (insert Agency name) for and)
on behalf of the **NORTHERN TERRITORY**)
OF AUSTRALIA pursuant to a delegation)
under the *Contracts Act* in the presence of:)

.....
Signature

.....
Signature of Witness

.....
Name of Delegated Officer in full

.....
Name of Witness in full

.....
Title of Delegated Officer

EXECUTED by **CHARLES DARWIN**)
UNIVERSITY (ABN 54 093 513 649) in)
accordance with section 127 of the)
Corporations Act 2001 by or in the)
presence of)

.....
Signature

.....
Signature of Witness

Celia Pollard

.....
Name of Witness in full

*Director, People Management and
Development*

SIGNED by Employee)
(insert Employee name))
)
)

.....
Signature

.....
Signature of Witness

.....

Name of Employee in full

.....
Name of Witness in full

Appendix 5 – Very Important Territory Library Services (VITeLS) Inter-Library Experience Program

BACKGROUND AND GENERAL GUIDELINES

1. RATIONALE OF INTER-LIBRARY STAFF EXCHANGE PROGRAM

Intro

Participating VITeLS libraries provide library staff with the opportunity to apply for a reciprocal exchange with library staff from different organizations and/or geographic areas within the NT. The exchange program operates within agreements between co-operating library authorities.

TERMS AND CONDITIONS OF EXCHANGE

To be accepted into the Exchange Program, a staff member must sign the Applicant Agreement and his/her library manager must sign the Employers Endorsement contained in the application form. The following terms and conditions form the basis of this agreement.

1. The duration of the exchange is for a period commencing and concluding on dates specified by the participating VITeLS authorities involved. Extensions will not normally be approved.
2. Once accepted for exchange, an applicant will be ineligible to apply for leave, transfer or promotion which would prevent the exchange being accepted or continued. If an applicant gains a promotion during an exchange he or she will be unable to take up the new position until after the exchange.
3. During an exchange, the applicant remains in the employment of the library service that employed them at the time of the application, retaining most normal rights, privileges and obligations including: receiving salary for the period of the exchange, fund contributions and other authorised deductions, and sick leave and workers compensation if injured in work-related circumstances.
4. The exchangee receives their normal salary throughout the exchange, unless they are in acting in a promotional position. In this case, the exchangee's salary would drop to their normal salary.

5. During the exchange, the applicant will work full-time under the conditions laid down by the host library service and abide by the instructions of the host library management in matters relating to library management. Leave entitlements will be those entitlements normally applied by the host library service.
6. The applicant will remain in the exchange library for the full term of the exchange. The applicant will be unable to return to their usual library during the period of exchange unless the library management permits. If an applicant does not complete the exchange, he or she is responsible for any expense incurred as a result of the termination.
7. An applicant will not be able to enter the permanent service of the host library service during the exchange.
8. Long Service Leave and leave without pay requests after the period of exchange will be considered on their merit and within existing rules, regulations and procedures.
9. The applicant is responsible for all travel arrangements for self and dependants and will meet all associated costs
10. The participating library services are not responsible for any arrangements that exchange staff members may enter into regarding accommodation, motor vehicles or other personal matters. It will not be involved in any negotiations arising out of such arrangements or agreements.
11. Once a successful match has been confirmed, the applicant and the applicant's library have a responsibility to fully plan and organise appropriate professional and personal support for the exchange partner to ensure a smooth transition.
12. The applicant must notify the Exchange Co-ordinator of any change in personal circumstances (employment location, health etc.) that may affect his or her application.
13. The applicant is responsible for all expenses involved with an exchange. Each exchange is approved on a cost neutral basis to each employing service.

ELIGIBILITY

- Each exchange staff member must be a permanent, current employee of a participating library service.
- Each exchange staff member must meet the selection criteria detailed below.

- Each exchange staff member must be an Australian citizen or permanent resident.

SELECTION CRITERIA FOR EXCHANGE STAFF MEMBERS

In assessing each applicant's suitability for exchange, the following criteria will be considered.

- A demonstrated commitment to the profession of library and information work
- Evidence of involvement in and contribution to professional development activities
- Tolerance of diverse points-of-view and cultures in the delivery of library services
- Proven communication skills
- Resourcefulness and initiative
- Flexibility and adaptability
- General fitness for the position

REPORT ON COMPLETION OF EXCHANGE

Exchange staff members will be required to deliver a report on the exchange.

The report may be presented:

- in written form and copies submitted to both the host and home authorities
- as a video (with relevant dialogue)
- in a format appropriate for a presentation at a staff development event.

Applicant Agreement

I have read and noted all the Terms and Conditions of Exchange and agree:

1. To advise the Exchange Co-ordinator immediately of changes in my situation, which would necessitate an amendment to this application
2. That the information supplied is true and accurate, and I undertake to inform the library service that to the best of my knowledge there are no health or other considerations which affect the successful completion of an exchange
3. To abide by all terms and conditions applicable to the exchange program and to make a firm commitment to any exchange I accept

4. To work for the full term of the exchange in the host library under the authority and conditions of the host library service and to return to my normal place of work at the completion of the exchange.
5. I understand that if I, as a result of my own choice or action, terminate my exchange after commencement and before completion, I am liable for any expenses incurred as a result of the termination of the exchange
6. To present a Report on my return to my normal place of work.

Signature: _____

Date:

Privacy Notice:

The information contained in this application is being obtained for the purpose of participation in the exchange program. It will be used by participating VITeLS library services for matching exchange counterparts and informing exchange counterparts. Provision of this information is voluntary. It will be stored securely. You may correct any information provided by contacting your Exchange Coordinator

All enquires and correspondence should be directed to the:

Exchange Co-ordinator

VERY IMPORTANT TERRITORY LIBRARY SERVICES (VITeLS) INTER-LIBRARY EXPERIENCE PROGRAM (ILEP)

Application Form

Applicant Details

Name: _____

Position: _____

Home Organisation: _____

Section: _____

Phone Number: _____ Email: _____

Activity Details

What are the objectives of your Inter-Library Experience activity proposal?

How will undertaking this activity add value to your organisation and you?

What sort of activity do you propose to meet these objectives? (Include preferred dates and preferred host organisation if known.)

Who will be involved?

How will you apply the learning from undertaking this activity?

How will you know if undertaking this activity has been successful?

Applicants Signature: _____ Date: _____

Comments and Endorsement

Home Organisation

Area Manager:

Name: _____ Signature: _____ Date: / /

Director:

Name: _____ Signature: _____ Date: / /

Application approved by Home Organisation: Yes No

Host Organisation

Area Manager:

Name: _____ Signature: _____ Date: / /

Activity Coordinator:

Name: _____ Signature: _____ Date: / /

Application approved by Host Organisation: Yes No

Notes:

Appendix 6 – List of Secondment Policies

Central Queensland University Secondment Policy

http://policy.cqu.edu.au/Policy/policy_file.do?policyid=246

CSIRO Secondments with CSIRO

<http://www.csiro.au/org/pps6m.html>

Griffith University Secondment of General Staff within the University

<http://www62.gu.edu.au/policylibrary.nsf/0/bcd7f211508cabd54a256be200636e11?opendocument>

Griffith University Secondment of Staff to other Institutions

<http://www62.gu.edu.au/policylibrary.nsf/0/7b00f2a01dad84da4a256bf80063f414?opendocument>

Macquarie University Human Resources Policies

<http://www.pers.mq.edu.au/pmh/17/1704.html>

Monash University Staff Development

<http://www.adm.monash.edu.au/workplace-policy/performance-development/staff-development/>

Queensland University of Technology Secondment

<http://www.hrd.qut.edu.au/benefits/reward/pdl/scd/>

RMIT University Secondment within RMIT

<http://mams.rmit.edu.au/iez7dn4xis961.doc>

Southern Cross University Secondments and Exchanges

http://www.scu.edu.au/admin/hr/policy/sec_8/8_5.html

University of Melbourne Secondment

<http://www.unimelb.edu.au/ppp/docs/7.html#7.3>

University of New South Wales Internal Job Exchange

<http://www.hr.unsw.edu.au/employee/gen/job-exch.html>

University of New South Wales Internal Temporary Transfer

<http://www.hr.unsw.edu.au/employee/gen/int-trnf.html>

University of Queensland Internal and External Staff Secondments and Job Exchange

<http://www.uq.edu.au/hupp/index.html?page=25304&pid=25173>

University of South Australia Managing Internal Secondment Guidelines

http://www.unisa.edu.au/hrm/about/papers/draft_internal_secondment_guidelines.doc

University of Tasmania Staff Development Policy

http://www.admin.utas.edu.au/hr/staff/sd_policy.html

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