

MANAGING PEOPLE



Tower Hamlets CVS
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This resource is for voluntary and community groups who are thinking about employing someone for the first time or who already employ people and want to check they are doing things right. It takes you all the way through from employing a new member of staff to the end of employment, and there is also a section about managing volunteers. There are also links to further information for areas that you need to particularly focus on.

Your obligations and the law

All employers, no matter their type or size, must comply with employment law, including the Employment Rights Act 1996 and the Equality Act 2010. ACAS gives further information about employment law: [Work and employment law advice / Acas](#). The Charity Commission also gives a useful guide: [Charity staff: how to employ paid workers - GOV.UK](#). You must protect your employee rights including around maternity, paternity, adoption, parental bereavement and statutory sick pay.



There are a number of other things that you must do by law:

- ✓ Generally speaking, every organisation that employs staff must take out Employers Liability Insurance. The Charity Commission gives details of the insurance that charitable organisations must have: [Charities and insurance - GOV.UK](#).
- ✓ As an employer you must provide a workplace pension scheme. The Charity Commission gives this guidance: [Set up and manage a workplace pension scheme: Employers and eligible staff - GOV.UK](#). For further information see the Pensions Regulator: [New employers / The Pensions Regulator](#).
- ✓ If your organisation works with children or vulnerable adults you must safeguard them.
- ✓ You must comply with health and safety legislation (the Management of Health and Safety at Work Regulations 1999) and protect your employees and others from harm. The Health and Safety Executive provides detailed guidance and risk assessment templates: [Managing risks and risk assessment at work – Overview -HSE](#).
- ✓ If your employees use computer screens daily for more than an hour you must do a workstation assessment. The Health and Safety Executive has a template which you can use: [Display screen equipment \(DSE\) workstation checklist](#). You must also provide an eye test for regular computer users and glasses if an employee needs them only for that use.
- ✓ Every employee must have a contract before they start, which sets out the main terms of their employment. This can be verbal but it's good practice to put something in writing – you could use the template that ACAS provides: [Templates for written statements | ACAS](#).



Before you employ someone

Before you employ someone you will need to:

- ✓ Have the right written policies which set out how any employees will be treated, protected and how you expect them to behave. The key ones are grievance, disciplinary, capability, safeguarding and code of conduct. There are a number of free templates available such as a code of conduct template from Charity Excellence: [Charity Staff and Volunteer Code of Conduct Template](#) and this grievance policy template from ACAS: [Example grievance procedure / Acas](#). NCVO members can access their sample disciplinary procedure here: [Sample disciplinary procedure | NCVO](#).
- ✓ You should also consider writing policies on recruitment and equality, equity, diversity and inclusion.
- ✓ Think about what it is you want the new person to do. Write a job description and person specification which sets out the duties of the role and the kind of skills and experience you are looking for. ACAS has a template which you can use to start: [Job description templates / Acas](#). Include only the skills and experience which are necessary for the role so that you open it up to as many candidates as possible. Try to avoid gendered language and jargon. You can use an online tool to help with this: [Gender Decoder: find subtle bias in job ads](#). Talk about your organisation, the work it does and why it's a good place to work. As well as salary, say if there are any other benefits such as flexible working.
- ✓ Consider and explain the working arrangements for the job, including how many hours per week the person will need to work, their holiday entitlement, duration of the contract, and any expectations around home working and evening/ weekend work.
- ✓ Decide how much you are going to pay and what the hours will be. There is a legal minimum wage and many organisations choose to use [London Living Wage](#) as a minimum. Look at [Tower Hamlets CVS](#) and [Volunteer Centre Tower Hamlets](#) websites to see what similar organisations are paying. You can also look at the annual salary surveys from recruiters such as [Harris Hill](#) and [Charity Job](#). You should try to build realistic pay into your funding applications – it is important that people are paid fairly according to their skills and experience.
- ✓ Identify what kind of employment is appropriate. There are several different kinds of status, including employee, worker or self-employed. There are rules around each of these – you can't simply choose. This can be complicated, and there are more details here: [Employment status and employment rights - GOV.UK](#). If you are unsure ACAS can give telephone advice through their helpline: Tel: 0300 123 1100 (Monday – Friday, 8.00am - 6.00pm). You can also use the government's [online tool](#), to help you decide the person's employment status for tax purposes.
- ✓ **Make sure you have the right systems in place to be able to calculate and pay people's wages, contribute to their pension, and make and pay the appropriate monthly tax and national insurance deductions.**

Recruitment

It can be useful to have a recruitment policy which sets out how you will recruit. It's an important area to get right, both to ensure that you are not discriminating against anyone and to make sure that you get the right person for the job. There is a lot of information about how to make your recruitment as inclusive as possible. CIPD offers guidance here: [Inclusive recruitment: Guide for employers / CIPD](#).

Write an advert for the role. Try to give an honest idea of what it involves and what kind of skills and experience you are looking for. It's best to include the kind of employment you are offering, the length of the contract and the salary. NCVO gives guidance on this: [Designing the role / NCVO](#).

Set a deadline that will allow people enough time to submit high quality applications. One month usually gives enough time.

Decide how you want people to apply. Some organisations ask applicants to fill in a form, whilst others ask for a CV and cover letter.

It is common to ask applicants to submit some equalities information about themselves at the same time as providing their application. Any personal details should only be used to help you assess the reach of your application process, should be kept separately to the applications, and should not feature in your decision making process.

Then you need to get the word out

- Tower Hamlets CVS has a [jobs page](#) advertising a wide range of jobs and opportunities in voluntary and community groups in Tower Hamlets. It is free for members (and [membership](#) is free).
- Volunteer Centre Tower Hamlets has a page which advertises [volunteer management roles and volunteer opportunities](#) in Tower Hamlets.
- Voluntary and community groups can advertise their vacancies for free on the council's jobs portal. You can do that by emailing employers@towerhamlets.gov.uk.
- [Charity Job](#) offers adverts which can reach a wider audience than Tower Hamlets (although you have to pay for them) and are particularly useful if there is a role that you are finding it hard to fill.

Shortlisting

- Once the deadline has passed and all applications are received, read through all of them and narrow them down to a shortlist of those you want to interview.
- Shortlisting and interviewing are usually done by a panel of people from your organisation, which can include some managers and some trustees. Having the same group of people look at the applications means they will all get the same consideration. Having diverse perspectives and experiences on the panel can help to balance out personal biases that sometimes happen when the work is done by just one person.
- Shortlisting should assess how well an applicant's application meets the person specification and/or is a good fit for the job description. It can help to use a scoring process to help with this.

Interviews

Many organisations do not reply to people who apply for jobs but it's always a good idea to let people know if they have not got an interview. At interview it's best practice to treat all candidates the same, and a good way to do that is to decide on a list of questions (based on what you asked for in the person specification). You can then ask each candidate the same questions so you can compare the effectiveness of candidates' answers to questions. If you are making notes in the interview you should keep them neutral as candidates can request to see them. They should be kept for a period defined in your data protection policy. Always ask if a candidate needs any adjustments to the interview to enable them to take part.

- ✓ Interviews should be warm and welcoming. One way to help candidates feel at ease is to provide the questions 24 hours beforehand.
- ✓ Make sure you allow enough time for each interview, and for any tests or presentations you might ask candidates to complete. Build in some time for candidates to ask questions of the panel, and for the panel to discuss their decision.
- ✓ NCVO gives some guidance on shortlisting and interviewing here: [Shortlisting and interviewing for the role / NCVO](#).

Starting employment

Starting work is a critical time, so it's important to get things right. Spend some time thinking about what you want that person to do, what their objectives are, who they need to know, and what equipment they need.

Set up an induction. This means planning the first couple of weeks. Take the new starter through their contract, health & safety (fire exits, evacuation procedure, first aiders and first aid box), who their line manager is, IT arrangements, who to go to if they have questions and an introduction to colleagues. Starting a new job can be one of the most stressful life experiences, so do everything you can to make someone feel welcome especially in those first few weeks. A nice idea is to take them out for lunch with colleagues. Ask about any disabilities and reasonable adjustments they need. ACAS has a template to review that: [Reasonable adjustments review template | Acas](#).



Paying people

There is detailed guidance on paying employees here: [Payroll - GOV.UK](#). Paying employees should be done by someone suitably qualified who understands employment law.

You should always research providers and seek quotations to make sure you get a service that is suitable for your needs.

Probation

The probationary period is a period of time (often six months) which acts as a trial period and should be specified in a contract. It is good practice to end the probationary period with a review meeting looking at what's gone well, what could have gone better and what that person's objectives are for the coming year. Any issues around a new employee's capability, performance or conduct should be raised before the end of the probationary period (not for the first time at the review meeting), and this probationary period can be extended in writing if necessary.

Work planning and supervision

Every person who works for you needs a clear understanding of what they are supposed to be doing. This helps your organisation to achieve its goals, supports the person to do their best and ultimately creates happier teams. Everyone should have clear, short and long-term objectives, and these should reflect some of the organisation's objectives. If you have organisational values these should be included as well.

Book in regular 1-1 supervisions with your employee. Use a template so you remember to ask them the right questions. Record what is said in writing. This gives greater clarity on what has been agreed and avoids disputes.

Support your employees to perform well. CIPD has tools and guidance on performance management: [Performance Management Factsheets / CIPD](#).



Training

You should make sure that your employees have the skills to do their jobs and to continue learning and thriving. CIPD offers a number of resources to identify and develop talented people: [Talent management Factsheets / CIPD](#). It's also really important that your line managers know how they can best support the employees they are managing:

- Community Education Provider Network (CEPN) offers training for the health and social care workforce (including voluntary and community groups): [Tower Hamlets Community Education Provider Network and Training Hub](#).
- East London Business Alliance (ELBA) offers professional development opportunities and mentoring: [ELBA](#).
- Directory of Social Change offers a variety of training: [Directory of Social Change - Charity training](#).
- National Council for Voluntary Organisations (NCVO) offers a wide range of training: [Training and Events | NCVO](#).



Inclusion and wellbeing

Voluntary and community groups can be great places to work, with their positive values and contribution to making a difference in society. They can also be stressful and difficult if the organisation is working with few resources and with communities experiencing trauma. Looking after your team is vital.

Think about how you will support your team. You could consider building the cost of reflective practice sessions or counselling into funding applications. Give employees chances to meet with others through team meetings and social events. Recognise the different needs of your team and make sure that everyone is included. That might include days off for Eid or other religious holidays, social events that everyone can take part in, and designated places to pray.

Practical ideas to embed wellbeing into your team

- Being clear with people that you do not expect them to work outside their hours (and modelling this behaviour yourself).
- Consider holding online meetings for 50 minutes (rather than an hour), as that's likely to give people a break between meetings (make sure you start on time though.)
- Consider holding a standing meeting or encouraging people to move around and change positions during the meeting.
- Embed a short wellbeing exercise (a 'mindful minute') in some meetings.
- Saying thank you. You may think you already do, but acknowledging when someone does a good job is a very powerful way to make them feel good. However, saying 'thank you for your hard work' could be improved by making it more specific, e.g. 'I really appreciate how you put in the extra effort to get that newsletter out on time', or 'thank you for taking the minutes – I liked the way they were simple and direct'. It's also a good idea to give these acknowledgements as near to the time as possible.
- If you can afford it consider signing up to an Employee Assistance Programme, to offer support around a variety of issues including stress and anxiety.

Other wellbeing resources

- Promoting positive mental health in the workplace: [ACAS](#).
- Mind provides resources about mental wellbeing at work: [Workplace - Mind](#).
- The Happy Manifesto gives 10 core principles for making your organisation a happy workplace: [The Principles - The Happy Manifesto](#).



End of employment

The notice period that an employee must give should be set out in their contract. When someone resigns you should ask for their resignation in writing. Please confirm with them the last day of their employment and whether there is any outstanding annual leave for them to take before that date.

Set a date for an exit interview and ask the employee for their feedback. The idea is to enable them to leave positively and for you to learn if there is anything you could improve.

Redundancy

Sometimes redundancy is necessary. There are rules about how to do this fairly and ACAS sets these out here: [Redundancy | ACAS](#).



Managing volunteers

Volunteer Centre Tower Hamlets has many excellent resources for managing volunteers: [Managing Volunteers - Resources - Volunteer Centre Tower Hamlets](#). They also offer training, a bulletin and 1-1 support free to any voluntary and community group in Tower Hamlets.

When things go wrong

- If someone says they are stressed at work, take it seriously. You could carry out [a stress risk assessment](#).
- If someone says they have too much to do, take it seriously. Their line manager should work with them to understand the work they have to do and help them to prioritise it. Please ask your staff if there are any adjustments that they need.
- If someone is struggling with their mental health Mind offers a [wellness action plan](#) which gives structured questions to help you discuss mental health with your employee. Anyone can use it.
- To identify potential risks that could affect an employee's physical and mental health you could consider an occupational health assessment. This might be used when someone returns to work after a significant illness.
- Provide resources to support your employees, for example for urgent mental health support: [Urgent and other support – Thrive LDN](#).
- ACAS offers an early reconciliation service: [ACAS Dispute Resolution](#).
- Sometimes if things go wrong you may need support. Tower Hamlets CVS can provide the names of some HR advisors who can give the expert advice you need.



If you have any questions about any of the information in this resource, THCVS can give 1-1 support and advice. Please email us at info@thcvs.org.uk.