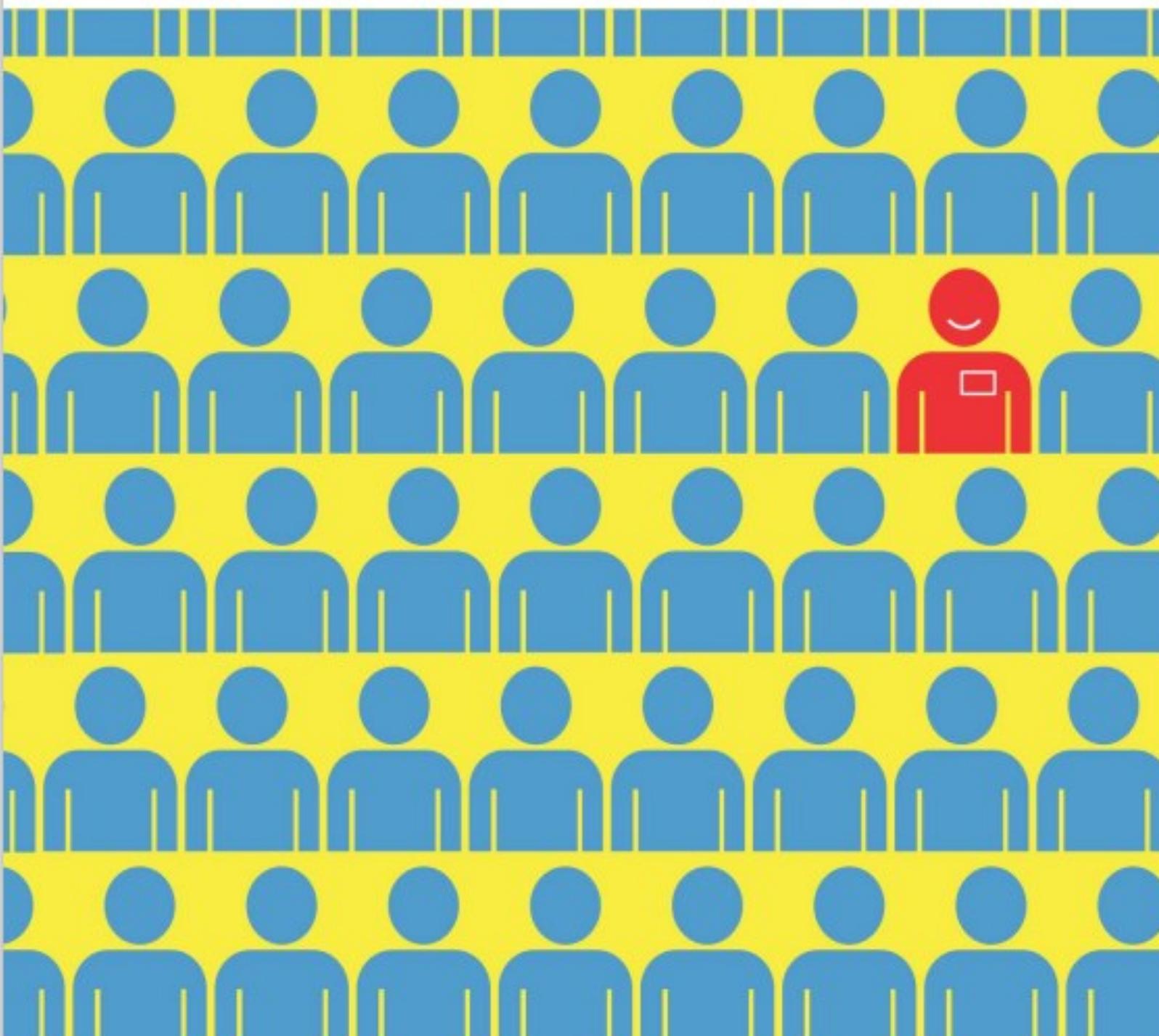




**Community Impact Bucks**  
supporting charities, communities, volunteering

Your Guide to Employing Staff

Essential information when employing staff for the first time



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# Before you start

**This guide is aimed at organisations that need to employ someone. It is for 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 should follow and takes you through the main stages of employing staff. It also signposts you to further resources and help available.

**Please note:** this is a guide, and not all the information on employing staff could fit into this booklet.

Employment law changes regularly, and therefore we advise you to check the most up to date legal position. We would recommend that you have a look on the [www.acas.org.uk](http://www.acas.org.uk) website. They also have a helpline that answers employment questions **0300 123 1100** 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 carefully consider your responsibilities & liabilities.

## Obligations of an Employer

- The employer must provide the principal statement on the first day of employment and the wider written statement within 2 months of the start of employment.
- 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 similar roles, this could be done by checking job advertisements online.

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, computers and maintenance. The organisation should review how much it costs 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 and 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](http://www.hmrc.gov.uk/employers)

Or call the new employers' helpline on **0300 200 3211**.

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 [www.valyouleeds.co.uk/payroll-services-leeds](http://www.valyouleeds.co.uk/payroll-services-leeds)



# 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 spend time gathering information about the job from a variety of sources, whether the position already exists or is new. This analysis provides the information needed for the job description and the person specification. It should include:

- The job's purpose and what duties are involved.
- How and where it could be carried out.
- What outputs would be expected of the jobholder.
- How it fits into the organisation's structure.



# Job description

The job description explains to potential candidates the detailed job requirements such as responsibilities and objectives of the role. It helps the recruitment process by providing a clear overview of the role for all involved. Below is an example of how it could look:

## Job Description

**Job Title:** Administrator

**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 stationary supplies, ensuring that there is always adequate stationary 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 and experience that you would be looking for in the right candidate.



# Person Specification

The person specification states the essential criteria for selection. The characteristics must be clear, demonstratable and avoid bias wording. See below for an example:

<b>EXAMPLE PERSONAL SPECIFICATION</b>		
<b>Job Title:</b> Clerical Assistant		
<b>CRITERIA</b>	<b>Essential or desirable</b>	<b>Shortlist criteria or interview criteria</b>
<b>KNOWLEDGE</b>		
Knowledge of Microsoft Word, Excel, PowerPoint databases and electronic diary management.	E	Shortlist/interview
A knowledge of office procedures.	E	interview
<b>SKILLS</b>		
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
essential shortlist/interview.		
<b>EXPERIENCE</b>		
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
<b>QUALIFICATIONS</b>		
No specific qualifications required.		Shortlist/interview
<b>CIRCUMSTANCES</b>		
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



# Job advertisements

Job adverts should give clear, accurate information about the organisation and the role. They should include:

- Relevant sections from the Job description and Person specification.
- Job location.
- Type of employment offered – for example, is it a fixed-term role?
- The organisation's activities and values.
- Reward and benefits package.
- Flexible working opportunities, where available.
- Details of how to apply and the deadline.

## Attracting applicants

There are many ways to generate interest from potential candidates:

## Employee referral schemes

These schemes usually offer an incentive to existing employee to assist in the recruitment of friends and contacts.

Employers should not rely on such schemes at the expense of attracting a diverse workforce and they should complement other attraction methods.

## External recruitment

The employer's website, commercial job boards, recruitment agencies and professional networking sites such as LinkedIn. Other common ways to attract applicants include links with local colleges/ universities, working with the local Job Centre and using local networks. Using multiple and non-traditional outreach methods widens the talent pool. Recruitment agencies or consultants offer a range of services such as attracting candidates, managing candidates' responses, screening and shortlisting, or running assessment centres on the employer's behalf.

## Internal recruitment

It's important not to forget the internal talent pool when recruiting. Providing opportunities for development and career progression can help retention and support succession planning.



# The Application

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).



# Shortlisting & Assessment

**Selecting staff has two main stages: shortlisting and assessment/ interviews. In both stages employers should ensure that their selection methods treat candidates fairly, without discrimination or bias and the selections are made based on the candidate's ability to perform the role, contribute to the organisation and their potential for development.**

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.

***Please note a panel is not compulsory, especially if the business does not have the required resources, however the person shortlisting and interviewing must ensure they take the same approach for all candidates to minimise bias.***

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.



# Shortlisting & Assessment continued...

## Top Tips for Interviews

- Make sure you give enough time for each candidate.
- The interview date is a good opportunity for you to 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.

*Please ensure questions do not discriminate against protected characteristics, as such questions are illegal and could lead to a discrimination claim. For more information on protected characteristics visit: [www.gov.uk/discrimination-your-rights](http://www.gov.uk/discrimination-your-rights)*

Watch this video for 7 questions you *cannot* ask in a job interview: <https://youtu.be/d-NWji4Hlvq>



# Interview Scoring Sheet

## EXAMPLE INTERVIEW SCORING SHEET

Score each criteria

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

**Job Title:** Clerical Assistant

Candidate Name: ..... Date: .....

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



# Starting Work

A contract of employment is a legally binding agreement between an employer and employee.

The essential elements of the written statement of particulars of employment are set out in UK law. From 6 April 2020, both workers and employees are entitled to receive written particulars from day one of their contract.

The conditions of employment should contain the following information:

- Names of the employer and employee or worker.
- Date when employment began.
- Date on which continuous employment began (employees only).
- Length of notice the employee or worker is required to give and receive to terminate the contract.
- Scale or rate of remuneration, or the method of calculating the remuneration.
- Intervals at which remuneration is paid, that is, weekly, monthly or other specified intervals.
- Terms and conditions relating to hours and days of work, including any terms and conditions relating to normal working hours, days of the week and whether hours or days are variable (and, if so, how they vary).
- Terms and conditions relating to entitlement to paid holidays, including public holidays and holiday pay, in such a manner as to allow them to be precisely calculated.
- Job title or a brief description of the type of work the employee or worker is to do.
- Place of work and address of employer or an indication that an employee or worker is required or permitted to work at various locations.
- Any other benefits (including benefits clearly specified as non-contractual) which are not covered elsewhere in the written statement.
- Details of non-permanent employment or engagement e.g. period of fixed term contract.
- If the employee or worker is required to work outside the UK for over a month: arrangements for working outside the UK including period, currency of pay, additional benefits and return terms.
- Details of any probationary period.
- A contract of employment is a legally binding agreement between an employer and employee.
- Details of training which the employer requires the worker to complete even if the employer does not pay for it.



# Starting Work continued...

Items that can be provided in a **supplementary statement**:

- Terms and conditions relating to incapacity for work due to sickness or injury, including any provision for sick leave and pay.
- Terms and conditions relating to occupational pensions and pension schemes (can be provided within two months).
- Any collective agreements, which directly affect the terms and conditions of employment, including who made the agreements (can be provided within two months).
- Where the individual is required to work outside the UK for a period of one month or more, details of the time they are to work abroad, the currency they will be paid in, any additional remuneration payable, and any benefits provided by reason of working outside the UK and any terms relating to their return to the UK.
- Any other training entitlement (can be provided within 2 months).
- Disciplinary and grievance procedures (can be provided within 2 months).

While the Employment Rights Act 1996 states the items that must be included in the written statement of particulars, employers can refer to their employee handbook or other policies for precise details of issues such as:

- Documents relating to disciplinary and grievance rules and procedures.
- Documents relating to sickness and pensions.
- Documents relating to the detail of bonus or commission schemes.
- Collective agreements.
- Other terms (for example, private health care, overtime, holiday arrangements, retirement).

Full details of what should go into a statement is available from the <https://www.acas.org.uk/what-must-be-written-in-an-employmentcontract/what-the-written-terms-must-include>



# 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.

Fixed term arrangements are particularly useful for absence cover, to meet increased short-term business demands or for the completion of a specific project.

## **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**

A zero-hours contract as 'an agreement between two parties that one may be asked to perform work for another but there is no minimum set contracted hours. The contract will state what pay the individual will get if they do work, and what will happen when they turn down work offered.

Organisation's considering using zero-hours contracts should think carefully about the business rationale for doing this, including whether there are other types of flexible working or employment practices that would deliver the same benefits.

These types of working arrangements are most suited to situations where work fluctuates unexpectedly and where consequently the employer cannot always guarantee work.



# Pre-Employment checks

**Carrying out pre-employment checks, or 'vetting' a candidate, is an important part of the recruitment process whereby organisations consider whether the candidate is eligible for the job role.**

## Right-to-work checks

The global movement of jobseekers has created an obligation on organisations to ensure they are not employing those who do not have permission to work in the UK, or in the role they are employed to undertake.

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](http://www.ukba.homeoffice.gov.uk)

## Criminal record checks

To comply with legal obligations, and to ensure the safeguarding of vulnerable members of society, organisations may be required to request records to determine whether ex-offenders are suitable for particular employment.

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.

More information can be found on the Gov.UK website: <https://www.gov.uk/disclosure-barring-service-check/overview>

Community Impact Bucks is registered to conduct DBS checks. Further information can be found on our website: <https://communityimpactbucks.org.uk/safeguarding-support-for-voluntarygroups/#volunteer-dbs-checks>

A wide number of organisations also undertake DBS checks. A directory of groups performing this service can be found via the government website: <https://www.gov.uk/guidance/responsible-organisations>



# Pre-Employment checks continued...

## Medical checks

With an increasing focus on the inclusivity and diversity of recruitment processes, organisations need to tread carefully when asking questions relating to health and medical information.

## Online and social media checks

The increasing availability of professional, and personal, information online creates an additional source of information that is easily accessible by organisations when determining the overall suitability of an individual, but care must be taken to handle and use this information in the right way.

## Reference checks

Organisations are not usually under any legal obligation to obtain an employment reference, and there is no automatic right to receive a reference from a previous or current employer (except in certain sectors). However, it is common to request at least one reference and, as employers are under a duty of care to provide references that are accurate and not misleading, it is essential that they handle both the provision and receiving of references carefully.

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.

## 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.

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

**An employee's first impressions of an organisation have a significant impact on their integration within the team and job satisfaction. Induction is an opportunity for an organisation to welcome their new recruit, help them settle in and ensure they have the knowledge and support they need to perform their role. For an employer, effective induction may also affect turnover, absenteeism, and employer brand. The induction process depends on the size and nature of an organisation as well as the type of recruit.**

Regardless of organisation size, an induction process should cover practical information about organisational procedures (such as building orientation, health and safety, and information about systems and procedures), company strategy and services (such as company values, strategy, and products and services), alongside job specific information (including department information, discussion about what the job requires and objectives), and an introduction to the wider team. This ensures new recruits have something in their diary in the first few weeks and understand where their role fits and how they can work with others. It's also a good opportunity to share details of employee network groups and organisational initiatives they can get involved with.

An induction checklist should cover:

- Introduction to the 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](http://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. There's no one-size-fits-all approach for designing effective HR policies: the content should be based on the unique needs and characteristics of the organisations and its workforce.

The **minimum** essential documentation required includes:

- A written statement of terms and conditions, for example the Contract of Employment.
- 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.

The above list can be combined within a few separate policies rather than one for each or form the basis of an Employee Handbook (one document, with several sections).

Other policies and procedures that are **recommended** are:

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

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

**NCVO** - <https://knowhow.ncvo.org.uk> gives an overview of policies you should consider having in your organisation and guidance and templates on writing them. Any template will need to be adapted for your organisation and proportionate to your size and scale.

**Community Impact Bucks** has several template policies relating to volunteering which can be adapted for your own use. Visit our website for more information: <https://communityimpactbucks.org.uk/volunteering/we-need-volunteers/resources-to-support-you/>

## 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.



# Policies & Procedures continued...

## 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](http://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 VCSE & Community Development Team:

[info@communityimpactbucks.org.uk](mailto:info@communityimpactbucks.org.uk)

**0330 236 9350**

Her Majesty's Revenue and Customs

[www.hmrc.gov.uk](http://www.hmrc.gov.uk)

Advisory, Conciliation and Arbitration Service (acas)

[www.acas.org.uk](http://www.acas.org.uk)

Gov.UK

<https://www.gov.uk>

Disclosure and Barring Service

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

Home Office UK Border Agency

[www.ukba.homeoffice.gov.uk](http://www.ukba.homeoffice.gov.uk)

Working Families

[www.workingfamilies.org.uk](http://www.workingfamilies.org.uk)

Health & Safety Executive (HSE)

[www.hse.gov.uk](http://www.hse.gov.uk)

Equality and Human Rights Commission

[www.equalityhumanrights.com/en/advice-and-guidance/your-rights-under-equality-act-2010#who](http://www.equalityhumanrights.com/en/advice-and-guidance/your-rights-under-equality-act-2010#who)

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

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