



**HR**

**PROCEDURES**

**GUIDE**

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## **INTRODUCTION**

The legislative responsibilities and day to day management issues and decisions required of a Parochial Church Council, as an employing body, can seem very daunting; particularly in the light of its Christian purpose, identify and ethos.

This HR Procedures guide is, therefore, intended to help; although any PCC is, of course, free to make all its own arrangements as it is an independent employer.

Inevitably this guide cannot cover all issues that may arise. It is, therefore, advised that further specialist advice is sought when required. The Diocese has access to a wide range of professional knowledge and skills, and details about these may be initially sought from the Central Services Manager.

The following websites may also prove useful with particular legislative queries:

[www.directgov.uk](http://www.directgov.uk)

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

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

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

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

**Please note that whilst every attempt is made to update the guide regularly, the Diocese cannot take responsibility for its accuracy at all times.**

# **RECRUITMENT AND SELECTION**

The main stages in good practice Recruitment and Selection are:-

**JOB ANALYSIS**



**JOB DESCRIPTION PERSON SPECIFICATION**



**ATTRACTING AND MANAGING APPLICATIONS**



**SELECTING CANDIDATES**



**MAKING THE APPOINTMENT**



**SEEKING REFERENCES**

## Job analysis

Job analysis refers to the process of collecting and analysing information about the tasks, responsibilities and the content of a job. The job description and person specification are the output of the job analysis. Sometimes the analysis may actually show that the vacancy can be covered in other ways eg by distributing the tasks between other people.

It is important to be realistic when determining requirements; bearing in mind the available budget for covering not only salary but, pension contributions and on-costs such as holiday, sickness pay, and NI contributions. For further information about PAYE and NI requirements please see [www.hmrc.gov.uk](http://www.hmrc.gov.uk)

## Job description

Whether the position already exists, or is new, a job description is desirable because it can provide the framework for recruitment and selection activities as well as being used to measure employee's performance. Even if one already exists it may need to be updated or changed.

To rely on a job title alone is not enough as interpretations differ between people and organisations.

A job description is, therefore, used to describe the tasks and responsibilities of a job and indicate the likely working conditions. ***Please see Appendix 1 for a useful template to adapt.***

## Person Specification

This is a description of the ideal person to fill the particular job that is vacant. It is a detailed list of the skills and qualities that need to be looked for, usually differentiated into essential and desirable categories. To ensure equality of opportunity care must be taken not to inflate requirements especially those related to academic qualifications and length of experience. In essence a person specification should cover three areas of requirements: knowledge, skills and personal attributes or qualities. ***Please see Appendix 2 for a useful template to adapt.***

## Employee Status

Before advertising it is important to decide whether you wish the post to be filled on a self employed or employed basis.

There is much legal debate about who is employed or self-employed and even where an arrangement has been approved by HM Revenue and Customs or the DWP it has often been for the courts to decide the status of an individual. Both organisations do, however, have useful guidance on their websites.

In general terms, where an individual is clearly working on his/her own account, can be employed by others, has a high degree of control about how a particular job can be done, can say 'no' to work offered, and (s)he usually works from his/her own premises, they can be considered to be self

employed. Financial remuneration will then usually be by regular invoice, with no deductions.

Where the individual has the right to receive sick pay, holidays and holiday pay, work is directed and managed with a mutual obligation for the employer to provide work and for the individual to undertake the work then they can be considered an employee. It is important, in this case, that terms and conditions of employment are covered at the outset to avoid misunderstanding, that expected standards are set and that statutory provision is complied with.

Fixed term contracts can be used when the funding is limited but it must be remembered that fixed term employees have the same legal rights as permanent employees ie rights to claim for unfair dismissal after one year's service and redundancy payments after two year's service. Fixed term contracts can be renewed but previous service will be counted as part of their continuous service and after four years they will automatically attain permanent status.

It should also be remembered that part time employees have exactly the same rights as full time employees.

***It is important to remember that volunteers can attain employee status even if this is not intended – please refer to the document 'Managing volunteers' for further guidance.***

***Be wary of giving honorariums as they blur the boundaries. If you do give one see Appendix 19 for a template letter.***

### **Attracting and managing applications**

BEFORE resorting to external recruitment it is usually desirable to ensure that all possible internal candidates have been given consideration because it saves time and money and, as the person is already known, means it is easier to predict future performance.

Where this is not possible, there are a number of methods that may be used to encourage suitable candidates to apply:

- Agencies – privately run agencies provide shortlists of candidates and expect payment after employment of a successful candidate. There are two types; general (these deal with clerical/typing/office work) and specialist or senior (these deal with professional jobs only). Agencies can analyse jobs, prepare job descriptions and person specifications, advertise, interview, test and send shortlists to clients.
- Job centre – this service is free but may get a large response which is difficult for a small organisation to handle.
- The internet
- Advertising

When preparing adverts three fundamental questions must be addressed:

- What to say – using key information from the job description and person specification will help determine the selection of relevant points
  - How to say it – advertising must be specific, honest and appropriate whilst also attracting applicants to apply. The balance must be found between over and under selling the job as the candidate's first impression of the organisation will be formed at this point.
  - Where to say it – adverts can be placed internally through in-house posters, notice boards, the intranet and internal newsletters, as well as externally through local and national newspapers and trade and professional journals. The choice will depend on the target audience.
- APPLICATION FORMS OR CV's?

CV's allow candidates to state their qualifications, experience etc in a way that reflects their written and presentation skills. They are particularly useful for marketing or selling jobs, senior positions and for agencies when dealing with large numbers of applicants

APPLICATION FORMS are useful as they ensure consistent and standardised information is submitted and that the information received is specific and relevant to the organisation's needs. ***Please see Appendix 3 for a useful template to apply.***

## Selecting candidates

### SHORTLISTING

This consists of matching the candidates to the job description/person specification. It may be useful to devise a scoring system to ensure consistency and transparency.

### INTERVIEWING

The interview is still the most common selection method used.

## Good interview techniques

DO	DON'T
<ul style="list-style-type: none"><li>• establish rapport</li><li>• encourage the candidate to talk - approx 2/3rds of the time</li><li>• prepare thoroughly and structure the interview</li><li>• maintain control over the direction and time taken by the interview</li><li>• use appropriate questioning techniques</li><li>• actively listen</li><li>• restate/summarise regularly</li><li>• gather sufficient information</li><li>• keep body language and tone of voice encouraging but neutral</li><li>• take notes</li><li>• allow enough time</li><li>• ensure all interviewers are trained</li><li>• provide information</li></ul>	<ul style="list-style-type: none"><li>• start the interview unprepared</li><li>• plunge too quickly into demanding questions</li><li>• ask inappropriate questions</li><li>• jump to conclusions on inadequate evidence</li><li>• pay too much attention to isolated strengths or weaknesses</li><li>• allow the candidate to gloss over important facts</li><li>• talk too much</li></ul>

## References

References are useful for checking factual information and ensuring that candidates have been honest on the forms regarding reasons for leaving but they can also be open to error and abuse. References must ALWAYS be taken up in writing – if telephone references are taken notes MUST be made as these will all be put on the individual's record (under Data Protection legislation, individuals have the right to ask to see their personnel records)

***Please see Appendix 4 for a useful template for a reference request letter, Appendix 5 for a sample offer letter and Appendix 6 for a sample regret letter, all of which may be adapted for your use.***



## **SUMMARY – Recruitment process checklist**

1. Does the vacancy need to be filled?
2. If so, are the job description, pay and terms and conditions of employment up to date and relevant?
3. Is the person specification up to date? Does it properly reflect the criteria necessary for the person to do the job?
4. Is the proposed advertising medium the most cost effective and relevant?
5. Have steps been taken to ensure that there is nothing discriminatory in the job description, person specification, advertisement and selection process that will be used?
6. If an application form is to be used, does it collect the information relevant to the nature of the vacancy?
7. Has an information pack containing essential background to the organisation and the job been prepared for prospective applicants?
8. Has the method of selection been decided?
9. Has the recruitment process been properly timetabled and arrangements made to ensure that applicants are kept informed of key dates in that process?
10. Are any proposed tests relevant and free from bias?
11. Is the shortlisting process free of bias?
12. Have interviewers been trained and have those interviewing planned the format and the questions to be asked?
13. Have the scoring systems in the selection process been agreed?
14. Are any candidates disabled? If so, have enquiries been made about reasonable adjustments needed during the selection process?
15. Has it been decided when references will be requested and what information will be sought?
16. Have the processes for checking candidates' right to work in the UK been established?
17. Have DBS checks been undertaken, if required.

18. Are the administrative systems in place to issue contracts of employment? Contracts of Employment consist of a job description, a job offer (verbal or written) and a Statement of Particulars.
19. Have unsuccessful candidates been informed?
20. Have documents been stored in line with data protection requirements?

## **Managing your worker**

Having invested a lot of time and money in the recruitment and selection process, in order to ensure the most suitable person is recruited for the role, many organisations believe the work stops there. However, the value of building strong working practices beyond recruitment cannot be underestimated.

The sections below cover some of the most important areas for consideration. However, even before attending to these, it is critical that decisions are made regarding who is taking management responsibility for what; including, who will be providing mentoring and support.

## **INDUCTION**

### **Introductory notes**

A new employee's induction should be given careful attention to ensure that they become an effective and motivated member of their team as soon as possible

Induction should not be a brief one-off event that takes up only the first day of the new employee's employment, but should instead be designed to last over a period of several weeks.

The induction process should as a minimum include introductions to the organisation, the workplace, the people, the job, health and safety requirements, terms and conditions of employment and the working environment.

It is usually of benefit to the organisation and the new employee to stipulate a probationary period; at the end of which a review is carried out. Probationary periods have no meaning in law as any qualifying period required for rights and entitlements in employment starts to run from the date employment commences.

In carrying out induction, it is important to ensure that no employee is placed at a disadvantage because of his or her gender, gender reassignment, marriage or civil partnership status, pregnancy, race, religion or belief, sexual orientation, age or disability.

### **The content of the induction programme**

Starting a new job is inevitably a stressful experience and the new employee will need support to help settle in. The type of induction programme will vary depending on the new employee's:

- level of responsibility;
- job duties;
- previous work experience; and
- individual training needs.

Any induction programme should, however, involve input from a number of different managers and colleagues of the new employee and between them they should be tasked with providing a range of relevant information and assistance. Appropriate documentation should also be issued for information and reference purposes, to allow the new employee to take in the relevant details at his or her own pace.

The type of information that should be given to the new employee as part of the induction process should include:

- an introduction to people - the new employee's colleagues, managers of other departments and other relevant people;
- an introduction to the workplace - a guided tour of the building including key locations such as fire exits, toilets, canteen, coffee/tea facilities, photocopier, etc;
- an introduction to the organisation – its mission and objectives and its structure
- an introduction to the role - key responsibilities of the job, job duties and expected standards of performance;
- an introduction to health and safety procedures and rules; **it is critical that a health and safety policy exists and meets legislative requirements** (please see [www.hse.gov.uk](http://www.hse.gov.uk) for further information)
- an introduction to terms and conditions - working hours, sickness absence procedures, holiday entitlements, disciplinary and grievance procedures, perks associated with the job, etc; and
- an introduction to the office environment - an explanation of telephones, filing systems, use of e-mail and the internet, etc.

***(Please see Appendix 7 for a contract of employment template, Appendix 8 for recommended contents of a Staff handbook and Appendix 9 for an induction checklist. Please also see Appendix 18 for a contract for services template which may be used for contractors )***

## **MANAGING SICKNESS ABSENCE**

For SSP and planning reasons it is important that all staff follow clear procedures for reporting sickness absence. Typical procedures could include:

### **REPORTING PROCEDURES FOR ABSENCES DUE TO SICKNESS OR INJURY:**

- *On the first working day of your absence you must notify your line manager, by telephone, at the earliest possible opportunity. You must then continue to remain in contact throughout the period of your sickness absence.*
- *For all absences you must complete a self-certified sickness form to cover the first 7 calendar days and submit this to your line manager no later than the 10<sup>th</sup> day after the first day of sickness absence. Forms can be obtained from your line manager.*
- *For absences of more than 7 calendar days you must also obtain a doctor's certificate and send it to your line manager. Subsequent doctor's certificates must be sent as received.*
- *Failure to comply with the above rules or to give false or misleading statements may render you liable to disciplinary action including dismissal in serious cases*

If a member of staff has been absent for over a month, or presents a fit note which requires alterations to working practices, it is advised that line managers conduct a return to work interview. ***Please see Appendix 10 for an interview form to adapt. Also, a sample self certificate may be found in Appendix 11.***

## **MANAGING PERFORMANCE**

### **Performance appraisals**

Appraisals are important, and should be given due time and attention, both by the appraiser and by the appraisee. They give managers the opportunity to give feedback on past performance, identify strengths and weaknesses, agree future objectives and discuss long and short-term career plans, and assess training requirements.

The appraisal review should be a two-way process and both appraisee and appraiser should be given time to prepare beforehand. It should take place on an annual basis but be the culmination of many informal reviews throughout the year.

It is important that the appraisal focuses upon some clear objectives so that the effort it demands from both appraisers and appraisees can be directed towards specific outcomes. The benefits of appraisal in terms of improved communication and enhanced performance, both for the individuals involved and for an organisation, will be achieved only by the continuous commitment of all those involved in the scheme.

A report should be produced after the appraisal interview to give a formal record of the discussions. ***Please see Appendix 12 for an appraisal record form template for you to adapt and use.***

### **Capability procedures**

Capability is defined in the Employment Rights Act 1996 as the skill, aptitude, health or any other physical or mental quality necessary to perform effectively in a particular role. It also includes relevant qualifications meaning any degree, diploma, or other academic, technical or professional qualification.

The main objective of a capability procedure is to help employees, whose performance falls below an acceptable minimum standard, to improve in a fair and just way.

***Please see Appendix 13 for a sample capability procedure for you to adapt.***

### **Discipline procedures**

For a matter to be classified as a discipline issue it has to be a serious breach of the standards of **conduct** expected from employees.

***Please see Appendix 14 for a sample disciplinary procedure for you to adapt, based on guidance issued by ACAS for small organisations.***

## **Grievance procedures**

Employees have the right to seek redress where they feel they have been unfairly treated in connection with their conditions of service, bullying or harassment or equal opportunities issues.

***Please see Appendix 15 for a sample grievance procedure for you to adapt, and some guidance notes from ACAS***

## **THE DEPARTURE OF EMPLOYEES**

### **Resignation and Retirement**

Employees wishing to leave are required to give notice and this should be detailed in their Statement of Particulars of Employment. Similarly, they will be entitled to minimum periods of notice, as set out in their Statement of Particulars of Employment.

The default retirement age was abolished in April 2011. Employees, therefore, have the right to continue working beyond the age of 65 years even if they are entitled to receive state pension.

Currently, any employer who employs over 5 people should give access to a stakeholder's pension scheme. There is no legal requirement for an employer to contribute to such a pension scheme but by 2016 this will have changed.

### **Exit Interviews**

Exit interviews help employers understand the general issues which are important to staff, to learn about its successes and failures as an employer, and encourage it to review its recruitment and employment policies and procedures. ***Please see Appendix 16 for a sample exit interview form.***

### **Redundancy Provisions**

If it becomes necessary to make redundancies it is important that full consultation is undertaken with the individual employees concerned as soon as possible. Consultation should cover ways of avoiding or minimising redundancy and the adoption of fair and objective selection criteria. Redundancy payments should, at a minimum, be in line with statutory requirements and any employee who receives such a payment should be given written notification of the way in which it has been calculated.

***Please see Appendix 17 for notes on the redundancy consultation process.***



**JOB DESCRIPTION**

**JOB TITLE:**

**RESPONSIBLE TO:**

**RESPONSIBLE FOR:**

**MAIN PURPOSE OF THE JOB:**

**KEY DUTIES AND RESPONSIBILITIES:**

**WORKING CONDITIONS:**

**PERSON SPECIFICATION****Job title**

	<b>Essential</b>	<b>Desirable</b>
<b>Qualifications</b>		
<b>Attainments/competencies (list as required)</b>		
<b>Previous experience required</b>		
<b>Special aptitudes (oral or written skills, manual dexterity)</b>		
<b>Physical abilities, circumstances (but only if a justifiable requirement for the job)</b>		

**APPLICATION FORM**

**Post Applied for:**

**Personal Details:**

Surname (Block letters)

Other names:

Address

Telephone

If you are from outside the European Economic Area, do you need a work permit for this post? YES/NO

**Education and training**

School(s) attended

Details and results of any examinations taken

Further and Higher Education (e.g. technical college, evening classes)

Any craft or other training

**Employment history**

Present employer

Address

Job title

Duties

Rate of pay

Date employed: from                      to

Reason for leaving

<b>Previous posts (please start with the most recent):</b>			
<b>Job title:</b>	<b>Employer:</b>	<b>Dates (from-to):</b>	<b>Salary:</b>

Please give any details you feel are relevant in support of your application, including why you are interested in this post. Use additional sheets if necessary.

## References

Please give the details of two referees, stating how long you have known them. (One should be your current or most recent employer.) References for shortlisted candidates will be taken up before interview unless you request otherwise.

<b>1. Name:</b>	<b>2. Name:</b>
<b>Address:</b>	<b>Address:</b>
<b>Telephone number:</b>	<b>Telephone number:</b>
<b>Occupation:</b>	<b>Occupation:</b>
<b>Time known:</b>	<b>Time known:</b>
<b>May references be taken up before interview?</b>	<b>May references be taken up before interview?</b>
YES/NO	YES/NO

## Cautions and Convictions

The amendments to the Exceptions Order 1975 (2013) provide that certain spent convictions and cautions are 'protected' and are not subject to disclosure to employers and cannot be taken into account.

Guidance and criteria on the filtering of these cautions and convictions can be found on the Disclosure and Barring Service website.

Do you have any convictions, cautions, reprimands or final warnings that are not 'protected' as defined by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (as amended in 2013)?

Yes ·· No

If yes please give details on a separate sheet.

If you have a disability please tell us about any adjustments we may need to make to assist you at interview

**Data protection**

Information from this application may be processed for purposes registered by the Employer under the Data Protection Act 1998. Individuals have, on written request the right of access to personal data held about them.

By signing this form you agree to us processing the data you have supplied in this application form for the purpose of recruitment and selection.

I can confirm that to the best of my knowledge the above information is correct. I accept that providing deliberately false information could result in my dismissal.

Signature

Date

**REFERENCE REQUEST LETTER**

<b>Name [of employee or prospective employee]:</b>		
The person named above has applied for employment with this PCC in the post of [job title]. This post will involve the following key job duties [list key job duties]		
We are seeking a reference in respect of the applicant, who has given his/her consent for us to approach you for this purpose.		
We would be grateful if you could answer the following questions as fully as possible:		
Did the applicant work for your Company?	Yes	No
If yes, what were the applicant's start and leaving dates?		
<b>Start date:</b>		
<b>Leaving date:</b>		
What was the applicant's job title with your Company?		
What were the applicant's main job duties?		
Did the applicant have supervisory responsibility for other staff?	Yes	No
Did the applicant have any responsibility for recruitment, appraisal, discipline or dismissal?	Yes	No
Did the applicant have any responsibility for money, materials or goods?	Yes	No
Did the applicant have any responsibility for computer operations or computer programming?	Yes	No



<b>What is your assessment of the following elements in relation to the applicant?</b>				
	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>
<b>Quality of work</b>				
<b>Quantity of work</b>				
<b>Dedication to the job</b>				
<b>Ability to work without supervision</b>				
<b>Working relationships</b>				
Did you find the applicant to be honest and trustworthy?			Yes	No
Did you find the applicant to be reliable in carrying out his/her duties?			Yes	No
Was the applicant's time-keeping satisfactory?			Yes	No
Did the applicant have any disciplinary warnings during his/her last 12 months' employment with your company? If so, please comment, if possible on the nature of these warnings:			Yes	No
What was the reason for the applicant leaving your company?				
Do you think the applicant would be a suitable person to perform the job described above?			Yes	No
Would you re-employ the applicant?			Yes	No
Please comment further, if possible, on the applicant's suitability for employment into the post described above.				
Any information that you choose to give us will be treated in the strictest confidence. Thank you very much for your assistance.				

**SAMPLE OFFER LETTER**

Dear XXX

**POST**

I am writing on behalf of the Parochial Church Council (PCC) of XXX to follow-up your recent interview and subsequent verbal offer made by the Rector/Vicar XXX

As you know, I am pleased to be able to offer you the post of XXX based at XXX.

This offer is subject to the PCC receiving satisfactory references, evidence of the right to work in the UK and to you being CRB cleared.

The post is FULL/PART TIME and will be subject to a XX month probationary period. Your working hours will, therefore, be XX per week and your working pattern will be XXX.

Your starting salary will be £XXXXX and starting date will be XXX.

The job description sent to you before your interview outlines your accountability and the tasks you will be expected to undertake.

We would be grateful if you could confirm your acceptance of this post, in writing, as soon as possible

With best wishes,

Yours sincerely

**SAMPLE REGRET LETTER**

Dear

**POST**

Thank you for your application for the above detailed post.

The standard of applicants, both in experience and qualifications, has been very high, and it has not been an easy task to *select candidates for interview/select from the interviewees who attended.*

I am sorry to have to inform you, however, that I have been unable to *include you in the final list of interviewees/offer you the post.*

I should like to take this opportunity to wish you every success in your future career.

Yours sincerely

## PAROCHIAL CHURCH COUNCIL OF \*\*\*\*\*

STATEMENT OF PARTICULARS OF EMPLOYMENT WHICH, TOGETHER  
WITH YOUR JOB DESCRIPTION AND APPOINTMENT LETTER, FORMS  
YOUR CONTRACT OF EMPLOYMENT

---

NAME

---

This statement of particulars of employment dated the \*\*\*\*\* is issued in accordance with section 1 of the Employment Rights Act 1996 (as amended), and contains a statement of the main terms and conditions of employment applicable to you. It supersedes any earlier written or oral agreement between you and the Parochial Church Council of \*\*\*\*\*.

For further essential information regarding your employment terms and the Parochial Church Council's employment policies please see *the Staff Handbook/attached Appendices*.

**1. Job title and Employer**

- a. You have been appointed by the Parochial Church Council of \*\*\* (PCC) as \*\*\*\*. You will be required to undertake the duties and responsibilities detailed in your job description. The PCC reserves the right to vary your duties and responsibilities at any time and from time to time according to the needs of the Church.
- b. You are accountable, in the first instance to \*\*\*\*

**2. Commencement of Employment**

- a. Your period of (*fixed term/continuous*) employment commenced on \*\*\*\*\* (*and will automatically terminate on \*\*\*\*\**)
- b. Employment with any previous employer does not count as part of your period of continual service with the PCC

**3. Location**

Your normal place of work will be \*\*\*\*\* , but this may be changed to any place within reasonable distance of your base. You will be given one month's notice of any such change, where this is possible.

**4. Probationary period**

The first 3 months of your employment will be a probationary period. At the end of that period your employment will be reviewed and may be terminated if you have been found to be incapable of carrying out the required duties of, or are otherwise unsuitable for, your job.

## **5. Normal Hours**

*You are required to work XX hours per week, normally. You may be asked to work additional hours at times but reasonable notice will be given and any hours worked will be classed as overtime for which you are entitled to take the equivalent time off in lieu.*

OR

*You are required to work 35 hours per week normally 9.00 – 5.00 Monday to Friday. You are required to take an hour's unpaid break for lunch at a time agreed with your line manager. Any variations to these working times must be agreed by your line manager.*

## **6. Remuneration**

- a. Your salary, will be \*\*\*\*\* per annum and will be subject to annual review. Deductions where appropriate will be specified on your monthly salary advice slip. Your salary payment will be made monthly, in arrears, by direct credit transfer to your bank or building society account. The PCC operates a common pay date of *the last working day on or before the 25<sup>th</sup> of each month. At Christmas the pay date will be the last working day on or before the 18<sup>th</sup> December.*
- b. You will be reimbursed monthly in arrears for all proper travelling, postage and other expenses incurred during your work, on submission of satisfactory evidence.

## **7. Pension**

- a. The PCC operates a contributory pension scheme which you will be automatically enrolled into/are entitled to join.
- b. Full details of the scheme will be sent to you separately.
- c. The PCC reserves the right at any time to amend the scheme or any of the rules or benefits of the scheme.

## **8. Absences due to sickness or injury**

You will be paid during any sickness absence in accordance with the Statutory Sick Pay Scheme. You must follow the procedures detailed below, in order to help the PCC meet the requirements of the scheme:

- On the first working day of your absence you must notify your line manager, by telephone, at the earliest possible opportunity. You must then continue to remain in contact throughout the period of your sickness absence.
- For all absences you must complete a self-certified sickness form to cover the first 7 calendar days and submit this to your line manager no later than the 10<sup>th</sup> day after the first day of sickness absence.
- For absences of more than 7 calendar days you must also obtain a doctor's certificate and send it to your line manager. Subsequent doctor's certificates must be sent as received.
- If your doctor's certificate indicates that you may be able to return to work subject to some recommended alterations, the PCC will consider and do all it can to accommodate this request. A meeting will be held to discuss the feasibility of the proposals and a decision will be given as soon as possible afterwards. Full records will be kept of any agreed working arrangements and the arrangements will be reviewed regularly. Any impact on paid sickness entitlement will be notified accordingly.

The PCC is committed to its duty of care for all employees. Where ill health leads to prolonged or recurrent absence, or where ability to fulfil the requirements of the post is affected, the PCC will do all it can to assist. In connection with this, it reserves the right to request a medical report from its appointed medical advisers.

## 9. Annual Leave

- a. You are entitled to 28 days paid holiday per leave year, including bank holidays (this is pro rata for part time working). If your role requires you to work on a public or bank holiday you will be entitled to time off in lieu
- b. The leave year runs from *1<sup>st</sup> January to 31<sup>st</sup> December*. If you enter or leave service during the holiday year you will be entitled to an annual holiday calculated on the basis of 2.33 days for each complete month worked during that year.
- c. If on termination of your employment you have taken more holiday than you have earned in that year, the PCC will, as a result of your agreement to the terms of this contract, be entitled to deduct the value of the unearned holiday from any final payment of salary.
- d. Holidays are subject always to the prior agreement of your line manager. *You must submit your holiday card before the proposed date of commencement. No more than two weeks holiday may be taken consecutively unless agreed otherwise. The days taken as annual leave may not normally include more than 6 Sundays*
- e. Holidays booked prior to appointment will normally be honoured but should be authorised by your line manager at the time of appointment.

- f. All holiday entitlement should normally be used during a holiday year. The express permission of your line manager is required to carry any leave forward into the next leave year. No payment will be made in lieu of unused days, unless for long term sickness absence.
- g. Your line manager will consider any requests for compassionate leave and time off to deal with family emergencies and will decide whether any such leave shall be paid or unpaid.

**10. Duration and Termination of Contract**

- a. *On satisfactory completion of your probationary period, your contract is for an indefinite period but subject to notice. After one month's employment you must give one month's notice, in writing, to your line manager.*

OR

*If you wish to leave before the end of your fixed term contract you must give one months notice, in writing.*

- b. You are entitled to receive the following statutory minimum period of notice from the PCC to terminate your employment.

<b>Period of Continuous Employment</b>	<b>Minimum Notice</b>
One month or more but less than four years	1 month
Four years or more but less than twelve years	1 week for each year of continuous employment
Twelve years or more	12 weeks

- c. The PCC will not be obliged to provide you with work at any time after notice of termination has been given by either party and the PCC may, in its absolute discretion, pay your salary entitlement in lieu of all or any part of the unexpired period of notice (subject to deduction at source of income tax and applicable national insurance contributions)
- d. If you leave without giving the proper period of notice, or leave during your notice period without permission, the PCC will be entitled to deduct a day's pay for each day not worked during the notice period from any salary or other payment due to you.
- e. If, on the termination of your employment, you owe money for sponsored studies, membership fees, or other loans the PCC is entitled, as a result of your agreement to the terms of your

contract, to deduct the amount from any final payment of salary or other monies due to you.

#### **11. Grievance Procedure**

To seek redress for any grievance relating to your employment you should, in the first instance, take up the matter with your line manager. If you are not happy with any decision made by him/her, then you should follow the procedure laid down in the Grievance Procedure in the *Staff Handbook/Appendix A*.

#### **12. Disciplinary Procedure**

Please refer to the *Staff Handbook/Appendix B* for the disciplinary procedure.

#### **13 Notification**

You must notify the PCC immediately if, whilst in employment, you are charged with or convicted of any criminal offence including theft, fraud or dishonesty of any kind.

#### **14 Health and Safety**

You are required to comply with all regulations in respect of health and safety. In addition, you must co-operate with anyone designated by the PCC to carry out activities aimed at securing the objectives of health and safety legislation.

#### **15 Confidentiality**

You must not communicate any confidential information which belongs to the PCC, either during employment or anytime after your employment ceases, except in the proper course of your duties. When your employment ceases you are also required to hand to your line manager, all documents and belongings relating to the PCC and not keep any copies of them.

#### **16 Exclusivity of Service**

You are required to notify your line manager of any paid or unpaid work which you intend to undertake for an outside party during your employment with the PCC



## 17. Data Protection Act

As an employee of the PCC, you give consent to the PCC disclosing to third parties, or otherwise personal data and sensitive personal data for purposes related to or in connection with or arising out of your employment or the PCC's activities. This includes a transfer of personal data and/or sensitive personal data outside of the European Economic Area. Sensitive personal data includes, but is not limited to, data about an employee's racial or ethnic origin and physical and mental health.

**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
*for and on behalf of the  
Parochial Church Council of \*\*\**

I acknowledge receipt of these terms and conditions of employment and understand and agree to abide by the policies and procedures set out in this document .

**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
*Employee*

**TYPICAL CONTENTS OF A STAFF HANDBOOK**

**1. WELCOME**

**2. EMPLOYMENT POLICIES AND PROCEDURES**

- **Joining the organisation**
- **Health, Safety and Welfare**
- **Remuneration**
- **Absence**
- **Performance management – appraisal and training**
- **Resolving problems**
- **Leaving the organisation**

**4. POLICY STATEMENTS**

- **Data Protection Policy**
- **Dignity at Work Policy**
- **Equal Opportunities Policy**
- **Health and Safety Policy**
- **Parental Rights Policies**
- **Whistle-blowing Policy**

## Data Protection Policy

In the course of their work employees may come into contact with and use confidential personal information about parishioners, clergy, volunteers, customers, suppliers and other employees.

This policy helps ensure that no employee breaches the Data Protection Act 1998, which provides strict rules in this area. If in any doubt about his/her responsibilities an employee must seek advice from their line manager, and if this is not possible not disclose the information concerned.

The Data Protection Act 1998 requires that eight data protection principles be followed in the handling of personal data. These are that personal data must:

- be fairly and lawfully processed;
- be processed for limited purposes and not in any manner incompatible with those purposes;
- be adequate, relevant and not excessive;
- be accurate;
- not be kept for longer than is necessary;
- be processed in accordance with individuals' rights;
- be secure; and
- not be transferred to countries without adequate protection.

All personal data held on computer will be restricted to named system users by password. Access to manual records holding personal data will be similarly restricted to only those employees who require access.

An individual's personal data should not be used for any purpose other than that for which it was obtained. It should therefore not be made available to third parties (including other employees), other than to provide managers with information reasonably required in their management role or where the consent of the individual has been obtained.

If requested by the police or any other public body to disclose personal data, the request must be forwarded to XXX who will double-check the identity of the third party before making any disclosure.

Employees are expected to pay particular attention to the risks of transmitting confidential employee information by e-mail or fax.

Retention of records. The following retention periods, recommended by the Information Commissioner in its Employment Practices Data Protection Code, should be followed.

Application form	Duration of employment
References received	1 year
Payroll and tax information	6 years

Sickness records	3 years
Annual leave records	2 years
Unpaid leave/special leave records	3 years
Annual appraisal/assessment records	5 years
Records relating to promotion, transfer, training, disciplinary matters	1 year from end of employment
References given/information to enable references to be provided	5 years from reference/end of employment
Summary of record of service, eg name, position held, dates of employment	10 years from end of employment
Records relating to accident or injury at work	12 years

### Dignity at Work Policy

#### **Statement of Commitment**

The XXX aims to provide a supportive environment in which the rights of individuals are respected and each person is treated with dignity and courtesy at all times. Abuse, harassment and bullying of any kind will, therefore, not be tolerated.

All allegations of bullying and harassment will be taken seriously and will be fully investigated. If appropriate, disciplinary action will be taken. Such action may also be unlawful, for example under the Equality Bill (2010)

The XXX will also not tolerate victimisation of a person for making allegations of bullying or harassment in good faith or supporting someone in making such a complaint. Victimisation is a disciplinary offence.

#### **The scope of this policy**

This policy covers bullying and harassment of and by managers, employees, contractors, agency staff and anyone else engaged to work for the XXX. If the complainant or alleged harasser is not employed by the XXX, eg if the worker's contract is with an agency, this policy will apply with any necessary modifications such as that the XXX could not dismiss the worker but would instead require the agency to remove the worker, if appropriate, after investigation and disciplinary proceedings.

The policy covers bullying and harassment in the workplace and in any work-related setting outside the workplace, eg business trips and work-related social events.

The policy does not cover bullying or harassment by customers, suppliers, vendors or visitors and, in these cases, employees should report any such behaviour to their manager who will take appropriate action. Bullying or harassment of customers, suppliers, vendors or visitors or others will be dealt with through the disciplinary procedure.

### **Defining Bullying and Harassment**

- Any behaviour that could potentially undermine someone's dignity and respect should be regarded as unacceptable. If it is not challenged then it is likely to escalate and lead to significant difficulties for all concerned. Unacceptable behaviour becomes 'bullying' or 'harassing behaviour' when it causes actual harm or distress to the target(s), normally after a series of incidents over a prolonged period of time.
- The terms harassment and bullying are used interchangeably and there are many definitions.
- In general terms, harassment is:

*Unwanted conduct which has the purpose or effect of violating another person's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment. It may be related to age, sexuality, gender, race, disability, religion and belief, nationality, marital status or any personal characteristic of the individual, and may be persistent or an isolated incident.*

- Bullying may be characterised as:

*Offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient.*

- Bullying or harassment may be by an individual against an individual or involve groups of people. It may be obvious or it may be insidious. Whatever form it takes, it is unwarranted, unwelcome and offensive to the individual affected.
- Examples of harassment and bullying behaviour include:
  1. Behaviour on more than one occasion which is offensive, abusive, malicious, insulting or intimidating;

2. The use of suggestive or derogatory remarks, jokes or other verbal abuse at an individual's expense;
3. Spreading malicious rumours, or insulting someone by word or behaviour (particularly on age, racial, sexual or disability grounds);
4. Copying memos that are critical about someone to others who do not need to know;
5. Ridiculing or demeaning someone – picking on them or setting them up to fail;
6. Exclusion or victimisation;
7. Unfair treatment;
8. Overbearing supervision or other misuse of power or position;
9. Unwelcome sexual advances – touching, standing too close, the display of offensive materials;
10. Making threats or comments about job security without foundation;
11. Deliberately undermining a competent worker by overloading and constant criticism on more than one occasion;
12. Preventing individuals progressing by intentionally blocking promotion or training opportunities;
13. Punishment imposed without reasonable justification;
14. Changing the duties or responsibilities of staff to their detriment without reasonable justification.

- Bullying and harassment are not necessarily face-to-face. They may occur in:

written communications  
 e-mail or other electronic communication  
 telephone

- Lack of intent does not diminish, excuse or negate the impact on the target or the distress caused

### **Fair procedures**

- It is possible to follow either the informal route or formal route if wishing to make a complaint of bullying or harassment.
- The informal route normally involves making it clear to the perpetrator that the behaviour offends and the target wants it to stop. The person may not know that his or her behaviour is unwelcome or upsetting. An informal discussion may help him or her to understand the effects of his or her behaviour and agree to change it. This could be done by letter or email, if a face-to-face confrontation is too difficult in the first instance, and professional support can be made available. This route may stop the offensive behaviour quickly and effectively.
- If an informal approach does not resolve matters, or the situation is too serious to be dealt with informally, then a formal complaint may be made by using the XXX's grievance procedure. In the case of grievances about bullying or harassment, the normal grievance procedure will be modified so that it is possible to raise the complaint

directly with the XXX and/or someone of the same sex, wherever possible

- In very serious cases, a criminal offence may have been committed and it may be necessary to report matters to the police. The XXX will endeavour to provide as much support as possible in these cases.
- All complaints will be investigated promptly and, if appropriate, disciplinary proceedings will be brought against the alleged perpetrator.
- The XXX will treat complaints of bullying and harassment sensitively and maintain confidentiality to the maximum extent possible. Investigation of allegations will normally require limited disclosure on a "need to know" basis.
- Wherever possible, the XXX will try to ensure that the target and the alleged perpetrator will not be required to work together whilst the complaint is under investigation or after a decision has been made.
- Any employee making an allegation will be protected against victimisation

### **False accusations**

False accusations are a serious matter. The behaviour of anyone who is found to have made an unfounded, deliberately malicious complaint or allegation will be regarded with the utmost seriousness and where possible formal action taken. In the case of a clergy person this may be a complaint under the Clergy Discipline Measure 2003. A member of either the clergy or laity could be subject to an action for defamation if they have made false accusations against someone else.

### Equal Opportunities Policy

The XXX is committed to the principle of equal opportunities in employment and in equal pay for work of the same or similar nature or work of equal value. This means that in line with the Equality Act, 2010, all job applicants and employees will receive equal treatment regardless of sex, race or ethnic origin, religious belief, nationality, gender, marital or family status, sexual orientation, age or disability.

The XXX also believes that it is the duty of all employees to accept their personal responsibility for fostering a fully integrated community at work and expects them to adhere to the principles of equal opportunity.

#### *Recruitment*

In relation to certain posts ("the reserved posts"), it will be a requirement that the holder be a communicant member of the Church of England or of a Church in Communion with the same, or of a member Church of the Council of Churches for Britain and Ireland or of Churches Together in England. Other than with respect to the conditions set out in the above paragraph, the XXX wishes to attract applications from both sexes and all races, and from people with disabilities, and regardless of age, religious belief or sexual orientation. Recruitment literature shall not imply that there is a preference for

one group of applicants and all specifications for posts shall include only requirements that are necessary to the role. Interviews will be conducted on an objective, structured basis, and shall deal only with the applicant's suitability for the job and ability to fulfill the job requirements. Where it is necessary to assess whether personal circumstances will affect performance of the job, this will be discussed objectively.

*Training (including induction), career development and promotion, terms and conditions of employment, remuneration, work allocation, disciplinary and dismissal procedures, and exit and termination procedures*

The XXX is committed to providing equality of opportunity throughout employment and as such endeavours to reflect this in all its human resource policies and practices.

### *Complaints*

If any employee, or potential or past employee, believes that they are or have been subjected to discrimination, they should follow the XXX grievance procedure. Any complaint will be dealt with seriously and expeditiously.

### *Review*

XXX will monitor the effectiveness of this policy and consider, where necessary, what action is needed to bring about change. This will be done by regularly reviewing the profile of the workforce, and those who apply to join it, as well as any alleged breaches. The policy itself will also be formally reviewed every three years.

## Health and Safety Overview

### Objective

It is the XXX's policy to maintain high standards of Health and Safety at work for all its staff and visitors.

In pursuance of this policy the XXX will, so far as is reasonably practicable:

- provide and maintain working conditions and equipment that are safe and without risk to health.
- provide such information, instruction, training and supervision as is necessary to ensure the health and safety at work of its employees.
- comply with the requirements of the Health and Safety at Work Act 1974 and all other relevant statutory provisions, regulations and recognised codes of practices.

### Responsibilities



- Lead responsibility for health and safety issues is taken by XXX, but all staff have a general duty to ensure their own welfare and that of their colleagues and visitors. Staff must be alert to health and safety hazards which, unless they can remedy simply, they must notify to XXX.
- The XXX will provide effective arrangements for communications and consultation with employees and accredited safety representatives (where appointed) in relation to health and safety matters
- The XXX will ensure that risk assessments and health and safety inspections are carried out in the workplace, that significant findings are recorded and that appropriate measures are implemented to reduce or eliminate risk

#### Manual handling and lifting

No person should be required to lift, carry or move a heavy or awkward load which he/she is not confident of so doing without risk of injury.

#### Condition of premises

##### *Minor repairs*

Items requiring repair should be reported as soon as possible to XXX. It is Board policy that repairs and alterations must be carried out by trained and competent contractors.

##### *Temperature and ventilation*

The temperature should not be less than 16°C. This minimum temperature must be reached (and maintained) after the first hour of work. Adequate ventilation should be available at all times.

##### *Cleaning and storage*

Any member of staff who finds deficiencies in the standard of cleaning should report them to XXX. Members of staff should ensure that offices, stairs and corridors are kept clear of obstructions (such as boxes, equipment or rubbish) which could cause an accident or impede an evacuation in an emergency. Particular care should be taken in the storage of combustible materials such as paper and aerosols, which must not be stored near sources of heat. In no circumstances, must gas cylinders (full or empty) be brought in to the premises.

##### *Hazardous substances*

Manufacturers instructions for use of hazardous substances should be followed precisely.

##### *Electrical appliances*

All electrical equipment on the premises are tested regularly to ensure their compliance with safety standards. No new item of electrical equipment, or an

item which does not carry a test record, should be used without the authority of XXX

All members of staff should take care to prevent electrical cables trailing in such a manner as to constitute a hazard. Electrical work may only be performed by qualified and authorised engineers. Any item suspected of being faulty must not be used until checked by a qualified electrical engineer.

#### *Machinery and equipment*

Machinery and equipment must be properly maintained and must only be operated by a trained operator.

#### Computer workstations

Computer users sometimes experience discomfort such as back pain, stiff neck and shoulders, sore hands and wrists and eye strain. Much of this discomfort can be prevented by improving the workspace set up and taking exercise so that you are not:

- sitting in awkward or twisted positions
- maintaining the same posture for too long
- reaching frequently
- using too much muscular effort even for relatively easy tasks
- straining your eyes because of poor lighting and/or not taking regular breaks from this particular aspect of your work.

#### Eye tests

The XXX will pay for the cost of regular eye tests for staff who use visual display units as a significant part of their work. Where the optician prescribes an employee with glasses solely for the purpose of working with a visual display unit, then the XXX will pay for the cost of basic frames and the lenses. Receipts must be authorised by XXX for reimbursement.

#### Parental Rights Policies

As indicated below, the XXX ensures that its statutory obligations are met in relation to family rights. It also aims to be a supportive employer and, as such, ensure that its values pervade all decisions made with regard to allowing time off for caring responsibilities.

#### *Maternity/Paternity/Adoption Leave and Pay*

Employees entitled to maternity/paternity/adoption leave and pay, in accordance with the current statutory provisions, should notify XXX at an early stage so that their entitlement and obligations can be explained to them.

### *Time Off To Receive Antenatal Care*

If pregnant, an employee is entitled to take reasonable (paid) time off during working hours to receive antenatal care. The Area Dean/PCC will require medical certification of the pregnancy and an appointment card, with the exception of the first appointment. Fathers and partners also have the right to time off (unpaid) to attend two anti-natal appointments. Adopters can take time off (unpaid) to meet the child they plan to adopt or for a purpose connected with the adoption.

### *Parental Leave*

If an employee wishes to take parental leave, under current statutory provisions, they should discuss their needs with XXX who will identify their entitlements and look at the proposed leave periods; dependent upon their child's/children's particular circumstances and the operational needs of the Area Dean/PCC.

### *Flexible working*

If an employee wishes to seek a formal flexible working arrangement they should speak to XXX who will inform them of their statutory rights.

### *Time Off For Dependents*

Employees may be entitled to take a reasonable and negotiated amount of unpaid time off during working hours to take action that is necessary to allow them to help their dependant(s). Should this be necessary an employee should discuss the situation with XXX, who, if appropriate, may agree the necessary time off.

### *Compassionate or Bereavement Leave*

If an employee requires compassionate or bereavement leave they should discuss their circumstances with XXX to agree appropriate time off. Each compassionate situation will be considered and a decision will be made. Paid leave will not normally exceed three days but in exceptional circumstances it may be extended.

### Whistle-blowing Policy

#### Introduction

This policy applies to all employees of XXX.

It is important to XXX that any fraud, misconduct or wrongdoing by its employees is reported and properly dealt with. XXX therefore encourages its employees to raise any concerns that they may have about the conduct of others when performing their duties. This policy sets out the way in which individuals may raise any concerns that they have and how those concerns will be dealt with. It is not designed to question business or financial

decisions taken nor to reconsider any matters which have already been addressed under disciplinary, grievance, complaint or other procedures.

#### Background

The Public Interest Disclosure Act 1998 amended the Employment Rights Act 1996 to provide protection for workers who raise legitimate concerns about specified matters. These are called "qualifying disclosures". A qualifying disclosure is one made in good faith by an employee who has a reasonable belief that:

- a criminal offence;
- a miscarriage of justice;
- an act creating risk to health and safety;
- an act causing damage to the environment;
- a breach of any other legal obligation; or
- concealment of any of the above;

is being, has been, or is likely to be, committed. It is not necessary for the employee to have proof that such an act is being, has been, or is likely to be, committed - a reasonable belief is sufficient. The employee has no responsibility for investigating the matter - it is the XXX responsibility to ensure that an investigation takes place.

An employee who makes such a protected disclosure has the right not to be dismissed, subjected to any other detriment, or victimised, because he/she has made a disclosure.

The XXX encourages employees to raise their concerns under this procedure in the first instance. If an employee is not sure whether or not to raise a concern, he/she should discuss the issue with XXX.

#### Principles

- Everyone should be aware of the importance of preventing and eliminating wrongdoing at work. Employees should be watchful for illegal or unethical conduct and report anything of that nature that they become aware of.
- Any matter raised under this procedure will be investigated thoroughly, promptly and confidentially, and the outcome of the investigation reported back to the employee who raised the issue.
- No employee will be victimised for raising a matter under this procedure. This means that the continued employment and opportunities for future promotion or training of the employee will not be prejudiced because he/she has raised a legitimate concern.
- Victimisation of an employee for raising a qualified disclosure will be a disciplinary offence.
- If misconduct is discovered as a result of any investigation under this procedure the XXX disciplinary procedure will be used, in addition to any appropriate external measures.
- Maliciously making a false allegation is a disciplinary offence.
- An instruction to cover up wrongdoing is itself a disciplinary offence. If told not to raise or pursue any concern, even by a person in authority such as a manager, employees should not agree to remain silent. They should report the matter to XXX.

#### Procedure

This procedure is for disclosures about matters other than a breach of an employee's own contract of employment. If an employee is concerned that his/her own contract has been, or is likely to be, broken, he/she should use the XXX grievance procedure.

(1) In the first instance, and unless the employee reasonably believes his/her line manager to be involved in the wrongdoing, or if for any other reason the employee does not wish to approach his/her line manager, any concerns should be raised with the employee's line manager. If he/she believes the line manager to be involved, or for any reason does not wish to approach the line manager, then the worker should proceed straight to stage 3.

(2) The line manager will arrange an investigation of the matter (either by investigating the matter him/herself or immediately passing the issue to someone in a more senior position). The investigation may involve the employee and other individuals involved giving a written statement. Any investigation will be carried out in accordance with the principles set out above. The employee's statement will be taken into account, and he/she will be asked to comment on any additional evidence obtained. The line manager (or the person who carried out the investigation) will then report to the XXX, which will take any necessary action, including reporting the matter to any appropriate government department or regulatory agency. If disciplinary action is required, the line manager (or the person who carried out the investigation) will report the matter to XXX and start the disciplinary procedure. On conclusion of any investigation, the employee will be told the outcome of the investigation and what the XXX has done, or proposes to do, about it. If no action is to be taken, the reason for this will be explained.

(3) If the employee is concerned that his/her line manager is involved in the wrongdoing, has failed to make a proper investigation or has failed to report the outcome of the investigations to the XXX, he/she should inform XXX, who will arrange for another manager to review the investigation carried out, make any necessary enquiries and make his/her own report to the XXX as in stage 2 above. If for any other reason the employee does not wish to approach his/her line manager he/she should also in the first instance contact XXX. Any approach to XXX will be treated with the strictest confidence and the employee's identity will not be disclosed without his/her prior consent.

(4) If on conclusion of stages 1, 2 and 3 the employee reasonably believes that the appropriate action has not been taken, he/she should report the matter to the proper authority. The legislation sets out a number of bodies to which qualifying disclosures may be made. These include:

- HM Revenue & Customs;
- the Financial Services Authority;
- the Office of Fair Trading;
- the Health and Safety Executive; and
- the Environment Agency.

## INDUCTION CHECKLIST

### Personal documents and checks

- P45
- National insurance number
- Security pass/ID badge
- Contract of employment issued and signed
- Payment of salary, eg obtaining bank details, providing details of date of payment; make-up of pay; how to raise queries about pay
- Proof of legal ability to work in UK, original seen and copied. This must be taken for all employees and may consist of a passport (and visa, if applicable - please check the UK Border Agency website for fuller details) OR birth certificate (and marriage certificate, if applicable).
- DBS check satisfactory
- Personal information obtained, eg emergency contacts, next of kin
- Explanation of the induction process
- Provision of induction pack
- List of useful contacts
- Confirm that any reasonable adjustments required by employees with disabilities have been made and are satisfactory

### The organisation

- Formal welcome to the organisation
- Organisation's purpose, vision, values, objectives, etc
- Future plans and developments
- Structure of the organisation and key individuals
- Introduction in person to senior members of staff
- History of organisation
- Tour of office/department/site, etc
- Equal opportunities
- Harassment; dignity at work; whistleblowing policies, etc

### Terms and conditions; employee benefits

- Written terms and conditions/employee handbook issued
- Hours, shifts and breaks; Working Time Regulations
- Holidays and other time off: entitlements; booking; restrictions
- Probationary period
- Period of notice
- Absence reporting
- Sick pay
- Overtime
- Pension provisions

- Expenses

#### Performance and training

- Training provision
- Performance reviews

#### Employee relations

- Consultation and involvement provisions
- Disciplinary procedure
- Grievance procedure

#### Standards and rules

- Dress code
- Confidentiality
- Personal use of email/internet
- Personal telephone calls
- Smoking policy
- Timekeeping/punctuality

#### Health and safety

- Health and safety policy, safety rules, etc
- Fire precautions; fire alarms; firefighting equipment
- Fire exits; evacuation procedure; assembly point(s)
- VDU safety
- Manual handling
- Accident reporting procedure
- First-aid arrangements
- Security; personal safety; inappropriate behaviour

#### Facilities

- Toilets; cloakrooms
- Car parking
- Notice boards; newsletters; other communications systems
- Using phone system
- Using mail system(s)
- Using IT equipment and systems
- Energy-saving and recycling

#### The inductee's own role

- Requirements of new job; their role in the work group
- The roles of other members of the work group/team
- Standards expected; how work will be supervised
- Introduction to colleagues
- Social activities

**RETURN TO WORK INTERVIEW FORM**

**Employee's name**

**Date of Interview**

**Conducted by**

-----

**First date of employee's absence**

**Date of employee's return to work**

**Reason for absence**

**Did the employee follow the correct notification procedure?**

**Did the employee consult his/her GP?**

**Did the GP make any recommendations on a "fit note"?**

**If so, please give details and whether they are thought to be practicable.**

**Did the employee indicate that factors at work may have caused or contributed to the absence?**

**If so, please give details**



**Is this absence part of an overall pattern?**

**If so, please explain**

**Does the employee have any type of disability?**

**If so, please give details.**

**Any further comments?**

**Signed**

**(interviewer)**

**SELF CERTIFICATION FORM**

This form is to be used for all sickness absences up to seven calendar days. All absences in excess of seven days require a signed doctor's certificate. Please use block capital letters when completing this form.

**PERSONAL DETAILS**

Name: Rev/Mr/Mrs/Miss/Ms .....

Post held: .....

Home Address: .....

National Insurance number .....

**PERIOD OF SICKNESS**

Date you became unfit for work: .....

Last actual day of working: .....

Date returned to work: .....  
(if not sure, please leave blank)

**REASON FOR ABSENCE**

Please give details of your sickness  
.....  
.....

Have you seen a doctor? Yes/No

**DECLARATION**

I declare that the information given is, to the best of my knowledge, correct and understand that this information will be processed in line with the statutory sick pay scheme. This information will be retained for a period not exceeding three years.

Employee's signature..... Date .....

**APPRAISAL RECORD FORM**

<b>Appraiser</b>	
<b>Appraisee</b>	
<b>Date of Appraisal</b>	

**1. What do you think has gone well in the last twelve months?**

--

**2 In what areas do you feel you have struggled or in which you have difficulty?**

--

**3 How could these difficulties be resolved?**

--

**4 In what areas could you develop your performance and what training could usefully help with this?**

--

**5 Is your Job Description still relevant? If not what do you think should be added or removed?**

--

**6 Identify your objectives for the forthcoming year.**

--

**Appraisee's comments:**

**Signed**

**Appraiser's comments:**

**Signed**

## **SAMPLE CAPABILITY PROCEDURE**

### **Introduction**

This procedure runs parallel with, but is not part of, the disciplinary procedure. The PCC recognises that poor job performance and incapability should not be treated as "disciplinary offences".

The first stage in dealing with poor job performance is to determine whether the matter is one of capability or misconduct. This can normally be ascertained by investigation. Incapability is where the employee has received all necessary training but still cannot achieve a satisfactory level of performance through no fault of his/her own, for example as a result of poor health. If, on the other hand, the employee fails to reach the required standard of performance as a result of carelessness, negligence or lack of effort, this will be treated under the disciplinary procedure as misconduct.

### **Initial counselling session**

The employee's line manager will investigate the cause of the employee's poor performance. Causes could include lack of skills, inadequate training, lack of support staff, tools or other resources, lack of communication or problematic working relationships. The manager carrying out this initial counselling will give the employee factual examples of his/her unsatisfactory performance and the employee will be asked for his/her explanation, which will subsequently be followed up and checked where appropriate.

Where the reason for unsatisfactory performance is lack of the required skills, the employee will, where practicable, be assisted through training and be given reasonable time to reach the required standard of performance. If it is a question of lack of support staff, tools or other resources or facilities, attention will be paid to this and assistance provided if appropriate.

### **Formal warnings**

Where, despite support, the employee is unable to reach the required standard of performance, the consequences of any failure to meet this standard will be explained to the employee in writing.

This will take the form of the following:

### *Stage one - recorded verbal warning*

The employee will be fully informed of the precise nature of the poor performance, the level of improvement required and the time limit for achieving that improvement, review periods during the currency of the warning, the consequences of failure to achieve or maintain the improvement and the length of time the warning will remain "live" on the employee's file.

### *Stage two - first written warning*

If there is no improvement or insufficient improvement after a stage one warning, or if improvement is not maintained for the period stated in the stage one warning, the employee will be given a first written warning setting out the details as outlined above in the verbal warning.

### *Stage three - final written warning*

If there is no improvement or insufficient improvement after a stage two warning, or if improvement is not maintained for the period stated in the stage two warning, the employee will be given a final written warning setting out the details as outlined above in the verbal warning. The stage three warning will include a statement that a failure to improve to the required standard is likely to result in dismissal.

### *Length of time the warning will remain "live"*

Verbal and first written warnings will normally have a time limit of six months, while the time limit for a final written warning will normally be 12 months. After the relevant period of time, the PCC will disregard the warning but retain it on the employee's record. In each case, the PCC will specify the length of time that the warning will remain "live", but reserves the right to extend the time period in appropriate circumstances.

### *Stage four - dismissal*

If there is still no improvement or insufficient improvement after a stage three warning, or if improvement has not been maintained for the period stated above, the employee will normally be dismissed with notice or pay in lieu.

### *Stage five - appeals*

The same appeals procedure as set out in the PCC's disciplinary procedure will be used.

### **Right to be accompanied at formal meetings**

Employees may be accompanied by a fellow worker or trade union official at any formal meetings that are held to discuss a failure to meet the required standard of performance.

## APPENDIX 14

### **SAMPLE DISCIPLINARY PROCEDURE**

#### **Purpose and Scope**

The PCC's aim is to encourage improvement in individual conduct or performance. This procedure sets out the action which will be taken when disciplinary rules are breached.

#### **Principles**

The procedure is designed to establish the facts quickly and to deal consistently with disciplinary issues. No disciplinary action will be taken until the matter has been fully investigated.

At every stage employees will be informed in writing of what is alleged and have the opportunity to state their case at a disciplinary meeting and be represented or accompanied, if they wish, by a trade union representative or a work colleague.

An employee has the right to appeal against any disciplinary penalty.

#### **The Procedure**

##### ***Stage 1 – first warning***

If conduct or performance is unsatisfactory, the employee will be given a written warning or performance note. Such warnings will be recorded, but disregarded after 6 months of satisfactory improvement. The employee will also be informed that a final written warning may be considered if there is no sustained satisfactory improvement or change. (If the first offence is sufficiently serious, for example because it is having, or is likely to have, a serious harmful effect on the Church, it may be justifiable to move directly to a final written warning)

##### ***Stage 2 – final written warning***

If the offence is serious, or there is no improvement in standards, or if a further offence of a similar kind occurs, a final written warning will be given which will include the reason for the warning and a note that if no improvement results within 3 months action at Stage 3 will be taken.

### ***Stage 3 – dismissal or action short of dismissal***

If the conduct or performance has failed to improve, the employee may suffer demotion, disciplinary transfer, loss of seniority (as allowed in the contract) or dismissal.

#### ***Gross misconduct***

If, after investigation, it is confirmed that an employee has committed an offence of the following nature (the list is not exhaustive), the normal consequence will be dismissal without notice or payment in lieu of notice;

- theft,
- damage to property,
- fraud,
- incapacity for work due to being under the influence of alcohol or illegal drugs,
- physical violence,
- bullying
- gross insubordination.

While the alleged misconduct is being investigated, the employee may be suspended, during which time he or she will be paid their normal pay rate. Any decision to dismiss will be taken by the employer only after full investigation.

#### ***Appeals***

An employee who wishes to appeal against any disciplinary decision must do so to the named person in the organisation within five working days. The employer will hear the appeal and decide the case as impartially as possible.



**GRIEVANCE PROCEDURES**



Guidelines from ACAS

**A sample policy**

**Introduction**

A grievance policy is necessary in order to ensure consistency in behaviour and attitude within an organisation and to promote effective relations. A grievance procedure is important in order to provide a framework for resolving grievances as quickly and as amicably as possible.

In order to promote the prompt and effective resolution of grievances there is an expectation that all parties will approach the process with a clear commitment to engaging constructively and adopting a positive problem solving approach.

## **Raising a Grievance**

### **Stage One**

If an employee is aggrieved about any matter relating to their employment and they have not been able to resolve the issue through informal discussions with the Minister or PCC representative, such as the Churchwarden, they should write formally to the Secretary of the PCC detailing their grievance, stating if/how they have already tried to resolve the situation, and how ideally they would want to see the situation resolved.

### **Stage Two**

The Secretary of the PCC will then arrange for a formal panel meeting to be held in order to discuss the grievance. The employee will have the right to be accompanied by a trade union representative or colleague at the meeting. After the meeting the employee will be informed, in writing, of the panel's proposed resolution of the grievance and of their right to Appeal as the final stage of the process.

This meeting will be formally minuted by the Secretary of the PCC and minutes will be shared appropriately.

### **Stage Three**

In the event of the employee wishing to appeal against a decision about their grievance, they should write formally to the PCC Secretary. If an appeal is requested, a meeting will be arranged by the Secretary and the appeal considered by those who can offer objectivity. The employee has the right to be accompanied to this meeting by a trade union representative or colleague. After the appeal meeting, the employee will be informed of the final decision. There is no further right of appeal.

**EXIT INTERVIEW FORM**

**Employee's details:**

**Name**

**Position**

**Start date**

**End date**

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**What did you like most about your job and why?**

**What did you like least about your job and why?**

**Was your original job description an accurate reflection of your duties and responsibilities? Please explain your answer**

**Please detail any suggestions you may have for improving the job role.**

**Did you feel valued in your role? If no, please explain.**

**How would you describe your working relationships with your colleagues and manager?**

**Did you have adequate training for your role? If no, please explain.**

**Did you feel the pay was sufficient for the role? If no, please explain.**

**Why are you leaving?**

**Would you recommend working for us?**

**Any other comments?**

**Signed**

**Dated**

## **REDUNDANCY: CHECKLIST**

1. Consider whether there is a redundancy situation.

There is a genuine redundancy situation where:

there is a closure of the business in which the employee is employed;  
there is a closure of the place of business where the employee is employed;  
or  
there is a reduced requirement for employees to carry out work of a particular kind.

2. Establish the number of proposed dismissals.

To avoid successful claims of unfair dismissal, a fair procedure must be followed.

3. If there is more than one redundancy required establish a pool of employees and criteria for selection.

Consider the appropriate pool of employees for potential redundancy.  
Establish a proposed set of objective selection criteria.  
Put together a list of alternative vacancies.

4. A fair process is likely to include the following:

- An initial meeting with the employee (or group of employees) to announce the likelihood of redundancies, with an outline of the employer's proposals for taking the matter forward, including the proposed selection criteria and method of applying those criteria. Employees are usually given the option of putting forward any suggestions of their own at this stage.
- A meeting with the employee(s) selected for redundancy outlining the basis on which the selection was made. The employee should be given a chance to challenge and question the basis for selection, and this may involve a further meeting if the employee needs time to consider his or her assessment or the employer needs time to investigate issues raised by the employee.

- A meeting confirming the selection and discussing the possibilities for redeployment to alternative work or assistance that the employer can provide to help the employee find alternative work.

There is no rule regarding the number of meetings held: this depends to a large extent on the scope and complexity of the exercise. What is important is that there is genuine consultation with the individual and an overall fair basis for selection. The redundancy should not simply be presented as a fait accompli. Genuine engagement is required. The right of appeal is not stipulated in legislation now but it is considered good practice to offer this right.

An employee who appeals against the redundancy dismissal should be invited to a meeting at which the appeal is heard. At the meeting he or she must be allowed to be accompanied by a trade union representative or colleague. If possible, appeals should be heard by someone senior to the person who held earlier meetings. Following the appeal meeting, the employee should be written to and the outcome of the appeal confirmed. The fact that the decision is final should also be made clear.

## 5. Statutory entitlement to redundancy pay

An employee being made redundant with two or more years' continuous service has the right to receive:

- a statutory redundancy payment
- a written statement setting out the payment amount and how it was calculated

The payment due to each employee under the statutory redundancy payment scheme is based on:

- the employee's age
- the employee's amount of continuous service, subject to the minimum of two years and a maximum of 20 years
- the employee's weekly gross pay – the limit is set by the government on an annual basis

The directgov website can provide useful help with the calculations.

## **SERVICE CONTRACT**

### **XXX Consultant**

This contract for consultancy services is between \*\*\*\*\* and \*\*\*\*\* (the Contractor)

#### **Appointment**

With effect from the commencement date \*\*\*\*\*, the Contractor is appointed as a self employed contractor to the PCC for a period of six months; in order to \*\*\*\*\*.

#### **Service Provision:**

The Contractor agrees to undertake the following tasks:

##### Key Tasks

##### Subsidiary Tasks

#### **Cover**

The Contractor agrees to be responsible and accountable for the completion of the tasks specified in this contract and will be the main point of contact.

Oversight of this contract will be undertaken by \*\*\*\*\* on behalf \*\*\*\*\*.

#### **Office facilities**

The Contractor agrees to undertake the work from their own premises, at times to suit them. They may use office services at \*\*\*\*\* by arrangement as needed.

#### **Fees and Expenses**



The PCC will pay the hourly rate of £XX for up to XX hours of work per calendar month. This rate will include all additional costs of the Contractor (including travel, subsistence and office costs). However, it may be possible to negotiate the re-imbusement of one-off costs under certain exceptional circumstances.

The Consultant will invoice \*\*\*\*\* on a monthly basis, detailing the use of time.

The PCC will normally pay such an invoice within ten working days of receipt.

The Contractor will be responsible for their own tax, and national insurance.

### **DBS**

*The Adviser will need to have a clear enhanced DBS disclosure in relation to children and vulnerable adults (recent ie within three years or one through our system)*

### **No employment**

Nothing in this contract shall render or be deemed to render the Contractor an employee of the PCC and the Contractor hereby agrees that he/she is a self-employed independent Contractor and not an employee.

This contract does not create any mutuality of obligation between the Contractor and the PCC.

The Consultant does not qualify for any benefits from the PCC.

### **Termination**

This contract is for an initial period of six months, after which time it will be reviewed.

Either party may cancel this contract by giving one month's notice.

In addition, the PCC shall have the right to terminate this contract at any time by summary notice without any payment in lieu in the event of the Contractor:

- Being in material or persistent breach of any terms of this contract
- Being convicted of any offence other than a minor driving offence under the Road Traffic Acts
- Persistently and willfully neglecting or becoming incapable for any reason of efficiently performing the Services, including a failure to remedy any fault in work undertaken within a reasonable period of time of being notified of that fault

The Contractor shall have no claim against the PCC in respect of the termination of his/her appointment for any of the reasons specified above.

**Submission of documents**

Upon the termination of his/her appointment the Contractor will be required to deliver up to the PCC all equipment or documents which may be in his/her possession and which are the property of the PCC or which otherwise relate in any way to the affairs of the PCC; and no copies (electronic or hard copy) will be retained by him/her.

**Data Protection**

The Contractor and the PCC agree to comply with all data protection legislation, including but not limited to the Data Protection Act 1998 and any subsequent amendments.

Signed by

\*\*\*\*\*, on behalf of \*\*\*\*\*

Signed by .....

Contractor

Date.....

**TEMPLATE LETTER WHEN GIVING HONORARIUMS**

Dear XXX,

Thank you for accepting the post of XXX at XXX.

In recognition of the particular extra services you will be offering to us; namely, XXX we would like to offer you an honorarium of £XXX. Also, as agreed, the PCC will reimburse your expenses related to XXX when documented with receipts.

Please be aware that an honorarium is subject to tax and must be declared through an annual tax return.

If you are happy with the offer I would be grateful if you could sign both copies of this letter and then return one copy to me for my records. Should you have any questions, please do not hesitate to contact me

Yours sincerely