

toosh

Employment Guide

for

**Small Voluntary
Sector Groups**

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How to use this guide

This guide has been put together to help trustees of small voluntary organisations with a wide range of employment issues that they might come across.

The guide has been ordered roughly in the order you are likely to come across the issues raised. For example, it starts by looking at recruitment of staff, and then moves on to looking at probation, and then on to other employment and management issues and so on. The table of contents should help you find the area you are interested in.

Employment law is necessarily complicated and detailed, and not all of it could possibly fit within a guide such as this. Thus you will find, throughout the guide, references to other documents and websites, and information on where you can get further, more detailed advice, should you need it.

At the end of the guide you will find an appendix with a list of resources. This includes a list of useful organisations who offer help and support, plus a list of useful publications that you might want to buy or borrow, plus a list of websites that are extremely useful.

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Employing staff

There comes a stage in the development of voluntary organisations when the management committee decides it is time to employ a staff member to help get the work of the organisation done. However, this is never as simple as it seems and there are a number of responsibilities and issues that organisations' trustees need to consider.

Employment Status

Firstly it is important to consider whether the person who is working for the organisation (or the organisation wishes to work for them) is actually an employee of the organisation, or is self-employed (i.e. 'freelance').

If the employer has:

- a duty to provide work
- controls when and how it is done
- supplies the tools or other equipment needed to do it
- pays tax and national insurance contributions on the worker's behalf

then it is likely that the worker is an employee.

If, on the other hand:

- the worker can decide whether or not to accept work
- how to carry it out
- makes his/her own arrangements for holidays or sickness absences
- pays his/her own tax and national insurance contributions
- is free to do the same type of work for more than one employer at the same time

This points towards the person being self-employed.

In simple terms, if the situation is that the organisation is obliged to provide work, and the worker is obliged to do it, then it is likely that an employment situation exists, and all the rules and guidance below applies.

An employee has an entitlement to certain rights. Many of these are set out in the statement of terms and conditions of employment and in other documents and policies.

The other sort of employment status that may apply is that of workers who are employed via an agency.

Other workers who are not employees (self employed workers, agency workers) still have some rights, such as those related to discrimination law, health and safety (which includes working hours), and minimum wage.

For more details of all of these, see below.

Volunteers

Volunteers are not employees, and therefore do not have the same rights as employees. However, some laws still apply to them, such as discrimination and health and safety law as outlined above.

The key thing for voluntary organisations is to ensure they do not by mistake create an employment contract, by creating the elements of a contract as outlined above. In particular this means not paying volunteers anything over and above actual legitimate expenses i.e. not a general 'allowance' for lunch, or gifts or free access to training with a value (something that gives them a qualification), and not creating a 'mutuality of obligation' – an expectation that a volunteer should turn up to work in exchange for anything.

If this happens they will not be considered a volunteer, and should be considered an employee, and therefore have employment rights like any other employee, including the right to a minimum wage (see below). Even if no written contract exists the simple existence of a 'reward' could be interpreted as signifying an employment relationship.

Cost

It is important to consider the full financial implications of employing someone. If, for example, an employee's wages are £200 a week, that is not their full cost. Organisations also need to consider the following costs:

- Administration of pay: Employers have to deduct tax and national insurance and pay it to Inland Revenue. An organisation can do this for itself, but it is time consuming and requires specific knowledge and skills, or an agency can be paid to do it (for example an accountant) who will usually charge the organisation a few pounds a month.
- Employer's National Insurance: There is a formula for calculating what employers' contributions (which can be found at www.hmrc.gov.uk/rates/nic.htm), but for rough budgeting purposes it calculates at approximately an additional 10% of wage costs.
Heat, light etc: Employing staff inevitably adds to these costs, and an organisation should budget accordingly.
- Telephones, stationery, postage, photocopying, travel: An employee will inevitably incur these costs whilst carrying out their duties.
- Training and development: Funds should be allocated for staff training, and for the purchase of useful publications that will help them to do the job
- Cover: It is advisable to budget sums for cover costs in the case of an employee being absent through leave or sickness.
- Insurance: Employing organisations are legally obliged to take out Employers' Liability Insurance. (see below)
- Disaster planning: Organisations should always keep funds in reserve in case it is necessary to pay for things when they go wrong: for example, if it is necessary to make the worker redundant (see below).
- Recruitment: Funds need to be budgeted to pay for the recruitment process.

Recruitment

Putting together the necessary documents

Recruiting new staff members is not as straightforward as it sometimes seems. There are many things to consider to ensure the best person is employed to do the job, and to be sure this is done legally.

The first thing that is necessary is to write a job description. This should describe everything the person carrying out the work is supposed to do. It should also describe who supervises them, and what responsibilities they have.

The second part of the process is writing a Person Specification. This is done by examining the job description and writing a list of all the skills, experiences and abilities a person would be expected to have to be able to carry out the job described.

By using the job description it is possible to extract the main points to create a job advertisement. The advert should contain the title of the job, the salary, some very brief details about the job and the type of experience that might be needed, details of how to get in touch - address, telephone numbers, and the date by when applications should be received.

This advertisement should be placed in appropriate places such as newspapers and websites. Many places are free, such as internet mailing lists, and job centres.

Application packs: Application packs should be sent out to people who want to apply for the job. This pack should include:

- the job application form - the form used should reflect the requirements of the job should not be too complicated, and should allow candidates space to express themselves.
- the job description
- person specification
- other useful details about the organisation that applicants might find helpful and interesting.

Using application forms rather than receiving CVs or simple letters of application makes it easier to judge applicants against each other, and helps with choosing the best ones.

Shortlisting and Interviewing

A panel of 3-5 people should be got together to carry out the shortlisting and interviewing. The panel put together should have appropriate interviewing skills and/or experience, and should include at least one person who has a good understanding of the job. The issue of using future colleagues on the panel should be considered carefully, as they will have access to confidential information regarding applicants who may end up being their colleagues.

Advice and training on carrying out interviews is available from PEACe (See Appendix).

Key points:

- At an interview always use the same questions for each applicant,
- Be sure the questions asked are relevant to the job: personal questions that are irrelevant and could discriminate against individuals should not be used. For example, the fact of whether someone is married or has children does not affect their suitability for the post, and if these facts were used as selection criteria it would be seen as sexual discrimination. Similarly a panel cannot ask someone their age, or anything that indicates their age, as this could discriminate on grounds of age.
- The person specification should be used to help decide what questions to ask.
- A panel should be clear what answers it is looking for, and be sure that that it grades the answers fairly, without discrimination.

In all areas of recruitment it is important to be careful about discrimination. It is illegal to discriminate against anyone because of their race, their gender, their age, any disability they may have, their sexuality or their religion or philosophical belief.

Genuine Occupational Qualifications

However, there are certain times when it is legal to discriminate in recruitment – where the sex, race or disability is a genuine occupational qualification. This means when they need to be of a certain sex, race etc in order to carry out the job.

For example it might not be appropriate to recruit a man to work with women in a women's hostel.

An organisation considering advertising for a job where it believes that the race, gender etc. of the person it wants to recruit is a Genuine Occupational Qualification then it should first check this by getting advice from PEACe (See Appendix) or another qualified adviser.

References

An appointment should not be confirmed until written references have been received: this helps ensure that the information has been received from the applicant is truthful and accurate.

References should be requested from an ex-employer and/or other appropriate person: usually applicants will give details of who to contact for these references on their application form.

When collecting references it is normal practice to write to applicant's referees giving them details of the job they are applying for, and to request details that will help reassure that the correct person has been appointed.

It is customary to write to referees and ask specific questions regarding an applicant – for example it is normal practice to query an applicant's sickness and reliability record.

In writing to collect references, questions that may potentially discriminate should not be asked (for example a question regarding time off on maternity leave).

It should be noted that anyone writing an employment reference would be extremely careful about offering a negative opinion – what they should be giving is only factual information.

This applies to all organisations writing a reference. It is advisable to always state facts, not opinions (unless the opinion is positive).

Once a satisfactory reference has been received that person's appointment can be confirmed.

CRB Checks

If the post the organisation is recruiting to involves the employee working with children or other vulnerable people it is the organisation's responsibility to ensure that the person recruited is suitable. The Criminal Records Bureau (CRB) exists to help check this. The role of the CRB is to reduce the risk of abuse by ensuring that those who are unsuitable are not able to work with children and vulnerable adults. This check can be done via an umbrella body. For details of this and how to proceed go to the CRB website at www.crb.gov.uk/ or call 0870 90 90 811.

Work Permits

All the staff that an organisation employs have to have a legal right to work in the UK. The law says it is the employer's responsibility to check that people it recruits have the appropriate rights. This is done by checking that applicants have the correct documentation. Details of what documentation is acceptable is available from the following Government website:

www.employingmigrantworkers.org.uk/

or by telephoning the Employers' Helpline on 0845 010 6677

Starting Work

Induction

When someone starts their new job, it is important to help them to learn about the job and different aspects of the organisation they have joined. Induction material should be prepared before the new worker starts - this should include lists of contacts, information about the organisation they have not already received etc.

It should also include copies of all the organisation's policies and procedures: for example the Health & Safety Policy, Equal Opportunities Policy etc. If it has not been given to them already, it should include the Statement of Terms and Conditions of Employment.

It is essential to spend some time helping a new worker to settle. A new employee should be introduced to as many relevant people as possible, and if necessary, appropriate meetings should be set up before they start, to take place in their first couple of weeks of work. An organisation should ensure that someone is available to help the new worker settle in - to answer questions about how the organisation functions, and to show him or her around, pointing out useful and practical information.

Sometimes it is a good idea for another member of staff to 'shadow' the new employee, to keep an eye on them and to support them in their new role.

Probation

The first few months (usually three or six) of a worker's employment should be a probationary period, which should include regular supervision and support for the new worker. All supervision sessions should be recorded, and the notes kept on file. The probationary period should be characterised as a period when particular support is given to a worker, but also as a period when both the worker and the employer have a chance to change their minds if everything is not working out. This does not mean that proper procedures for discipline or capability should not be followed - although they might be shorter than procedures for employees who have completed the probation period.

Once the probation period has been completed to everyone's satisfaction, an employee should be informed that the probation period has been successfully completed.

If things don't work out the worker has to be given notice. This should never come as a surprise, as the worker should have been properly supervised throughout, given feedback on whether the standards expected of them have been met. They should be entitled to an appeal, and to representation.

Insurance

If an employee suffers an injury or becomes ill at work, it is possible they could sue their employer for damages. Also, if there are costs related to the provision of ambulance services, the NHS can claim these back too. For this reason the law requires employers to take out Employee Liability Insurance. This is available from any reputable insurance company, and there are some that specialise in providing services to voluntary organisations (See appendices).

Contracts of Employment

Defining the contract

Legally a contract of employment is formed by the fact that a job has been offered, accepted, and that payment in return for work has been made.

The contract between the organisation and the employee is defined by a number of things:

- The job description
- The letter of appointment.
- The statement of terms and conditions

The most important contract document of all is the Statement of Terms and Conditions of Employment, which is commonly referred to as 'the contract'. This document sets out the main terms and conditions of employment, and must be given to employees within the first two months of employment.

There is a fixed list of the minimum things that must go in the statement:

- Name and address of employer
- Name of Employee
- The date employment commenced
- The Title or Description of the Job
- The Location of the job
- Pay details – including how much and how often and how paid.
- Pension details
- Working Hours and Leave Entitlements
- Details of the Organisation's Discipline and Grievance Procedures (Another document can be referred to – see below)
- Details of whether the employment is permanent or fixed-term (see below)
- Details of any collective agreements that effect the contract (i.e. a union recognition agreement – see below)

There are also other things it is useful to include, such as:

- Sick leave arrangements and sick pay
- Entitlement to other things such as maternity or paternity leave (see below)
- Arrangements for deductions (this makes it easier to deduct pay if, for example, it is needed to deduct a previous overpayment)
- Details of how the Probationary Period works (see above)
- Arrangements for overtime or time off in lieu, if they exist
- Details of entitlements to time off for other duties (see below)
- Maternity, Paternity, Parental and Adoption leave arrangements (see below, as with discipline and grievance it is often advisable to refer to another document)
- Flexible working arrangements (see below)
- Reference to other policies such as Confidentiality, Health and Safety, Equal Opportunities
- Notice requirements – for both employer and for the employee too – but see dismissal below.

Full details of what should go in a statement, and a sample statement is available from PEACe. (Directly from LVSC's website at www.lvsc.org.uk/contracts) A simple outline contract is also available from ACAS: www.ecacas.co.uk/cgi-bin/perlcon.pl .

Other terms and conditions might exist too, even though they are not written down. These include statutory terms (things the law says that effects the contract) and implied terms – things that nobody wrote down but would have been agreed had they discussed them, such as carrying out the job properly, or providing a safe workplace.

Varying the terms of a contract

The terms that are in the written statement of terms and conditions of employment cannot change without the agreement of both the employer and the employee. The only exceptions to this are:

- Changes to the law: (for example, entitlement to annual leave, maternity, parental or dependants leave)
- Changes negotiated collectively with a recognised trade union (see below)
- Where the contract allows for a change – eg a mobility clause that means that it is possible to change where an employee works (but an employer should be careful not to discriminate against those who might find it hard to move – eg people with disabilities, working mothers)

If an employer wishes to change something in the contract it will either have to negotiate with employees' union representatives, if they have them, or with employees directly, individually. An employer cannot make a change to an employee's contract without their agreement.

For example an employer might want to reduce the amount of sick pay that they have agreed to pay in a contract. This cannot be changed without the employees' agreement. However, when new staff are recruited, it is possible to issue them with contracts that have the new terms.

Temporary or fixed-term contracts

A fixed-term or temporary contract is one where the employment is for a limited time (eg six months), or is solely to complete a specific job (eg paint a building).

Many voluntary and community sector employers prefer to issue a fixed term contract when posts are funded for a specific period.

If employment is for a fixed term it should be noted in the statement of terms and conditions of employment. A workers' rights when employed on a fixed term contract are no less than any other employee, and it is not legal to offer worse rights to an employee because of the length of their contract.

The purpose of the fixed term contract is to be explicit about any temporary period of employment, so that there is no expectation of further employment once the contract has ended.

However, if a fixed term contract is issued then staff members should still receive notice in accordance with the terms of the contract. The purpose of a fixed term contract is defeated if employment is allowed to go on after the fixed date. Also if fixed term contracts are repeatedly issued one after another, then after the second time it becomes meaningless. If the repeated issuing of a fixed term contract goes over four years, then by law a permanent contract exists.

There is no benefit at all of issuing a fixed term contract for a period of more than one year.

Part time contracts

A part time contract is a contract with defined hours less than a full time contract. A worker employed on a part time contract has the same rights as a worker on a full time contract, although their entitlements should be calculated on a pro rata (proportional) basis.

'Casual' Contracts

As long as the basic requirements that define an employment relationship exist, as noted above: the obligation to provide work and the obligation to carry it out, a contract exists, and even though it might be temporary and part time, a worker still has rights, as above.

Pay

How much?

One of the most difficult things to decide is how much to pay a worker. There are several things that should effect the decision on pay rates.

For most jobs there is a market rate: how much is generally paid for specific types of workers. One method of checking the 'going rate' for any job, is by checking with other organisations, and checking job advertisements in publications such as the Guardian or Third Sector.

For workers in particular sectors there are often different pay rates set out in pay scales. The pay rates in these scales are determined nationally by national negotiations between employer and employee representatives. The one most commonly used by the voluntary sector is the Local Government Pay Scale, commonly known as the NJC (short for National Joint Council – for Local Government Employees)

To help determine what the correct rate there is a system known as Job Evaluation. This looks at all the factors that make up the job, and comes up with an appropriate pay level. LVSC's PEACe (See Appendix) service offers a Job Evaluation system that does this, using the NJC pay scales.

Minimum Wage

Whatever pay rate an organisation decides to pay, it needs to make sure it is paying at least the legal Minimum Wage. The minimum wage is set by Government each October, and up-to-date details of the minimum wage are available at: www.direct.gov.uk/en/Employment/Employees/Pay/DG_10027201.

Equal Pay

It is important for organisations to be careful about the law regarding Equal Pay. A person cannot be paid differently for the same job because of their sex, race, age etc (for more details on discrimination, see below). People cannot be paid less because of the nature of their contract: for example part timers are entitled to the same hourly rates for their work as full time workers carrying out the same contracted functions. This is because the majority of part time workers are women, and therefore this would be indirectly discriminating against women (see below).

Pensions

All employers employing five or more employees, must offer a pension scheme, at the very least a stakeholder pension. A stakeholder pension provides a low cost pension that is easy to move between jobs. The pension paid will depend on how much is contributed and how well its investments do.

Employers can contribute to a stakeholder pension, but there is no obligation on them to do so.

Sometimes funders will include an amount for pensions in money they give the organisation, sometimes they will not. Difficulty can arise if posts in an organisation are funded by different organisations, and some posts have pensions, and some do not. It is important that the organisation does not inadvertently discriminate because of this, and if this is the case (eg all the men receive a pension, but none of the women do), advice should be sought.

Leave

Annual Paid leave

All workers are entitled to at least 5.6 weeks (28 days) paid leave every year. This was changed recently, and came into effect in October 2008 to reflect England and Wales public holiday entitlements (see below). The year is either defined by the date they started work, or a 'leave year' can be defined in the statement of terms and conditions.

An employer may require a worker to give notice of intention to take annual leave and the dates proposed. The employer may require the worker to give notice at least twice as many days in advance of the start of leave as the number of days to which the notice relates. If giving due notice, the employer may also require the worker:

- to take leave to which the worker is entitled on particular days, or
- not to take such leave on particular days.

If the employer gives notice to a worker that they must take leave, this notice must be given at least as many days in advance of the leave start date as the number of days of the proposed leave.

If the employer refuses a request for leave, they must give at least as much notice as the number of days' leave refused.

Part time workers are entitled to the same amount of leave as full time workers 'pro rata' – this means they are entitled to the same amount of leave proportionately. It is often easier to work this out in hours.

For example in an organisation a full time worker may work 35 hours a week. Their annual leave entitlement is 28 days, which works out as (28x35) 980 hours. Another worker works 17.5 hours a week, therefore their entitlement is (28x17.5) 490 hours. Another worker only works one day a week (7 hours) and therefore gets a total of (28x8) 224 hours. This would work out, in all cases, to 5.6 weeks.

Other important points are:

- some or all of the additional holiday may be carried over to the following leave year with the agreement of both the employer and the worker;
- payment in lieu of taking holiday is not permitted except on termination of employment.

Bank Holidays

In England and Wales there are 8 Public Holidays. These are traditionally known as 'Bank Holidays'.

The employer may include Bank Holidays in the calculation of statutory paid annual leave.

However, many employers add public holidays to the minimum statutory leave entitlements.

Part time workers are entitled to pro rata days off (see above).

Maternity Leave

Women employees who become pregnant are entitled to a year off (52 weeks) to have and look after their baby.

For women that will have worked for the organisation for 26 weeks before the 15th week before they expect to give birth (this is known as the 'expected week of confinement' or 'EWC') the employer has to pay Maternity Pay. As a rule of thumb this applies if the employee has been in employment for the whole pregnancy. The minimum pay is set out by Government, this is called Statutory Maternity Pay (SMP)

For details of current rates of SMP see:

www.hmrc.gov.uk/employers/employee_pregnant.htm

www.dwp.gov.uk/lifeevent/benefits/statutory_maternity_pay.asp

www.lvsc.org.uk/Templates/information.asp?NodeID=90181&iIPNID=90016&i2PNID=90165

Or check with an adviser at PEACe (See Appendix).

This money should be paid in the same way salary is normally paid, and employers can claim most of this money (92%) back from the state. This is done via deductions from payments normally made to Inland Revenue, and small employers (with a turnover of less than £45,000 a year) will get an extra bit back from the state to cover this administration cost (Totalling 104% of the cost). Whoever organises an organisation's payroll should do this.

Employers are of course free to pay more than this statutory minimum if they so wish.

Women who do not qualify for Statutory Maternity Pay may qualify for Maternity Allowance. They should go to the local JobCentre for further advice.

Women's rights during Maternity Leave

When on maternity leave women have the same rights as if they were still at work, except for pay (see above). This means that they still accrue rights to annual paid leave, to pension (if it is paid) and any other benefits that other employees receive. If an employee gets treated worse than other employees because they are pregnant (including while they are absent on maternity leave) this is against the law.

Returning to Work

A woman returning to work at the end of maternity is entitled to return to the same job she left – or if this is not reasonably practicable to another which is a suitable alternative job.

If a woman returns at the end of her full 52 weeks of maternity leave and has not told her employer that she wishes to come back at any other time, she does not need to provide any further notice.

The employee can change the dates of her return to work as long as she gives eight weeks' notice to her employer.

If the employee decides not to return to work at the end of her maternity leave she is entitled to continue to receive her full amount of statutory maternity leave and pay. She must give the employer at least the notice required by her contract.

Managing maternity leave can be complex, and there are many issues to consider, such as the employees' health and safety, employees' rights, rules on notification etc. Employers with an employee who becomes pregnant should always seek further advice. There are some excellent free guides available on the internet (see Appendix) and advice available from PEACe (See Appendix).

Paternity Leave

Fathers of newborn children are also entitled to paid leave. If they have worked for 26 weeks prior to the EWC (see above) they are entitled to two weeks paternity leave and pay. Statutory Paternity Pay (SPP) is set by Government and current rates are available from:

www.dti.gov.uk/employment/workandfamilies/paternity-leave/index.html

As with Statutory Maternity Pay this can be reclaimed from the state, and small organisations received an extra small amount.

Again, this is the legal minimum: employers can offer more.

Parental Leave

The law allows working parents, or others with a formal parental responsibility, who have worked for their current employer for at least 12 months, up to 13 weeks' leave for each child up to the age of five. If the child is adopted, then the entitlement is for 13 weeks' leave until the 5th anniversary of the child's placement with the adoptive parents or the child's 18th birthday whichever is sooner. In the case of disabled children, parents are entitled to 18 weeks' leave until the child's 18th birthday.

Leave must be taken in blocks of one week, unless the child is disabled in which case leave can be taken in blocks of less than one week including one day, for up to four weeks per year.

The leave is unpaid unless the employment contract states otherwise, and an employer can insist that the employee gives 21 days' notice of their intention to take leave. The leave entitlement is per child, so if an employee has more than one child who matches the criteria above, then they are entitled to more leave.

Employees returning from parental leave of four weeks or less have the right to return to their original job. In other cases, if the original job is no longer available, then they are entitled to a similar job with at least the same status and conditions.

Adoption Leave

Employees who adopted a child, and who have 26 weeks' service when this happens, are entitled to up to 26 weeks' Ordinary Adoption Leave and up to a further 26 weeks' of Additional Adoption Leave. When a couple adopts a child, the couple can decide which partner will take adoption leave. Paternity leave and pay may be available to the partner of an individual who adopts or to the other person in a couple who are adopting together. (See above).

Most employees who qualify for adoption leave will also be entitled to Statutory Adoption Pay. To qualify employees must earn at least the lower earnings limit to pay National Insurance. Those who don't may be entitled to other financial support from their Local Authority.

Employees must tell their employer within seven days of being matched with a child when they want their adoption leave to start. Statutory Adoption Pay (SAP) is set by Government and current rates are available from:

www.dti.gov.uk/employment/workandfamilies/adoption-leave/page16608.html

As with Statutory Maternity Pay and Paternity Pay this is recoverable from the state (see above).

Dependants' and urgent personal leave

All employees have the right to 'reasonable' time off work to help people such as family members or friends who depend on them for assistance in an emergency. There is no set limit on how much time off can be taken but they can only take off the time necessary to sort out the immediate 'problem'.

This time off does not have to be paid by the employer, even though the leave may only be for a few hours during a paid working day. However some employers already give paid leave in these circumstances, perhaps up to a certain number of days per year.

Public Duties

There are some duties that employees undertake that give them an automatic right to 'reasonable' time off to undertake. Elected Union Officers have a statutory entitlement to time off to carry out appropriate duties. There are also a number of 'public duties' for which workers are entitled to time off. Examples include:

- Justice of the Peace
- member of a local authority
- member of a statutory tribunal
- member of a NHS Trust or a Regional Health Authority or a District Health Authority or a Family Health Services Authority
- member of the governing body of an educational establishment

..and there are others.

Employees are not usually entitled to pay for this time off, and they may well be able to claim back the money they lose from the authority they are sitting on.

Defining 'Reasonable'

Employment law often uses the term 'reasonable' – for example:

- Reasonable time off for public duties'
- 'Reasonable time off to act as a health and safety representative'
- Reasonable adjustment' for helping people with disabilities work (see below).

There is no hard and fast rule for what is and what is not 'reasonable', and to decide what is reasonable, all factors have to be taken account of, such as the requirements and size of the organisation, and the amount of time off required to carry out the undertaking.

In terms of making 'reasonable adjustment' again all aspects should be considered: buying someone a new chair might be reasonable for a small organisation, but installing a new lift might not.

The test of 'reasonableness' is a two-way street, a balance of what is "reasonable" for the employee, and what is "reasonable" for the employer. If unsure, seek advice.

Jury Duty

All employees are entitled to time off to undertake Jury Duty. Again, there is no obligation to pay employees, and they should be able to claim back their loss of earnings.

Health and Safety

Responsibilities and entitlements

All employers have responsibility for aspects of health and safety at work. Generally employers have to ensure that the workplace is safe, that they have a health and safety policy (that is relevant to the organisation), and that they carry out risk assessments - a formal investigation into the risks that exist in the workplace. Either this can be done by a trained 'competent' member of staff or of the management committee, or an outside consultant can be brought in to do it.

It is important for employers to consider whether their staff have any specific needs in terms of health and safety: for example employers need to take special care when they employ pregnant women, or when a worker has a disability. Organisations' health and safety policies must include reference to all potential workplace hazards, and policies and procedures for dealing with them.

Employees are entitled to be consulted over health and safety issues and have a legal right to elect a health and safety representative to represent them. Health and safety is an important and complex issue, and it is advisable for both employers and workers to get training and advice in this area.

Best advice on Health and safety is available from the Health and Safety Executive at: www.hse.gov.uk/ or on 0845 345 0055.

Working Hours

One important area of health and safety often overlooked is the area of working hours. Workers have a basic set of working time rights that cover how long they can work each week, how often they should get breaks. Generally the rules are as follows:

- A maximum working week of 48 hours
- A maximum of eight hours night work
- A daily rest period of 11 hours
- A day off in each week
- A minimum rest period of 20 minutes in a working period of six hours

The limits around working hours can be varied or opted out of altogether if there is a formal signed agreement between the worker and the employer, that both have to have entered into freely. A worker has the right to withdraw their agreement at any time. However, other limits (day's off, rest periods, holidays) can only be changed if they are agreed by the whole workforce, normally through what is normally called a workforce or collective agreement. Workers cannot individually opt out.

It is also important to note that these are limits – it is good practice to allow workers to have longer lunch breaks, and work less hours.

Managing Staff

Policies and procedures

To ensure work gets done efficiently, and to sure a happy, healthy, smooth running work place, it is important to have good management systems in place. To help it is a good idea to have written policies that cover a lot of the situations that an employer is likely to come across on a daily basis. Many organisations put all these policies together in a document called a Staff Handbook. Sample policies and procedures are available from PEACe (See Appendix).

Supervision

All staff should receive regular supervision. There should be regular, scheduled, structured meetings with their line manager to discuss work-related issues. This might be another, senior member of staff, or a member of the management committee. Being a good manager is not easy. What it involves is committing the time to supporting and listening to workers, to understanding the jobs of the workers supervised, and spending the time trying to help, and sort out any problems that arise. Managers are responsible for setting realistic targets, for monitoring progress, and for coming up with solutions to problems as they arise.

Supervision is a useful process that allows managers to monitor workers' progress, and plan for future development. Managers often find it useful themselves as a communication process, and should allow staff to give feedback.

All supervision sessions should be properly recorded. Managers should take notes of meetings and these should be shared and agreed with the worker concerned, and then placed on file.

Managers may need help in giving the appropriate management support needed, in which case they could look outside their organisation - either for advice, support, or training, or for someone to carry out non-managerial supervision - i.e. someone who can give appropriate advice and support to a worker but who is not their line manager. This is often particularly appropriate for Chief Officers of organisations who have often less opportunity to receive support than others in an organisation, or for employees who need separate support for work they do with their organisation's clients, such as advisers, counsellors or therapists.

Appraisal

The purpose of Appraisal is to help staff in the organisation to do the job to the best of their ability and to develop professionally. This in turn will contribute to improving the efficiency of the organisation as a whole and to achieving its goals.

Appraisals aim to help to improve staff's job performance by identifying strengths and weaknesses and determining how their strengths can be best used and weaknesses overcome.

An appraisal offers an opportunity for communication between staff and their supervisors on work relations and performance. For an appraisal to be successful it is important that both parties are frank and honest, and that they do not shy away from sensitive issues.

A performance appraisal should take place for every member of staff once a year, in the form of a personal interview with the immediate supervisor. The Appraisal interview must be properly prepared for, and should look at the following issues:

- Performance
- Problems
- Targets
- Training needs

An appraisal must not be confused with other procedures, in particular it must not deal with disciplinary or grievance matters or with matters concerning salaries and general conditions of employment. It is an opportunity, however, for a manager and the employee to jointly review the employee's job description.

Staff Development

Whilst an organisation will obviously try and employ staff with appropriate experience and qualifications, it is important that it recognises the need to support its staff's training needs. This might include training to update them with information relevant to their job, training to improve their skills, or training to widen their skills and knowledge. Staff development does not just mean training though, and employers should ensure that staff can have access to the information and publications they need to do their work effectively, and have the time to read.

People have many different ways of learning, and it is important that employers ensure there is both time and money to support staff development. It is good practice to have a staff development policy, and to have a budget for training and development for the staff team.

Equalities and Discrimination

Discrimination

It is illegal to discriminate against anyone on the grounds of their sex, race, age, sexuality, disability, religion or beliefs.

It is important to understand the definitions of each category, and to understand fully what constitutes discrimination.

Sex: Gender: it is illegal to give preference to someone because of their gender – except in very specific circumstances (see GOQ above).

Race: This refers to more than just people's colour, but to their country of origin, their language etc.

Age: This law means that somebody's age should not be a factor in how they are treated. This is a relatively new area of law, that is important for employers to consider. As well as general obligations not to discriminate, the new law means that employers should not automatically retire workers once they reach the age of 65. Even if the statement of terms and conditions sets a retirement age of 65, employers have a duty to consider requests from employees who wish to carry on working beyond that age, and cannot unreasonably turn down such a request if the only reason for retirement is the employee's age.

Sexuality: This means someone cannot be treated differently because of their sexual preference, i.e. whether they are straight, gay, lesbian, bisexual or transgendered.

Disability: This is defined as someone who has a disability or illness that affects them permanently or for at least one year. A person cannot be treated differently and employers are obliged to make 'reasonable adjustment' to help people with disabilities do their work. 'Reasonableness' is usually defined by cost – but it is possible to get help from Government to pay for adjustments from the Access to Work scheme.

Religion or Belief: It is illegal to treat someone differently because of their belief, or lack of belief. This includes philosophical beliefs that might not be described as religion.

What constitutes discrimination?

Some discrimination is obvious: someone is treated differently because of their age, race etc. Other discrimination is less obvious, and it is important to understand what is called Indirect Discrimination. This is, for example, where a requirement for a job, or a rule, is imposed that might (without meaning to) have a disproportionately adverse effect on one group. The fact that a person may not have intended to discriminate against someone would not be a defence.

Some examples are given below:

- A dress-code policy might discriminate against someone's religion
- A requirement to work until 10 at night, which would indirectly discriminate against women, who are more likely to be the prime carers of children
- A question on an application form asking for someone's date of birth might discriminate on grounds of age
- Rejecting a candidate for a job because they are 'over-qualified', may indirectly discriminate against older workers who are more likely to have experience or qualifications
- Applying criteria which may not be essential to the job e.g. asking for "ability to read and write English" for a cleaning job - although the individual will need to follow instructions these could be given orally
- Insistence on British qualifications without consideration of equivalents
- Stating that only people with ten years continuous employment/service will be appointed – this may exclude more women than men who may have breaks in their employment to care for children.

Harassment and Bullying

Harassment, in general terms is defined as unwanted conduct affecting the dignity of men and women in the workplace, where actions or comments are viewed as demeaning and unacceptable to the recipient.

It may be related to age, gender, race, disability, religion, belief, sexuality, nationality or any personal characteristic of the individual, and may be persistent or an isolated incident.

Bullying is generally defined as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power (however gained) through means intended to undermine, humiliate, denigrate or injure the recipient.

Bullying and harassment can often be hard to recognize – they may not be obvious to others, and may be subtle. The effect of bullying and harassment can be extremely detrimental to an individual, and to an organisation. It can lead to job insecurity, illness, absence from work, and even resignation. Almost always job performance is affected and relations in the workplace suffer.

Employers have a legal duty to protect their employees from harassment and bullying and are obliged to take action to deal with these issues as they arise.

Employers should be clear about the standards of behaviour expected, set a good example in their own behaviour and ensure that individuals are fully aware of their responsibilities to others.

Complaints of harassment or bullying must be taken seriously and investigated promptly and objectively. Employees do not normally make serious accusations unless they feel seriously aggrieved. The investigation must be seen to be objective and independent. Decisions can then be made as to what action needs to be taken. Organisations should have a policy and procedure for dealing with bullying and harassment. Sample procedures are available from PEACE (see appendix).

Where the complaint is found to be justified any action taken against those responsible should be dealt with under the organisation's disciplinary policy and must comply with the statutory minimum procedure.

Flexible Working

Recently introduced laws have included what are known as 'Family Friendly' policies. In addition to the parental rights outlined earlier, the right to Flexible Working has been introduced. In practice this means that an employee can request that their employment is more flexible to enable them to have the time to care more effectively for their children or other member of their family who might need care.

'Flexible working' is a phrase that describes any working pattern adapted to suit an employee who is caring for someone's needs. Common types of flexible working are:

- part-time: working less than the normal hours, perhaps by working fewer days per week
- flexi-time: choosing when to work (there's usually a core period during which an employee has to work)
- annualised hours: hours are worked out over a year
- compressed hours: working agreed hours over fewer days
- staggered hours: different starting, break and finishing times for employees in the same workplace
- job sharing: sharing a job designed for one person with someone else
- home working: working from home

Any of these working patterns could be combined to come up with something to suit the circumstances.

An employee has the right to ask for flexible working - not the right to have it.

Under the law employers must seriously consider any application received, but do not have to agree if there is a good business reason not to.

In practice, a business reason would be that an organisation cannot continue to function in a useful way because of the change. This should be considered extremely carefully, because a rejection without proper consideration could amount to discrimination. Once the change has been agreed it is a permanent change, unless both parties specifically agree at the outset that it is only for a limited time.

III Health

Sick leave and Sick pay

Every worker is entitled to time off if they are sick. However, their rights to sick pay depend on contractual arrangements. Most employees are entitled to Statutory Sick Pay (SSP), as long as their weekly pay is more than the 'lower earnings limit'. This is an amount set down by Government on an annual basis. Up-to-date details of the rate are available from: www.hmrc.gov.uk/employers/rates_and_limits.htm

Employers sometimes pay more than SSP, if they can afford it, but an organisation should consider this when budgeting, and consider the cost of hiring cover staff.

A small proportion of SSP is sometimes claimable back from the state, but this is only under extreme circumstances, and the formulas for claiming are complicated and should be carried out by whoever does the organisation's salary administration.

SSP is paid for a maximum period of 28 weeks. After that time an employee should claim incapacity benefit.

Long term illness

Managing staff illness can be extremely challenging especially when dealing with situations such as when workers are off sick for very long periods, or repetitively, many times. It may be that a worker is so unwell that they will never be able to return to work - in which case arrangements should be made for early (or 'ill-health') retirement. It is good practice to have a consistent policy for dealing with long-term sick leave. The decision when to actually implement the ill health procedure should be taken on the merits of each individual case.

This decision can only be made after consultation with the worker concerned. It would be pointless, for example, to have a hard and fast rule that stated the procedure should be invoked after one month - the worker concerned might return to work two days later. And in some cases - for example when people have had surgery - there may be a previously defined return date for the worker concerned.

A good ill health procedure will include the following:

- Full consultation (where possible) with the sick worker
- The right of the worker to representation
- Consideration of medical reports

A medical report can be sought by an employer from an employee's own doctor, and employers can also obtain reports from an independent practitioner (Usually via the Occupational Health Unit of a hospital). However, the law states that written permission should be gained from the employee first, and employers should note that employees have a right to see their own medical reports.

In a very, very small number of cases the medical report may reveal that the worker is perfectly healthy - in those cases an organisation should carry out an investigation and consider action under the disciplinary procedure.

In the vast majority of cases the medical report will reveal the nature of the illness, the likely return-to-work date of the worker, and the future capability of the worker to carry out their normal job. This is the main point of the examination and report.

In these cases employers have a number of options, depending on the result of the report:

- In the case of long term sickness amounting to a disability to consider the re-organisation, re-structuring or re-design of the job to assist the worker to be able to carry out their work.
- To consider finding alternative work for the employee within the organisation (and arranging appropriate re-training), within the employee's capabilities which might be limited by their health or disability,
- to do nothing - if the worker is likely to return to work within a reasonable period of time,
- To consider retiring the worker on ill health grounds.

One thing organisations need to bear in mind is their equal opportunities policy. It is important that to not discriminate against a worker on the grounds of the worker's health or disability - if it is impossible for a worker to return to their original job as they were carrying it out before, it is an organisation's primary responsibility to see what can be

done to make it possible for the worker to carry on in their job: to consider flexible working arrangements, changes in duties or alterations to the organisation's custom and practice. For example, it might mean moving some meetings to a different room that is more accessible, or perhaps consider allowing some of the work to be done at home.

It is illegal to discriminate on grounds of disability: employers have an obligation under the Disability Discrimination Act to make a 'reasonable adjustment'.

If a decision is finally made, following examination of medical reports and consultation with the member of staff, to retire a worker on ill health grounds, employees are entitled to their contractual sick pay until that decision is taken, and from that moment on, once notice has been issued the worker is entitled to receive full wages throughout their period of notice, or payment in lieu of notice.

Confidentiality

Definitions and data protection

In most organisations there are a number of things that could be considered confidential e.g. information about clients/users, and information about the organisation itself. It is important that workers are given clear guidance as to what is, and what is not, confidential. If there are rules about confidentiality it is vital to ensure that everyone knows them and understands them

Managers should be clear about their obligations to ensure their personnel records are confidential. All information held about employees is covered by the Data Protection Act. This means that employers are obliged to ensure its proper, secure safe storage, to ensure that members of staff can have access to their own files, but not access to others, and that information in those files is only given to those within the organisation who reasonably need them to carry out their duties – i.e. the employee's manager.

Certain information (for example equalities information) can only be held with the person's permission. This also applies to information held by an organisation about individuals who have applied for a job.

Similar rules apply when data is held about clients. An organisation holding client information should seek advice from the Information Commissioner's Office via their website at www.ico.gov.uk/ or helpline 08456 30 60 60.

Whistle Blowing

'Whistle Blowing' means alerting someone outside the organisation or outside the immediate working environment to some kind of wrongdoing. An employee is legally protected from being victimised for whistle blowing as long as they have followed certain procedures. Organisations should have a policy that explains this, and explains to everyone their rights.

Trade Unions

Trade Unions are an organised collective of workers who have got together to represent and protect workers' rights. Trade unions exist to uphold the rights of workers, and to try and improve workers' working conditions, and pay. If an organisation's workers are members of a trade union, then it is advisable to have a recognition agreement with the trade union. This sets out arrangements regarding how negotiations with trade unions over issues that directly affect workers' employment should take place - such as introduction of policies and procedures, redundancies, disputes, contracts and major changes of working practice.

Whether there is a recognition agreement in place or not, all workers have the right to bring a trade union representative with them to disciplinary or grievance hearings.

Discipline and Grievance

Discipline

Disciplinary procedures within employment are unpleasant, and both workers and management would prefer to go through life never having to deal with them. Unfortunately, disciplinary procedures are an inevitable fact of life. The law requires all employers to have written disciplinary procedures, and sets out legal minimums for what they should include. It is advisable that these procedures are clear and consistent and not too difficult to put into action.

Guidance is available from PEACe (See Appendix) on how to put together a disciplinary procedure and help is also available on implementing it.

The basics are as follows:

- investigate
- have a hearing - allow the worker to give their version of events
- decide on the best way forward.

Other important principles to remember:

- the worker is entitled to representation - normally a union rep, or a colleague or friend
- the worker is entitled to appeal against any decision taken

The process is carried out in a series of stages, so that if the employer gives a further warning, the warning given gets more severe at each stage.

At each stage there should be a disciplinary hearing, at which each side should be allowed to state their case. Before the hearing, evidence and information should be shared between parties, so that everyone has a chance to prepare before the hearing.

This hearing should be run in accordance with the ACAS code of practice.

Full details of this are available from PEACe, or from ACAS. (See Appendix)

During workers' probationary periods the principles of a fair hearing and the right of appeal still apply.

It is also extremely important to be clear about who is entitled to take what disciplinary action. For example, will all initial warnings and hearings be held by a line manager? Or will the management committee (through the chair) take responsibility for the whole procedure? And who will hear appeals? Much of this depends entirely on the make up of the organisation, the numbers of workers, the management structure and the management committee structure.

Gross Misconduct

Gross misconduct is a clause included in most disciplinary procedures to deal with the extremely rare occasions when an employee has done something so terrible as to justify their immediate dismissal. For example: stealing from an organisation, sexual harassment, violent conduct, racist behaviour.

Most disciplinary procedures include a section on gross misconduct that lists the actions that would be considered gross misconduct. This list should only contain extremely serious breaches of discipline, and it is important therefore to think about this list, and be very clear so that everyone knows exactly what is a gross misconduct offence.

It must also be remembered that even in the case of gross misconduct, workers accused must have their side of a story heard in a disciplinary hearing, and should be allowed the right to appeal.

Keeping Records

Disciplinary warnings should normally have a specified 'life' after which they are disregarded when considering any subsequent warnings. Typical timescales for the types of warning are:

- recorded oral warning - 6 months
- first written warning - 1 year
- final written warning - 2 years.

Grievances

Grievance procedures exist for workers to make complaints about co-workers, senior workers or management. Grievance procedures are also for all workers to use to complain around things they are unhappy about with regards to their terms and conditions of employment.

If a worker has a grievance - i.e. there is someone doing something or not doing something at work that's bothering them, there must be mechanism for dealing with it

Dealing with grievances is mostly a matter of common sense. However, it is important to have a written procedure - partly because the law says you have to, and partly because it is important for everyone to be clear how the situation should be handled, and that each situation is handled in a consistent manner.

Written procedures should be clear and practical - so everyone understands them and is able to use them. Once the procedures are in place, it is important for both workers and employers to read them, understand them and be familiar with them.

There are several basic principles that must be adhered to within a grievance procedure:

- Hearing - workers are entitled to a formal hearing
- Representation - workers are entitled to be represented by a trade union representative, colleague or friend
- Written records - minutes of hearings should be taken, and any decisions taken by a grievance panel should be recorded in writing - copies of these should be given to all parties
- No personal detriment - workers should not feel that they will be punished for bringing forward a formal grievance
- Positive solutions - positive solutions to problems identified in a grievance hearing should be found. These might not be the issues directly raised by the person bringing the grievance, and the solution may well not be what the worker wants, but it is always good practice to look for the root cause of the problem and to try and find a solution.
- Speed - grievances should be dealt with quickly, but:
- Consistency - they should be dealt with fairly and consistently
- Appeals - workers must always be allowed the right of appeal.

Written procedures must include details of who workers should take grievances to, and should include details of steps workers can take to get a proper hearing for their grievance. Workers must have the right of appeal - in other words, if they are not happy with the result of a hearing at one level they should have the right of appeal to a higher level.

Sample Discipline and Grievance procedures, and advice on how to implement them, are available from PEACe (See Appendix).

Dismissal

Definition of dismissal

The legal definition of dismissal includes:

- The termination of employment by the employer
- The resignation from employment by the employee where the employee has resigned because the employer has acted in breach of contract, or shown intention to act in breach of contract (this is commonly known as 'constructive dismissal').
- The expiry of a fixed term contract without its renewal.
- The employer's refusal to allow an employee to return to work after a period of absence (eg maternity/paternity/adoption leave) where he/she has a legal right to do so.

Fair dismissal

A dismissal can be fair if the employer can show that the reason for it was one of the below, and provided the employer acted reasonably in the circumstances in treating that reason as sufficient to justify the dismissal:

- a reason related to the employee's capability or qualification for the job
- a reason related to the employee's conduct
- redundancy (see chapter on Redundancy)
- some other substantial reason which can be justified.

In all cases an employer is obliged to follow procedures in the contract of employment and these procedures must, as a minimum comply with the statutory procedures.

The principles behind these procedures are that an employer must act fairly and reasonably.

Standard dismissal procedure

This procedure should be used for almost all dismissals including not renewing a fixed term contract; when making an employee redundant; when dismissing a probationary employee; or if an employee is being retired.

Step 1: statement of grounds for action and invitation to meeting

The employer must set out in writing the circumstances which lead

them to contemplate dismissing the employee. The employer must send a copy of the statement to the employee and invite the employee to attend a meeting to discuss the matter. The employee must be given a reasonable opportunity to consider their response.

Step 2: meeting

The meeting must take place before action is taken. The employee must take all reasonable steps to attend the meeting.

After the meeting, the employer must inform the employee of their decision and notify them of their right to appeal.

In a redundancy situation for example, if the decision is to make the employee redundant, the redundancy notice letter would be issued at this stage. The employee will then be appealing against the decision to make her/him redundant.

Step 3: appeal

If the employee does wish to appeal s/he must inform the employer. If the employee wishes to appeal, then the employer should organize a further meeting, which again the employee must take all reasonable steps to attend.

After the appeal meeting the employer must inform the employee of the final decision.

General Requirements

- Each step and action under the procedure must be taken without unreasonable delay.
- Timing and location of meetings must be reasonable.
- Meetings must be conducted in a manner that enables both employer and employee to explain their cases.
- In appeal meetings the employer should, so far as is reasonably practicable, be represented by a more senior manager than attended the first meeting.
- The employee is entitled to be accompanied to each of the meetings under these procedures by a friend, work colleague or union representative.

Unfair dismissal

If an employee is dismissed without following proper procedures, as written in the contract, and as outlined above, no matter how severe an offence it is believed they had committed, a dismissal would be unfair. Some kinds of dismissal are always unfair: these relate to dismissals of an employee because they are carrying out something which they have a statutory right to do, such as joining a trade union, carrying out their role as a health and safety representative, or applying to a tribunal for a contract of employment when one has not been issued. Whatever the reason for the dismissal, advice should be sought.

Complaints of Unfair Dismissal

To complain of unfair dismissal, the person must be an employee (see chapter on Employment Status above), and in most cases, have to have completed one year of service.

However, the qualifying period does not apply in the following cases of:

- dismissal for trade unions activities,
- dismissal for exercising a statutory employment protection right,
- dismissal for taking (or proposing to take) actions on health and safety grounds
- dismissal on grounds of sex, race or disability discrimination.
- dismissal on grounds relating to minimum wage legislation
- dismissal on grounds relating to the Public Interest Disclosure Act

If an employee believes they have been unfairly dismissed, they can bring their case to an Employment Tribunal, which is a court that only hears issues regarding employment. If this happens organisations should seek legal advice. Employment Tribunals also hear complaints of discrimination, and other breaches of employees' contracts.

Redundancy

In employment law a redundancy arises when an employer has to reduce their workforce. The practical situations in which redundancies can occur are numerous but they are most likely to arise because:

- the organisation closes
- the organisation has more employees than it can pay
- the organisation needs to reorganise

For voluntary organisations one of the most common causes of the organisation needing to close or only being able to pay fewer employees will be loss of grant aid. However, as far as the law is concerned the reason for redundancy is immaterial; if the result is that the employer needs fewer employees at the establishment where they were contracted to work, those employees dismissed will have been dismissed because of redundancy.

If a redundancy situation applies, an employer has specific legal obligations in addition to the statutory dismissal procedure outlined above. An employer is bound to consult with its workforce: in the case of a workplace with a recognised trade union, the employer must consult collectively with the trade union, and in all cases the employer must

consult with all workers likely to be affected by the redundancy situation.

This consultation must be genuine i.e. employees should be given all the appropriate information that led to the employer making the redundancy situation, and employers should listen to and respond to employees' suggestions and concerns.

Employers have an obligation to consider alternatives to redundancy – for example to transfer threatened staff to any vacant posts that may exist if practicable and employers have to consider whether the methods of selection for redundancy are fair.

It is important that methods of selection for redundancy do not discriminate directly or indirectly on grounds of race, gender, age, sexuality, disability, religion or belief, nor on any other grounds that a tribunal may consider unfair. For example it would be automatically unfair to select all the union representatives.

Employees who are made redundant are entitled to Redundancy Pay after two years of continuous service. An amount for this may be set out in the contract of employment, but whatever is paid cannot be less than the amount set out by law. Advice on current redundancy pay rates can be obtained from PEACe or directly from the DTI website at www.dti.gov.uk/employment/employment-legislation/employment-guidance/page33157.html .

In handling redundancy situations organisations should seek advice from PEACe (see appendix).

Appendix

Useful Contacts

PEACe – LVSC,
356 Holloway Road,
London N7 6PA.
Helpline (Tuesday, Wednesday and Friday) 020 7700 8147
email: peace@lvsc.org.uk
website: www.lvsc.org.uk/peace

ACAS (Advisory, Conciliation and Arbitration Service)
Helpline
08457 47 47 47 Monday - Friday 08:00 - 18:00
08456 06 16 00
for Minicom users Monday - Friday 08:00 - 18:00
website: www.acas.org.uk

Equality Direct is a confidential advice service for small businesses on equality.
08456 00 34 44 Monday - Friday 09:00 - 16:30

BusinessLink
0845 600 9 006
www.businesslink.gov.uk

Health & Safety Executive (HSE)
0845 345 0055
Fax: 0845 408 9566
Minicom: 0845 408 9577
E-mail: hse.infoline@natbrit.com
Opening hours: 8 am - 6 pm (Monday to Friday)

MODA - Migrant Organisations Development Agency
1 Mark Street,
Stratford
London, E15 4GY
Tel: 020 8555 8948
Email: info@moda.org.uk
www.moda.org.uk

CEMVO - Council for Ethnic Minority Voluntary Organisations
Boardman House, 64 Broadway
Stratford, London
E15 1NG
Freephone: 0800 652 0390
Tel: 020 8432 0000
Fax : 020 8432 0318/9
email: enquiries@emf-cemvo.co.uk
www.emf-cemvo.co.uk/

BTEG: Black Training and Enterprise Group
www.bteg.org.uk
Regents Wharf

8 All Saints Street
London
NI 9RL
Tel: 020 7713 6161
Fax: 020 7837 0269
email: info@bteg.co.uk
www.bteg.co.uk

Refugee Council
020 7346 6700
www.refugeecouncil.org.uk

Local Council for Voluntary Service (CVS): Most boroughs have a CVS that exists to assist local voluntary and community organisations. You can find your local CVS by checking at the following website: www.nacvs.org.uk/cvsdir/

Directory of Social Change
24 Stephenson Way
London
NW1 2DP
08450 77 77 07
www.dsc.org.uk
enquiries@dsc.org.uk

Voluntary Sector Friendly Insurance:

Keegan & Pennykid
50 Queen Street
Edinburgh
EH2 3NS
0131 225 6005
mail@keegan-pennykid.com
www.keegan-pennykid.com

Ecclesiastical Insurance
19/21 Billiter Street
London
EC3M 2RY
020 7528 7363
london@eigmail.com
www.ecclesiastical.com

LADBROOK - Chartered Insurance Practitioner
5A County House,
Waterside Business Park,
Rotherham Road,
Dinnington, SHEFFIELD S25 3QA
01909 565858
info@ladbrook.co.uk
www.ladbrook.co.uk

Useful Publications:

ACAS publish lots of useful information/guides – see contact details above

Voluntary But Not Amateur – Published by LVSC – see details above

The Voluntary Sector Legal Handbook by Sandy Adirondack and James Sinclair Taylor – published by Directory of Social Change. See contact details above

Free downloads from Government websites (DTI, HSE, ACAS) see website details below

Free downloads from LVSC website: www.lvsc.org.uk/peace

Internet Resources

-  ACAS www.acas.org.uk
-  Business Link www.businesslink.co.uk
-  Department of Trade and Industry on: www.dti.gov.uk/employment
-  Disability Net on: www.disabilitynet.co.uk
-  Commission for Equality and Human Rights: www.cehr.org.uk
-  IDS: www.incomesdata.co.uk
-  Health & Safety Executive: www.hse.gov.uk
-  Information on workplace bullying: www.successunlimited.co.uk
-  Investors in People: www.iipuk.co.uk
-  Chartered Institute of Personnel Development (CIPD): www.cipd.co.uk
-  Labour Research: www.lrd.org.uk
-  London Hazards Centre: www.lhc.org.uk
-  PEACe: www.lvsc.org.uk/peace
-  Sandy Adirondack: www.sandy-a.dircon.co.uk
-  T&G: www.tgwu.org.uk
-  TUC: www.tuc.org.uk
-  Work Smart: www.worksmart.org.uk