

STAFF MANAGEMENT

PERSONNEL MANAGEMENT (HUMAN RESOURCES)

It is important to consider the wider implications of employing staff and the duties you have towards them.

Some of the points to consider are:

- Employment contracts
- Pay
- Pensions
- Health and Safety
- Equal Opportunities
- Grievance Procedures
- Disciplinary rules and procedures
- Training
- Voluntary Management Committee relationship with staff.

Before recruiting staff it is advisable for members of the voluntary management committee to seek advice or training on these issues.

There are also additional financial matters to consider.

- What is the correct salary for the post?
- You will have to pay Employers Costs and National Insurance Contributions.
- You may also have to consider Pension Contribution Schemes.

(Contact CVS Stirling for help)



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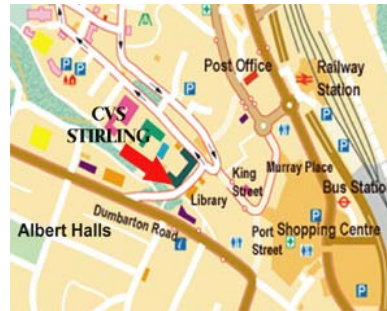
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CVS Stirling is a Company with Charitable Status, Limited by Guarantee.

Company Number: SC 169437

Charity Number: SC 016980

CVS Stirling is funded by:



INFORMATION LEAFLET

STAFF RECRUITMENT AND MANAGEMENT



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SUPPORTING THE VOLUNTARY SECTOR IN THE STIRLING AREA

THINKING OF EMPLOYING STAFF?

Many organisations reach a stage in their development where they feel that they need to expand and employ staff in order to properly provide services and meet their objectives. This is an important step for an organisation as there are many legal obligations that must be met, both in the recruitment and managing of staff. This leaflet provides some basic information to help you get started.

STAFF RECRUITMENT

The overall aim of staff recruitment is to ensure that you employ the person who is really the best candidate for the job. It is good practice for an organisation employing staff to develop a standard recruitment procedure. This will make the selection and management of staff much easier.

POINTS TO REMEMBER WHEN RECRUITING

- Try to make your recruitment process well organised, consistent and efficient. All Management Committee Members and Staff involved should be very clear about the recruitment procedures.
- Set a recruitment timetable detailing the different stages in the recruitment process.
- Make sure candidates are given informative and accurate information.
- Ensure that your process complies with Equal Opportunities legislation.

TEN STAGES IN STAFF RECRUITMENT AND SELECTION

Below are a few standard steps to help you plan your organisation's recruitment procedure.

1. NECESSITY

Assess the need for a new employee.

2. WRITE A JOB DESCRIPTION

Planning at this stage will make monitoring the staff member easier in the future - the worker will know exactly what they are supposed to do/achieve. Also agree on a salary scale.

3. WRITE A PERSON SPECIFICATION

This should outline the necessary characteristics for the job: skills, experience and qualifications. Split these attributes into those you see as essential, and those that you see as desirable to the post.

4. WRITE THE APPLICATION FORM

The application form should enable you to receive the information you want to know about candidates. It might be worth looking at other organisations' application forms to give you ideas. If you advertise through the Employment Service they have a standard form that you may use.

5. ADVERTISING

Decide on the wording of the advert and where it will be placed. Advertising a post can be very expensive and the costs should be weighed up against the number and quality of applicants that you wish to attract.

6. SENDING OUT APPLICATION PACKS

Send out a copy of the job description, person specification and any other relevant material, e.g. annual reports etc, with each application form requested. **Treat all applications received in the strictest confidence.**

7. SHORT-LISTING

Agree the process for short-listing candidates. Use the person specification as a yardstick, marking each client against 3 or 4 essential skills. Decide how many people you want to interview.

8. REFERENCES

It is common practice to request references from candidates. It is your decision if you wish to collect references prior to interviews. Many organisations only seek references for the successful candidate.

9. INTERVIEWING

Decide what format the interview should take - formal, informal, sample work, presentations, etc. It is good practice to have more than one person, and preferably an odd number, carrying out the interview process. Before the interviews take place, be clear how the final decision will be made e.g. does the decision have to be unanimous? Also make sure that members of the interview panel receive the relevant training.

10. DECISION MADE!

Notify the successful candidate outlining the main terms and conditions of the post - agree on a starting date. Unsuccessful candidates should be notified by letter, be prepared to provide feedback for these candidates and answer their points truthfully and accurately.