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	Publication Date: 09/23/2023	Division: People, Culture & Administration	Document Owner: Kristi Burnham
Title: SECONDMENT AND STRETCH ASSIGNMENT PROCESS			

OVERVIEW:

UNICEF HQ, Country Offices, Regional Offices and other National Committees may request a loan of UNICEF USA staff for short term assignments to extend capacity or lend expertise. Deployed staff (whether in country or remote) must be employed by UNICEF USA for one year before engaging in a stretch assignment and may be deployed once during a 24-month period. The Professional Learning and Leadership Development team at UNICEF USA (Kristi Burnham) will support and track assignments. Any assignment that is requested through individual relationships with UNICEF teams must be posted on UNICEF's SharePoint and opened to all staff for application before approval. Assignments should be for no more than 90 days. The requesting office may be asked to provide funds to cover for the deployed staff member if additional compensation is needed as part of the deployment. Multiple UNICEF USA staff may be on assignment at any given time and multiple assignments can be approved throughout the year. Approvals are made on a case-by-case basis. The following outlines the process by which staff would be approved for such assignment.

STEP-BY-STEP HOW-TO GUIDE:

- **STEP 1: Before the Secondment is approved**
 - Stretch assignments and secondments are posted on SharePoint. Weekly announcements are also sent to Kristi Burnham, Vice President, Professional Learning and Leadership Development. Requesting offices also have been known to reach out

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to UNICEF USA staff directly, but any assignment that is requested through individual relationships with UNICEF teams must be posted on UNICEF's SharePoint and opened to all staff for application before approval.

- Some requesting offices will reach out to UNICEF USA staff directly, and therefore UNICEF USA staff, if contacted, should inform Professional Learning and Leadership Development team and immediate supervisor.
- The Professional Learning and Leadership Development team will assess if the assignment can be approved based on coverage for the UNICEF USA staff person and the terms of the agreement.
- The individual Supervisor, Leadership Team member, People and Culture, and Michael Nyenhuis must approve before confirming. This process is facilitated by the staff member and the Professional Learning and Leadership Development team.

- **STEP 2: Terms of Reference and Logistics**

- The requesting office will compile a Terms Of Reference (TOR), also known as Scope of Work (SOW) which outlines the duties of the assignment, the duration and the shared costs. The average assignment is 6-12 weeks. Some involve remote work from the U.S., but most involve travel to the requesting office for at least part of the assignment. Assignments more than 90 days will not be approved, unless there are unusual circumstances.
- Negotiations with the requesting office will be managed through Professional Learning and Leadership Development (Kristi Burnham).

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- Usually the requesting office pays for travel and transfer (referred to as "terminal fees") and offers a portion of the UN's Daily Standard Allowance (DSA) to cover housing and incurred expenses. DSA changes monthly sometimes, and at the end of each calendar year (important to note if the assignment spans two calendar years). DSA per country can be found here (<https://icsc.un.org/>)
- UNICEF USA may request a cash reimbursement for supporting staff who are covering the deployed staff's duties and/or temporary backfilling.
- The approved staff member's salary and benefits as a UNICEF USA staff member remains unchanged throughout the course of the assignment.
- Unless otherwise negotiated, the approved staff member is responsible for making travel arrangements through Egencia. The staff member should use their department's travel budget line when booking. The total cost of travel will be included in the invoice that the Finance Team member drafts at the end of the assignment.
- Unless otherwise negotiated, UNICEF USA will advance the DSA to the UNICEF USA staff person every two weeks, after the staff person submits the request to the Finance team (Joyce Huang and Bebe Melaram). The DSA payments will then be distributed via direct deposit to the staff person's bank account via ADP. Arrangements should be made with Accounts Payable with a CC to Professional Learning and Leadership Development prior to departure.
- The approved staff person is responsible for submitting requests for reimbursement using UNICEF USA's expense report process in NetSuite. The staff person must work with Finance to determine the schedule and submit expense reports along with the

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signed agreement and payment schedule. Since expense reports are submitted in NetSuite, the approved staff person will submit the report every two weeks and send an email to Joyce Huang, Bebe Melaram, and Neeta Gan alerting them, and CC Kristi Burnham.

- The approved staff person must submit all travel receipts to Finance, and the Finance team will submit one (or in some cases several) final invoice to UNICEF for reimbursement. UNICEF contacts vary based on the requesting office.
- The approved staff member will continue to be paid by UNICEF USA their salary, but all costs associated with being away from their primary home are the responsibility of the approved staff member.
- The Finance team is responsible for compiling all costs and creating invoice(s) to UNICEF to repay UNICEF USA within 30 days of returning (or December 20, whichever is sooner). Invoices must be reconciled with UNICEF by December 31st of the same year due to their financial closure process. If the staff member's assignment stretches across two calendar years, then two invoices will need to be issued: one by December 20 and the other at the conclusion of the secondment.
- DSA is not taxable. It will appear as a separate reimbursement through the approved staff member's ADP, but will not appear on paychecks, but will be directly deposited from ADP into the staff member's account.
- The requesting office may have some recommendations for housing, but generally securing housing is the responsibility of the approved staff member.

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- The approved staff member is generally responsible for travel to and from the office, SIM cards, and other communication technologies, although payment for these expenses is meant to be covered by the DSA.
- The requesting office will provide the approved staff member with a UNICEF.org email address and a workstation including laptop, charger, and headset as appropriate.
- The approved staff member will likely be expected to complete a UN security briefing within a few days of landing in-country and should be expected to abide by those rules at all times.
- Travel visa requirements: upon receiving an offer, the approved staff member should confirm with their requesting office whether a visa is needed for their secondment. If so, the requesting office should provide a Note Verbale to the Consulate General's office on the staff member's behalf to support their visa application and the visa fee should be waived. The staff member should also ask the requesting office if any additional paperwork will be needed upon arriving (such as a temporary work permit), so that they can plan to bring the appropriate documentation and any required passport photos with them before leaving the U.S. If any costs are incurred, they will be covered by the staff member's home department.
- UNICEF USA will reimburse the approved staff member for any immunizations or medications required to travel to the requesting country. These costs are covered by the specific department.

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- Staff may take their UNICEF USA work laptop with them while on assignment. Please note that. BBCRM will be the only application that will not work outside the U.S., and the IT department suggests staff aware of connecting to Free Public WIFI networks.
- The guidance in the Remote Working Agreement and Agreement for Working Outside the United States should be taken into consideration such as health insurance coverage and other guidance. The Form does not need to be completed as Secondments and Stretch Assignments differ from UNICEF USA work outside the United States.

- **STEP 3: Expectations**

- While UNICEF USA views this as a professional development opportunity, the requesting office generally views this as extra capacity for work, and there may not be an orientation or onboarding, or performance check ins during the assignment
- Depending on the current role and TOR/SOW, staff may continue to be responsible for some aspects of UUSA work while on assignment.
- The approved staff member should be prepared to share stories from the field about their experiences when returned such as blog posts, web stories, presentation at All Staff, etc., and serve as a resource for other staff members interested in pursuing stretch assignments opportunities.
- The approved staff member's performance may or may not be factored into the annual performance appraisal process. A review of performance can be requested of the secondment supervisor if desired.

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