



Human Resources Handbook

Administration

Ensure the organisation chart is kept up to date with new starters and leavers and vacancies including temporary staff (volunteers).

Recruitment

- When a manager wishes to recruit for a new position or a replacement position for somebody that has left the organisation, they will need to email you the JD. Please ensure it is completed correctly and with the correct format and branding and that it reads correctly. If it is replacement recruitment, the JD may need updating, check with the manager.
- **Grading for an updated JD** – if there are major changes when a JD is updated, you may want to grade to ensure it is still at the correct grade and is on the right salary level.
- Ensure you add the new position to the HR log and keep updated
- **Advertising** – Most positions will be advertised externally as well as internally, always advertise every job internally by sending out an email. If the manager feels there is capacity within the office, just an internal advert is required. If not, advertise externally as well but you must always give people within a chance to apply if they want to. If the internal person is successful, you may then need to replace them. If it is felt that capacity may not be within the organisation already, then advertise externally as well on website and/or in a newspaper.
- **Internal vacancy only** – please send the details of the position, the closing date and the JD to internal staff only. Ensure that all staff members without email (i.e. guards) are informed about all vacancies as well as people off sick and on maternity. Internal vacancies are also available to temporary staff.
- **Short listing** – once you have received all applications after the closing date; save all applications in the recruitment file/in a folder and also save the names of all applicants. Then go through the CV's one by one and complete the short listing form; either put a Y for yes (yes they have the skills/experience), Y? for yes maybe (they have the skills/experience but maybe not quite enough), N? for no maybe (either you think they might but it's not highlighted in their CV, so therefore you can't confirm or you don't think they have enough skills/experience) and N for no (they don't have any of the skills/experience we

are looking for, for this particular job). Then in final column put one of the four options Y, Y?, N? N to determine if you think they should be selected for interview. Complete for all applicants. Highlight all the Y's (in final column) in one colour and all the Y?'s in another. Send the 6-10 best (or less if not this many) to the recruiting manager by email so they can decide who they want to interview and HR will then arrange the interviews. A turnaround time of not more than a week should be given for this exercise. If there is a delay in shortlisting or inviting candidates to interview, we could lose potentially good candidates.

- **Interviews** – find out when recruiting manager is free for interviews and who they would like to be on the panel. It is not essential for a member of HR to be on the panel but it can be good practice, particularly for inexperienced recruiters. Call the applicants that the recruiting manager wants to interview and let them know what time their interview is and then send them an email to confirm, which they must reply to the email to confirm their attendance (if they don't have email, that's ok).
- **Interview assessment sheet**– this includes; job title, panel names and copy and paste all essential and desirable criteria from JD to the sheet. One needs to be completed for each person interviewed. Only one assessment sheet per candidates needs to be completed by all panellists with any comments and filed.
- **Questions and tests** – Ensure the manager prepares the interview questions and any exercise in time for the interview. If they want the candidate to prepare something, please ensure you email them the guidelines and any materials to give them enough time to prepare. Save a copy of the questions and tests in the recruitment file which will be useful for future recruitments of similar posts. Save a copy of any completed tests on the recruitment file as well.
- **Regrets** – ensure all applicants that are not successful receive a regret email NEVER give feedback in writing but let them know they can call for feedback if they would like to and give them the recruiting manager's telephone number.
- **Successful candidate** – ensure the recruiting manager calls the candidate they have selected to give them the good news and the offer will be subject to references, then you can follow the new starter process.

New starter process

- Put the new starter on the HR log and update throughout the process
- After the manager has made a verbal offer, subject to references, HR is to send out a written offer letter and a copy of the terms and conditions
- You also need to send them a starter form including equal opportunities form
- Ensure you have details for 2 or 3 referees one of which must be current/most recent line manager. Send references by email. Once you have all the references back, show the manager so they can decide whether they are happy to confirm the offer. References must be stored on personnel file.
- If the manager is happy with the references, please send contract of employment, code of conduct and protection policy.
- If the person is asking to negotiate salary, refer to the manager. Salary negotiation should only take place if there is a very strong justification (unique

skills or very extensive experience), but you must ensure that is equitable with the salaries of existing staff.

- Any paperwork should be stored in their personal file and locked away.
- Ensure the new starter is added to the payroll and given an email address. The email address should be circulated amongst all staff in office
- Send the manager an induction schedule to set up inductions with finance staff, HR, and any other relevant staff members within the office. Remember that the first week of somebody's new placement is critical, if they feel like they have been well inducted they are much more likely to be engaged and committed to the organisation, having a planned induction schedule on their desk for their first day is good practice which we need to follow. Ensure the email address is ready on their first day as well as a desk etc. File away a copy of the induction. It is not for the new starter to plan their own induction it is for the manager to pre-plan it with all those relevant people. Ensure the manager, walks them round the building, showing fire exits, where the toilets are and introduce to all staff.
- Prepare an annual leave form
- HR induction – prepare the HR induction for all new staff and complete within their first week of employment, discuss with them the policies and procedures of MANEPO (all policies including performance management, code of conduct, protection policy and whistle blowing as well as the rest), show them the policy briefs, the working hours, pay day, lunch hours and how it works/how much it costs.
- Ensure all signed paperwork is handed in and filed away
- Ensure new starter is added to appraisal and sick leave spread sheets within the HR log you have created.
- Email manager to remind them to set measurable objectives that can be reviewed at the end of their probation period
- Manager must inform you if they are happy to confirm them in post or not
- If yes – issue them a letter letting them know they are now confirmed in post – they must sign this so give them 2 copies, one that needs to be submitted back to you for filing.
- If no – the manager must inform them that their probation is being extended and a letter must be issued confirming this. The letter should detail why the probation is being extended. This should be communicated to the person before the letter is issued so that the letter does not surprise them. Clear objectives then need to be set and regularly reviewed during the extended period. At the end of the extension period, the manager must decide if the employee is suitable or not.

Leaver process

- If someone resigns from the organisation, ensure a signed and dated resignation letter is handed in and filed in the personnel file. Add this person to the leaver spread sheet and ensure added to payroll for final payment, all MANEPO property is returned, any handover is given, all loans/advances paid

back, email deactivated, all staff informed, pension stopped, insurance company informed.

For fixed terms contracts - If someone's contract is not renewed, ensure the manager informs them that the contract is not going to be extended and no paperwork required - follow the leaver process.

Ensure the manager or a member of HR completes an exit interview for all staff that are leaving

Contract Monitoring

- Fixed term contracts – ensure all staff on fixed term contracts are monitored and one month before leave date (or length of notice period), ensure manager has a performance appraisal with the staff member, let them know if contract is being extended and for how long, by letter. If not being extended no letter required and ensure leaver added to log and all final payments are made, any outstanding monies repaid, ensure the employee is aware (verbally) that the contract isn't being extended, you may want to confirm in writing.

Amendments to terms and conditions and contracts

- Occasionally, the contractual terms of staff members may be changed-their job title, salary or working hours
- In these instances, the line manager must inform HR and justify reason
- Ensure their records and paperwork are updated accordingly and follow the contract changes log sheet.

Consultants

- Ensure all consultant contracts are issued in a timely manner – you will need to get name, address, daily rate, expenses covered, whether insurance is required. The manager should also provide you with a term of reference for the consultancy to attach to the letter. The manager and consultant will both need to sign it. Ensure a signed copy is returned.

Maternity/paternity & adoption leave

- When an employee informs us they are taking leave for the above reason, please ensure you follow the process as per labour law and add to the log for maternity/paternity/adoption.

Monitoring sick leave

- Ensure all staff are given a sick leave form on their return date to the office (email if field-based staff) and ensure it is returned to you. Add sickness to log so that it is monitored.

Monitoring Annual leave

- Ensure all new staff are issued an annual leave form (if only working part of the year, ensure amount is pro-rated) and explain to them how the form is to be completed etc during HR induction. All staff must complete in a timely manner and keep their form up to date. At the end of the holiday year (either Jan-December) ensure you issue all staff a new form (but only once they have completed the old form and passed it back to you) for the following holiday year and place in file ensuring that any carry over days authorised (up to a max of 5) is added to the form. All old holiday forms from previous year must be filled in personnel files.

Appraisals

- Ensure all managers and staff are aware of the appraisal system. Each new member of staff should have it explained to them in the HR induction. All annual performance review appraisals should be completed

Salary reviews

- Salaries should be reviewed every January taking inflation, market rates and budget into consideration. The most crucial factor is our ability to be able to make an increase and it's not an automatic entitlement. If an increase has been agreed issue a salary review letter and the salary scale must be updated with the % increase circulated to all staff. Update payroll accordingly. January salary increases may also have a performance related or incremental step element. Ensure there are guidelines for any performance related or incremental step increases as employees with the organisation for less than 6 months or for all staff in a new position/on a new grade for less than 6 months of time of review would not be eligible.

Benefits

- Benefits such as pension/gratuities, medical insurance and travel insurance need to be clearly stated in contracts and terms and conditions once agreed and in line with budget. Some benefits may be compulsory under labour law rules.