



Voluntary Sector Support

Your Guide to Employing Staff



**Essential information when
employing staff for the first time**



Volunteer Centre
Bucks



Contents

Before you start	3
Obligations of an employer	3
The full cost of employing a member of staff	4
Payroll Responsibilities	5
Recruitment & Selection	6
Recruitment	9
Short listing & Interviews	10
Starting work	13
Terms and conditions of Employment Contracts	13
Types of Contracts	14
References	15
Preparing for the new employee	16
Policies & Procedures	17
Further Information	19



Before you start

This guide is aimed at organisations that need to employ someone. It is aimed at small groups that need to know what the process is, and how to go about it. The guide tells you what your legal obligations are when employing staff, and the need for the organisation to use good practices.

It takes you through the steps you need to follow, and takes you through the main stages of employing staff. The guide also signposts you to further resources, and help available.

This is a guide, and not all the information on employing staff could fit into this booklet.

Our Admin Support Team at Community Impact Bucks can help your organisation to work through all the stages mentioned in this pack.

Employment law changes regularly, and is difficult to keep up to date with, so to check the most up to date legal position we would recommend that you have a look on the www.acas.org.uk website. They also have a helpline that answers employment questions 0845 7474747, and produce detailed information guides and handbooks on all topics around employment.

Once the organisation has agreed they have a need for an employee you need to consider carefully your responsibilities & liabilities.

Obligations of an employer

- **Produce a written statement of terms and conditions of employment (this must be provided to an employee within the first two months of employment, if not earlier).**
- **Set yourself up as an employer with the Inland Revenue.**
- **Consider the need for policies and procedures.**
- **Provide a safe environment for staff.**



The full cost of employing a member of staff

The organisation needs to consider how much it will cost to employ a member of staff.

First you will need to do some research into how much you need to pay the new employee and the correct pay rate for the post you are thinking of recruiting for. We would recommend that you research how much other organisations pay for the similar post, this could be done by checking job advertisements in newspapers or websites.

On top of the pay rate the employee is to be paid, you will need to consider other costs, which could include?

- **Recruitment costs.**
- **A payroll service.**
- **Contributions towards National insurance, tax, and pension (if applicable).**
- **Employees Liability Insurance.**
- **Will you need to purchase Professional Indemnity Insurance? This is needed if the organisation provides advice or information to the general public.**
- **Running costs: room rent, heating, lighting, telephone, computer and maintenance. The organisation should review how much it cost per year to run the organisation, and then work out how much will be needed for a staff member (full cost of employing a staff member).**
- **Staff development and training costs.**
- **Will the employee need any other resources to deliver the service?**
- **Managing & supervising the employee, this could include a percentage of a manager's time or expenses for a management committee member to take on this duty.**
- **Funding for staff cover if the employee falls ill, goes on maternity leave, leaves before the contract finishes, or in some cases making the employee redundant.**
- **What happens when the funding ends, you may need to consider redundancy costs?**



Payroll Responsibilities

Registering as an employer with HM Revenue & Customs

When you pay an employee you must check with HM Revenue & Customs if you need to operate PAYE, and register as an employer.

You should be aware that employers are responsible for all tax and NI contributions and pension (if applicable). You must calculate and deduct the correct amount and provide your employees with a pay slip.

From 6 April 2013 legislation changed and employers now have to report PAYE information to HM Revenue & Customs (HMRC) in real time. You may see this referred to as Real Time Information – or RTI.

This means those employers (or their accountant, bookkeeper or payroll bureau) have to:

- **send details to HMRC every time they pay an employee, at the time they pay them**
- **use payroll software to send this information electronically as part of their routine payroll process**

Information on the actions you need to take to operate PAYE in real time can be found on the HM Revenue & Customs website.

For more information go to www.hmrc.gov.uk/employers

Or call the new employer helpline on 0845 607 0143.

If you do not want to run a payroll yourself with all that it entails there are voluntary organisations around the country that provide payroll as one of their costed services. Voluntary Action Leeds offer this as a service <http://www.val.org.uk/page/payroll>



Recruitment & Selection

Once you have decided to recruit, the next step is to develop a good recruitment process.

The management committee will be responsible for developing a range of documents that are needed, and to set up good procedures they can follow.

First you will need to write a job description for the new post.

There is certain information that we would advise groups to add to the job description. You should add all key responsibilities about the role. Below is an example of how it could look.



JOB DESCRIPTION

Job Title: Clerical Officer

Responsible to: Manager

Responsible for: Office Administration

Purpose of role: To be responsible for providing administrative support for the department and for ensuring the smooth running of the office.

Key Responsibilities

- 1.** To manage the room bookings, including booking meetings and making travel arrangements.
- 2.** To take minutes.
- 3.** To manage the information services (filing system, database and address lists).
- 4.** To ensure input to (organisation's) database is consistent and accurate.
- 5.** To manage the stationery supplies, ensuring that there is always adequate stationery and that costs are controlled.
- 6.** To manage the photocopier contract.
- 7.** To provide general administrative support to the Office Manager.
- 8.** To undertake all duties in a way that values others, does not discriminate and promotes equality.
- 9.** To undertake any other duties as may be required from time to time.

Once this is completed, the second part is writing a person specification. To do this you will need to review the job description and write a list of all the skills & experience that you would be looking for in the right candidate.



EXAMPLE PERSONAL SPECIFICATION

Job Title: Clerical Assistant

CRITERIA	Essential or desirable	Shortlist criteria or interview criteria
KNOWLEDGE		
Knowledge of Microsoft Word, Excel, PowerPoint databases and electronic diary management.	E	Shortlist/interview
A knowledge of office procedures.	E	interview
SKILLS		
Able to prioritise and carry out administrative tasks independently.	E	Interview
Shows initiative and takes personal responsibility for completing tasks.	E	Interview
Able to communicate with others courteously on routine matters.	E	Interview
Adopts a positive attitude – willing to assist others even when busy.	E	Interview
Able to write clearly, with correct grammar and punctuation.	E	Shortlist/interview
Able to work under pressure on occasions, to achieve administrative deadlines.	E	Interview
Able to type quickly (40wpm) and accurately	E	Shortlist/interview
EXPERIENCE		
Previous experience of administration, including: typing letters; room bookings; and dealing with a variety of administrative matters simultaneously.	E	Interview
Experience of taking minutes.	E	Shortlist/interview
QUALIFICATIONS		
No specific qualifications required.		Shortlist/interview
CIRCUMSTANCES		
The post is a full time job, but we will positively consider applications from part time workers and job sharers.		Shortlist/interview
Flexible working hours are available for this post.		Shortlist/interview
There is a very occasional requirement for evening/weekend work in this job.		Shortlist/interview



Recruitment

By drawing out the relevant details from the job description this can be used to create a job advertisement.

This advertisement should also contain some contact details of the organisation, how to get hold of an application form, the pay rate, the deadline for applications, and a contact name for any enquires.

Places you may consider when advertising a post could include the local newspapers, web sites, mailing lists, and Jobcentres.

Information packs should be prepared to send out to interested applicants.

They should include the following information:

- ***Application form including Equal opportunities monitoring form**
- **Job description**
- **Person specification**
- **The closing date**
- **Other useful details about the organisation that applicants might find useful and interesting.**

** If you are not sure what the forms should look like, try to get hold of a few from other organisations this will give you a good idea of how yours should look.*

You could decide to accept CVs (which is the applicant's version of their employment history, personal details and experience to date).

We would not recommend this, as it is quicker to read an application form when short listing, if they are all set out in the same format.



Shortlisting & Interviews

Before the closing deadline a panel should be assembled ready to come together soon after the closing date to go through the application forms.

It is recommended that the panel should be made up of three people who should be the same ones who will be interviewing the candidates. It would be advisable to have someone on the panel that has a good understanding of the job you are looking at recruiting for.

All the application forms should be kept confidential, and only the panel should view the forms (the person who receives all the application forms should remove the equal opportunities monitoring forms before the panel start to shortlist).

The panel should look at the application forms and cross-reference them against the person specification for the job to check they meet all the criteria or essential requirements for the post.

Once you have shortlisted, the panel can decide who they would like to invite to an interview. Let the candidates know if you will be asking them to do a test on the day, deliver a presentation, or short role play which needs to be appropriate to the post.

When inviting the shortlisted candidates for an interview, you should include the following information:

- **Date**
- **Time**
- **Venue**
- **Who to ask for on arrival**
- **If they need to bring any documents**
- **Any special needs they may require**

Make sure you give enough time for each candidate.

The interview date is a time you could give them a workplace tour.

Make sure the layout of the room is suitable for interviews, and have ready any equipment a candidate may need for a test/presentation.

At the interview all the candidates should be asked the same questions and marked against any subject that was identified on the person specification.



EXAMPLE INTERVIEW SCORING SHEET

Score each criteria

1. Poor 2. Average 3. Good 4. Excellent

Job Title: Clerical Assistant

Candidate Name: Date:

CRITERIA	Score
<p>KNOWLEDGE</p> <p>Knowledge of Microsoft Word, Excel, PowerPoint, databases and electronic diary management.</p> <p>A knowledge of office procedures Essential Interview.</p>	
<p>SKILLS</p> <p>Able to prioritise and carry out administrative tasks independently.</p> <p>Shows initiative and takes personal responsibility for completing tasks.</p> <p>Able to communicate with others courteously on routine matters.</p> <p>Adopts a positive attitude – willing to assist others even when busy.</p> <p>Able to write clearly, with correct grammar and punctuation.</p> <p>Able to work under pressure on occasions, to achieve administrative deadlines.</p> <p>Able to type quickly (40wpm) and accurately Essential Shortlist/Interview.</p>	
<p>EXPERIENCE</p> <p>Previous experience of administration, including: typing letters; room bookings; and dealing with a variety of administrative matters simultaneously.</p> <p>Experience of taking minutes.</p>	
<p>QUALIFICATIONS</p> <p>No specific qualifications required.</p>	
<p>CIRCUMSTANCES</p> <p>The post is a full time job, but we will positively consider applications from part time workers and job sharers.</p> <p>Flexible working hours are available for this post.</p> <p>There is a very occasional requirement for evening/weekend work in this job.</p>	
<p>*E = essential criteria D = desirable criteria **S = short listing criteria I = interview criteria</p>	Total

Completed by: Date:



Starting work

Terms and conditions of Employment Contracts

The conditions of employment should contain the following information:

- Name and address of employer
- Name of employee
- The date employment commences
- The title or description of the job
- The location of the job
- Pay details
- Pension details
- Working hours and leave entitlements
- Details of the organisations discipline and grievance procedures
- Details of the contract length (permanent or fixed term)

Other useful points you can include are:

- Sick leave and sick pay
- Details of any probationary period
- Information on overtime, time off in lieu or flexi
- Retirement age
- Confidentiality & Data protection
- Expenses
- Maternity, Paternity, Parental & Adoption leave
- Notice requirements

Full details of what should go into a statement is available from the www.acas.org.uk

(Self help guide – producing a written statement)



Types of contract

Different types of contract are available; the group will need to think about/consider which one will be suitable for the post.

Permanent and full time

This is the most common type of contract.

Fixed term contracts

Very similar to the one above, but usually used for short contracts that will not be for more than one year. If the contract is extended the employee will have the same rights as a staff member on a permanent contract, after two years the employee will be entitled to a redundancy payment. There is no benefit at all in issuing a fixed term contract for a period of more than one year, it would be advisable to offer the employee a permanent contract and once the contract ends go through the redundancy process (for more information www.acas.org.uk).

Part time contract

This contract will say how many hours the employee will work, they will have the same rights as a full time worker, although payments should be made on a pro rata basis (%).

Casual contracts

These can be used when no regular work is required, and the employee has no obligation to accept the work, or the employer to offer it.

Zero hour contract

Employers would use these if the employee is not actually working any regular hours, so all the hours of work are 'additional'. This limits the employer's obligation to provide work, and only pays for the hours worked.



References

References should always be taken up before appointing the employee. The request that you send to the referee should give them details of the job the person has applied for, and ask them for information on their suitability for the post.

A reference request should include:

- Name of the applicant.
- Post applied for.
- Person specification.
- Who the reference request is from.
- Comments on attendance, performance, and any other information that they may feel is useful.

Asylum and Immigration Act

It is a criminal offence for an employer to employ someone who does not have permission to live and work in the UK (It is up to the employer to check this) for more information go to www.ukba.homeoffice.gov.uk

Disclosure and Barring Service

The Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA) have merged into the Disclosure and Barring Service (DBS) – CRB checks are now called DBS checks.

A DBS check may be needed for: certain jobs or voluntary work – like working with children, or in healthcare applying to foster or adopt a child

More information can be found on the Gov.UK website

<https://www.gov.uk/disclosure-barring-service-check/overview>

Bucks County Council is registered to conduct DBS checks. Enquiries should be sent to HR Service Desk at hrrservicedesk@buckscc.gov.uk or 01296 382222.

A wide number of organisations also undertake DBS checks . A directory of groups performing this service can be found via the attached link and you can search by County.

<https://www.gov.uk/government/news/launch-of-the-new-umbrella-body-directory>

All unsuccessful candidates should be sent rejection letters.

Once the panel has decided on the successful candidate, an offer letter should be sent out with a start date. It is also good practice to send out the employment terms and conditions as soon as possible (and must be given to the employee within two months of starting).

Where there is a delay in receiving a reference, the employment offer letter or contact should be sent “subject to satisfactory references” and checks if necessary.



Preparing for the new employee

It is really important to spend some time with the new employee to help them settle in and be available for them to contact in case of any issues to help them through the first few months.

Induction checklist should cover

- Introduction to organisation
- Introduction to staff
- Terms & Conditions of employment
- Equal opportunities policy
- Data protection
- Organisation rules

- Health & Safety
- Welfare and employee benefits / facilities
- Dress code
- Health & safety
- Expenses
- Supervision
- Time keeping and time sheets.

This should be signed and dated by the person who carries out the induction and the employee. An example induction checklist is available www.acas.org.uk (advisory handbook – Recruitment & induction)



Policies & Procedures

Organisations have an obligation to put some important policies and procedures in place once they start to think about employing staff.

The minimum essential documentation required includes:

- A written statement of terms and conditions
- A grievance procedure
- A disciplinary procedure
- A health and safety policy
- Pensions information
- Equality and diversity policy
- Rules specific to the organisation
- Sickness absence arrangements
- Annual Leave arrangements

Others policies and procedures that we would recommend an organisation to have are:

- Recruitment policy
- Probation procedure
- Training and development policy
- Appraisal procedure

- Supervision procedure
- Confidentiality / data protection policy
- Maternity / Paternity/ Parental/ Adoption Policies / Procedures

Community Impact Bucks can supply you with templates of some of the above policies and procedures that you can tailor to your own organisation.

Staff Handbooks

It is a good idea for the organisation to slowly produce a staff handbook with all the above policies and procedures, which could include an induction checklist and could include information about the organisation.

Probation period

This is usually the first three, to six months of employment. It gives the employer and employee a chance to change their mind if the job is not working out. This should not come as a surprise and should be picked up with regular supervisions (see below).



Supervision

Supervision should enable staff to:

- **Hear feedback about their performance – positive and areas to improve**
- **Air concerns**
- **Explain how they have completed tasks**
- **Talk through how to approach a particular piece of work, highlighting any additional support or training needed**
- **Discuss how personal factors may be influencing their work and reach an agreed decision about the way forward**

Supervision should enable line-managers to:

- Provide instructions about any aspects of the work/employment (which should usually be recorded)
- Give staff regular feedback (positive and areas to improve) about their work
- Encourage and reward members of staff

Annual Appraisal

The purpose of the Annual Appraisal is to provide an opportunity to take stock of performance over the past year and agree plans for the forthcoming year. Following an Appraisal, employees should feel that their contribution is valued and be motivated and confident in understanding how they will best contribute to achieving targets.

Staff Development

To keep staff it is a good idea to look into training needs for the employee that would help with the job, and help the employee to develop, this also helps sometimes to retain staff, and is an investment to the organisation.

Redundancy

For voluntary organisations the most common reason redundancies occur is that a funded project has come to an end. If this happens the organisation has an obligation to consult with the employee and follow the correct redundancy process.

Employers who have staff who are on fixed term contracts should also go through a redundancy process.

For more detailed information go to www.acas.org.uk



Further Information

All the websites below are valuable resource tools in finding the right information when employing staff.

Community Impact Bucks

Please contact the admin Support Team on:

info@communityimpactbucks.org.uk

0845 389 0389

Her Majesty's Revenue and Customs.

www.hmrc.gov.uk

Advisory, Conciliation and Arbitration Service (acas)

www.acas.org.uk

Helpline 8am – 6pm

0845 47 47 47

Gov.UK

<https://www.gov.uk/>

This website replaces Direct Gov. and Business Link

Disclosure and Barring Service

<https://www.gov.uk/disclosure-barring-service-check/overview>

Home Office UK Border Agency

www.ukba.homeoffice.gov.uk

Health & Safety Executive (HSE)

www.hse.gov.uk

0845 345 0055

Working Families

www.workingfamilies.org.uk

0800 013 0313



More Online Resource Centre Guides

Community Impact Bucks has produced a number of guides on all aspects of running a voluntary or community organisation. These guides can be downloaded from the Online Resource Centre at www.communityimpactbucks.org.uk

Guides available include:

- Your Guide to Voluntary and Community legal structures
- Your Guide to Funding in the Voluntary and Community Sector
- Your Guide to Business Planning
- Your Guide to Sustainable Funding & Financing options
- Your Guide to Project Planning.
- Your Guide to Committee Minutes and Constitution
- Your Guide to Collaborative working
- Good Practice Guide to Involving Volunteers

For further information about any issues raised in this guide please contact:

Community Impact Bucks

Tel: 0845 389 0389

Email: volunteering@communityimpactbucks.org.uk

Web: www.communityimpactbucks.org.uk

Registered Charity No. 1070267

