



THE DIOCESE OF
SHEFFIELD

Human Resources Toolkit

**A series of HR factsheets for PCCs
with top tips to help you navigate
employment-related issues**

All draft policy and form templates are available in
Microsoft Word format

 sheffdio.org/human-resources

 hr@sheffield.anglican.org



Introduction

Welcome to the Diocese of Sheffield's Human Resources Toolkit. Each fact sheet in this series has top tips for PCCs to help you navigate a variety of employment related issues and frequently asked questions. We hope this series of resources will help you build confidence managing the practicalities, and what can sometimes be tricky employment scenarios. If you get stuck, please do get in touch — my contact details are at the bottom of the page.

Each fact sheet comes with:

- Top ten tips of general practical advice and guidance
- A draft PCC policy (available in an editable MS Word format) and/or some additional links for more information and resources

There are others in this series of fact sheets detailed below which can build into an overarching PCC employment handbook, so do be in touch if any others would be of interest to you.

Our problem/issue/question is:

1	How do we recruit a new employee? What does the PCC need to be aware of and do?
2	Can we pay for a self-employed person rather than employ them directly?
3	Can we specifically employ a person who is Christian?
4	What happens if there are performance/capability issues?
5	We are confused about how much holiday someone should have?
6	We have someone off sick and we are not sure how to manage this?
7	We may have to look at redundancy/redundancies – what should we do?
8	What happens when someone raises a concern or complaint against the PCC or a colleague?
9	We may have a disciplinary issue, is it serious enough to dismiss someone?
10	Someone is leaving us, it is unexpected and we want to know if we could have done better. How can we safely do that?

We aim to add others to this resource list. If what you are looking for isn't on the list let us know! With best wishes,

Gemma Armstrong, HR Adviser

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All of the individual fact sheets have been collated into this one file.

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1 Recruitment advice for PCCs

How do we recruit a new employee?

What does the PCC need to be aware of and do?

1	Promote yourselves! You'll be a great employer and you have some wonderful opportunities for people to come and join you, but you have some key responsibilities too. Employment law and good practice really do apply to church employees!
2	Do your homework! Be aware that there are a few steps to consider before you employ anyone. A good starting question is: What do we want the role to achieve? Use the attached template to help you capture your ideas.
3	Check your budget! Work out what your overall budget will be from the start. Is this an ongoing or one off or other fixed term budget? Are you applying for a grant, what are the terms of/reporting against any application?
4	Be realistic! Once you are clear about your aspirations for the role are, and your budget you will need to work out what salary and benefits you are able offer to attract the right person? Do you need to match a salary from another sector eg education/teacher?
5	Don't forget 'hidden costs'! Tax, national insurance, pension, IT, training costs and expenses, are often forgotten 'hidden' costs and easily overlooked when planning. Factor these in from the outset as all this will affect the realistic hours/days you can afford.
6	Check for any Safer Recruitment requirements. Any role that works with children or vulnerable adults needs to be recruited to through the Church of England national requirements and guidance and a DBS may need to be sought as part of that.
7	Be generous! There are statutory provisions for annual leave, sick pay, and other rights. If you can afford a bit more than the statutory threshold you'll start to build a bank of benefits that will help you attract a wider pool of applicants.
8	Be flexible! These days there are some great flexible ways that people can work that will really benefit you and them. Hybrid working (a mix of home and office); home working, term time only, part time, job share, annualised hours.

9	<p>Check your documents! Any role requires a Job Description & Person Specification however simple; a PCC approved Employment Handbook or if you don't have one yet that ACAS provisions will apply to an employment matter; the terms of the appointment.</p> <p>See appendix one and that will help in putting the contract together.</p>
10	<p>Have a delegated PCC group! This group will have responsibility for employment matters even if you have just one employee. This is a great tip as this group will deal with any issues of recruitment, performance, salary and appraisal review, redundancy etc</p>

Additional links, more information and resources

Safer Recruitment national church guidance	https://www.churchofengland.org/safeguarding/safeguarding-e-manual/safer-recruitment-and-people-management-guidance
Statutory minimums	<p>Annual leave 5.6 weeks (inclusive of bank holidays for full and all part time employees) https://www.gov.uk/holiday-entitlement-rights</p> <p>Statutory maternity, paternity, parental, and adoption rights: https://www.gov.uk/government/publications/family-friendly-policies-actions-for-employers</p> <p>Statutory sick pay: https://www.gov.uk/statutory-sick-pay</p> <p>National minimum wage (depends on age): https://www.gov.uk/national-minimum-wage-rates</p>
Checking employed and self-employed status	<p>You can't just decide to pay someone on an invoice because they say they are self-employed or because you don't want to set up a payroll!</p> <p>This test will help you navigate the right status. <i>(See also our HR diocesan information sheet two – employed and self-employed contracts).</i></p> <p>https://www.gov.uk/government/collections/employed-or-self-employed</p>
Setting up a payroll	https://www.gov.uk/payee-for-employers/setting-up-payroll

Pension provision	<p>You must offer a workplace pension if you are paying over £10,000 and your new recruit is over 22yrs old.</p> <p>https://www.gov.uk/workplace-pensions/joining-a-workplace-pension</p>
Attachments and appendices	<ul style="list-style-type: none"> I. Checklist for a contract of employment II. Draft PCC policy III. Draft template for a job description and person specification IV. Draft minute for a PCC agreement to employ
Other information sheets in this series that may be helpful	<p>If you would like HR advice on a standard contract of employment for your employee – please complete appendix one and attach this and the job description and get in touch...</p> <p>✉ hr@sheffield.anglican.org</p>

Appendix 1: Checklist for employment contract

Try and complete each section. This will help you set the clear terms for your post. This can also be used as the basis for an Offer Letter— please do get in touch for more advice at

✉ hr@sheffield.anglican.org

Name of the post	<div>  available in an editable MS Word format sheffdio.org/human-resources </div>
When is your new person starting? (if you haven't appointed yet that is fine, you can use the template that will be provided and add the details later, if you know who it is add their name and start date here). Have they worked for you before? YES/NO (if yes what were the start and end dates)	
Is it full time or part time? (what hours/days?)	
Is it a permanent post or fixed term? (what length/end date?)	
What salary are you offering? If the post reaches the pension threshold do you have a pension set up yet? YES/NO What are the employee and employer contribution rates?	
Where will the role be based (or if its working from home or 'hybrid working' [a mix of office/home], please state here)	
Does the role work with children / vulnerable adults? YES/NO If yes, have you followed safer recruitment guidance for this post? Is there a DBS requirement?	

<p>How long would you like your probation period to be?</p>	
<p>How much annual leave are you offering? This can be the statutory minimum or you can offer more!</p>	
<p>Do you have an Employment Handbook already? If not, don't worry, the contract will refer to ACAS guidance and a range of suggested diocesan employment policies for you.</p>	
<p>What would you like your notice period to be? (It can be the statutory minimum or longer depending on the nature of the post)</p>	

Appendix 2: Draft PCC Policy

Employment Policy and Practice



available in an editable MS Word format sheffdio.org/human-resources

Scope

1. This policy applies to paid employees only. It does not relate to any volunteers in a parish role.

Background and introduction

2. The PCC has clear legal responsibilities, both in terms of employment law, and general employment/HR good practice. Additionally, our Christian ethos and identity requires us to ensure that we support and approach all our responsibilities with distinctive quality pastoral care and sensitivity, and our work and that of others, with a true sense of vocation.
3. The PCC commits to working to ensure that all our employment responsibilities are applied fairly, equitably and consistently: avoiding discriminatory acts or attitudes of any kind.
4. The PCC will ensure that it has adequate Employee Liability Insurance provision.
5. The PCC complies with all GDPR/data security provisions.
6. The PCC will ensure it complies with its Health and Safety responsibilities for employees.
7. The PCC will apply a genuine Occupational Requirement as set out under The Equality Act (2010) provisions to a post where it can specifically legally appoint a person who is a practicing Christian to a role.
8. The PCC is committed to a safe working experience and will not tolerate bullying, harassment, or inappropriate conduct towards any employee.

Safer recruitment

9. For any role that has responsibilities for children, young people, or vulnerable adults the PCC commits to the Church of England national Safer Recruitment and People Management practice guidance.
10. All members of an interview panel for a role working with Children, young people, or vulnerable adults will have completed national church Safer Recruitment online training (and records kept with the Parish Safeguarding Officer).

Terms and conditions

11. The PCC will set out the individual employee's contractual arrangements in an initial Offer Letter which will be followed up with a Statement of Main Terms of Employment. This will include a copy of the role description and person specification, all payroll and pension provisions, annual leave entitlements, and other benefits/rights and wider information as appropriate.
12. The PCC will ensure that at least the national minimum wage and all statutory benefits are applied to a role.
13. Where an employment handbook or policy may be missing or in need of updating, the PCC commits to follow government/ACAS guidance.

Probationary and induction periods

14. For any post the PCC reserves the right not to apply the full contractual capability and disciplinary procedures during a probationary period or any extension to it. In addition the PCC reserves the right to terminate the employment at any time during the probationary period giving one week's notice which may be, either worked, or paid in lieu.
15. In order for an induction period to be signed off an employee will be required to evidence they have completed (or refreshed) any appropriate training as set out in the details for the role (e.g. Safeguarding, H&S, GDPR etc).


Governance and PCC responsibilities

16. The PCC may from time to time review its employment practices.
17. The PCC may appoint or delegate certain employment oversight, projects or developments for recommendation etc to a small working group/standing committee to oversee practical issues and to report back to the wider PCC.

Policy version	Version one
Date approved by PCC	
Date for renewal of policy	
Signed by (name)	
Print name	
Role	

Appendix 3: Draft PCC Template - Job Description & Person Specification

Job Description

Job Title	 available in an editable MS Word format sheffdio.org/human-resources
Salary (annual or hourly rate)	
Status of role (permanent, fixed term etc)	
Reporting to	
Working alongside	
Date of issue	

Background to the Post

Say a little about the post here and how it has come about. If it is a time limited post due to budgets or grants received, outline this here.

Overall Purpose of Post

The overall purpose of this post is:


Try and sum up the overall purposes of the post in two or three bullet points here ...

If you are able to apply an Occupational Requirement for this post you need to say why here....

	Responsibilities & Accountabilities	Nature and Scope of Role
1	In these boxes try and group key tasks under specific elements of the role	e.g.: To take an active part in meetings; respond to calls and correspondence professionally and in a friendly and timely manner.
2		

3		
4		
5		
6		
Generic Responsibilities		
7	To ensure that all health and safety instructions are followed and that care is taken to ensure safety for self and colleagues, reporting concerns immediately	
8	Adhered to the PCCs data privacy and other GPDR policies	
9	To undertake as requested other duties as may reasonably be expected	

Person Specification

Attributes	Essential (or expected to train/qualify to that standard)	Desirable
General (examples)	<ul style="list-style-type: none"> • Excellent team player, approachable, fun and supportive • Excellent standards of customer care • Strong verbal, reasoning and written communication skills 	<div data-bbox="802 322 1458 450">  available in an editable MS Word format sheffdio.org/human-resources </div>
Qualifications & Training	<ul style="list-style-type: none"> • As appropriate for the level of salary/responsibility you are seeking 	
Experience	<ul style="list-style-type: none"> • As appropriate for the level of salary/responsibility you are seeking 	
Knowledge, skills and abilities	<ul style="list-style-type: none"> • As appropriate for the level of salary/responsibility you are seeking 	
Personal Qualities	<ul style="list-style-type: none"> • Confidential and trustworthy, respectful, considerate and patient. • A care for detail and accountability. • Interested, invested and supportive. • Approachable, friendly and helpful with good interpersonal skills. 	

Appendix 4: Draft PCC minute – agreement to employ

At the PCC meeting on _____ the PCC agreed to the recruitment to the post of _____

It was agreed that the post would be:



available in an editable MS Word format sheffdio.org/human-resources

- Full time / part time (state hours)
- Permanent / fixed term (state dates)
- Hours / salary rate
- Payroll details eg managed by the PCC
- Subject to pension automatic enrolment (as appropriate).

The line management of the post would be (name/role)

The post would be a designated home working role / hybrid home and office role / office role (details)

_____ (Name/s) were delegated the responsibility of finalising the job description and person specification, advertising, and appointing within the provisions of the PCC Recruitment Policy.

Add this sentence if appropriate:

The PCC recognised that this role would sit within the Church of England's national House of Bishop's requirements on Safer Recruitment and people management.

2 Employment status

What is the difference between self-employed and employment contracts?

1	What you need to know! In employment law a person's employment status helps determine what an employer's responsibilities are (and for the employee what their rights are).
2	Check out the differences! There are three categories of those in paid jobs. They may be classified as a 'worker' or an employee, or they may be self-employed.
3	Check the status of the role! For example is it a permanent role or fixed term, is it full time or part time. Once you know this you will be able to calculate leave and pay.
4	Check if your applicant is genuinely working on their own account and self-employed! It is much more likely that people will be an employee so always do the HMRC or govt check before you agree anything: https://www.gov.uk/guidance/check-employment-status-for-tax
5	Check your statutory minimums! All employees, whether permanent, fixed term, full or part time, are entitled to at least the statutory minimum for salary and pension. (As well as a wide range of employment rights. https://www.gov.uk/employment-status/employee).
6	If your applicant can show they are genuinely self-employed they should work to a contract FOR service (rather than an employment contract which is a contract OF service) and submit regular invoices.
7	Don't pay cash in hand and do not 'roll up' holiday pay, so always check that employees take their annual leave – the only time you can pay for it is where their employment ends, and there is accrued but untaken leave to pay for.
8	Does your person have a p45? If they haven't they may need to complete a new starter checklist (p46) https://www.theaccountancy.co.uk/payroll/the-new-starter-checklist-has-replaced-form-p46-14786.html
9	Do they have another job? Sometimes an employee might have another part time role which is continuing, so will need to designate one employer for their main deductions.
10	Other useful information/websites: https://www.gov.uk/employment-status/employee https://www.gov.uk/contact-hmrc

3 Employing a person who is a Christian

Can we specifically employ a Christian?

1	We want someone who 'get's us'! PCCs can easily fall into the trap of thinking that because they are a church body, then anyone who works for them must be a Christian. This is definitely not the case, and may give rise to a discrimination challenge, so beware!
2	What is the legal position? The Equality Act 2010 sets out a number of 'protected characteristics' which includes religion and belief, and provides what is called an 'Occupational Requirement' exception for employers where there is a genuine need.
3	How does a PCC determine a genuine need? To avoid a discrimination challenge a PCC should make sure that any requirement for a job is fair, reasonable, and equitable and a genuine need can clearly be seen as core to the role and 'purposes of the organisation'.
4	A 'purpose' must be core to a church's new job needs, and in addition to this the PCC would have to show that the requirement was necessary to 'comply with the doctrines of the religion', and this would include the 'teaching and beliefs of the organisation'.
5	Is being Christian core to the role? Getting the job description right is the first step! Whatever the post, the job description should set out its roles and responsibilities, and the person specification will help oversee the sorts of gifts, skills and qualities needed.
6	Once the full picture of the role is known, then the Occupational Requirement can be tested out and the possibility of appointing someone with an active Christian faith can come into play. 'Would it be nice if' is different to 'it is essential' for the post holder to be a Christian.
7	What if the post doesn't reach an 'essential' threshold? Why not advertise for the role and in the person specification you can always include: 'is sympathetic to the aims and objectives' of the organisation? You can explore the behaviours required at an interview.
8	Remember that applying an Occupational Requirement to a post could mean that a PCC would potentially be discriminating against a non-Christian prospective candidate if having an active Christian faith couldn't be shown as essential core part of a role.

9	Expressing religious views? Regarding religious views/beliefs about particular issues such as marriage, sexuality, male/female leadership for example — if your PCC hold to a particular tenet state this in the specific roles you apply an Occupational Requirement to.
10	What to say in a job advert? For an advert for Occupational Requirement role: 'under the provisions of the Equality Act this role carries an Occupational Requirement for the post holder to be a practicing Christian'. If the job also requires national CofE Safer Recruitment/DBS state this too.

Additional links, more information and resources

What sort of roles wouldn't reach an occupational requirement threshold for being a Christian?	Examples would include roles like caretaker, cleaner, kitchen or catering assistant, handyperson, office/administrative assistant.
What sort of roles might reach an occupational requirement Christian threshold?	<p>Depending on the role profile, children and families workers, parish or deanery youth worker, Sunday School teachers, any post in a church leadership role.</p> <p>Roles that may need further review include a Parish or Deanery Administrator where it may be possible that a role may have enough specific need to reach an Occupational Requirement.</p>
Other sources of advice and support	https://archive.christianconcern.com/sites/default/files/equality-employers%20of%20religion-proof.pdf

4 Performance and capability issues

What happens if there are performance/capability issues?

1	Be clear from the outset! Often a performance issue is allowed to drift on in the hope that things will improve but being clear in a job description, person specification and specific needs of the role will help set clear expectations.
2	What if we didn't get things right from the outset? If you are encountering a problem and things have been drifting, this is the time to address them, and starting with a meeting to set out clarity of role, expectations or talking through issues is key.
3	Is it sickness related or is it competence in the role? Sometimes there are mitigating factors that mean someone isn't fully performing for you that might be linked to sickness or other personal or family issues. Explore these sensitively so you can make a plan.
4	Training on the job! Some roles require an 'entry level' of experience or knowledge, and then require some additional learning. Set these out clearly along with any time lines for completion and always check they really have learnt what you wanted them to after.
5	How bad does it have to get to dismiss someone from their role? Apart from issues arising in a probation period (check out fact sheet one in this series); you need to follow a careful process to allow standards, targets and expectations to be set down and clarified.
6	Staying in touch! Reviews and annual appraisals (draft attached) are great ways of keeping in touch with staff and encouraging them, so if there are any issues these should not come as a surprise. Setting some clear objectives helps give clarity of expectations.
7	What if we've tried everything and there still is no improvement? If you haven't started a formal process this is the time to do that. A formal process always starts by reviewing what informal processes and support have been given so check those first.
8	Moving to a formal process. Using a step approach (see the ACAS guidance link over the page and the draft PCC policy attached) will help you set clear targets and a

	timeframe for improvements. Always take and share notes of the meetings that have taken place.
9	In any formal process an individual has the right to be accompanied by a workplace colleague. This is important as that person can support the individual throughout a process and, check they have heard and understood what is being asked of them.
10	Don't confuse capability with disciplinary. The aim of capability and performance policies is to ensure someone is able to flourish in their role with you and to bring the best outcomes for the role you want.

Additional links, more information and resources

Other sources of advice and support	https://www.acas.org.uk/capability-procedures
Appraisal template form	Attached
Template PCC capability policy and appeal policy	Attached

Appendix 1: Draft PCC Policy

Capability and Performance Policy, and Appeal Process



available in an editable MS Word format sheffdio.org/human-resources

Scope

1. This policy applies to paid employees only. It does not relate to any volunteers in a parish role.

Background and introduction

2. The purpose of this procedure is to provide a framework for managing and supporting satisfactory performance and setting standards to encourage improvement where necessary.
3. The PCC will make every effort to ensure that an employee understands the requirements of their role and receives appropriate support and training in order to undertake the post to a satisfactory standard. We will deal with concerns over performance fairly and take steps to establish the facts and to give the employees the opportunity to respond at a hearing before any formal action is taken.
4. This procedure does not apply to cases involving genuine sickness absence, proposed redundancies or misconduct. In those cases, reference should be made to the appropriate policy or procedure in this Handbook.
5. Employees will not normally be dismissed for performance reasons without previous warnings. However, in serious cases of gross negligence or in any case involving an employee who has not yet completed their probationary period, dismissal without previous warnings may be appropriate.

Following up issues informally

6. In the first instance, performance concerns should be dealt with informally between the employee and their line manager as part of day-to-day management. Where appropriate these will be discussed in an informal 'Setting of Standards' meeting between the line manager and the employee, and the line manager will agree an initial period of time for improvement. A note of this informal discussion may be placed on the employee's personnel file but will be ignored for the purpose of any future capability hearings.
7. At the end of this period if there has been an appreciable improvement in the employees' performance they will be notified informally and continue in the post.

Formal Process — Stage One

8. If after the initial informal Setting Standards the standard of performance has not improved the employee will be invited to attend a formal capability meeting. The employee will be notified in writing of what the performance concerns are, the reasons for those concerns and the likely outcome if it is decided after the hearing that the employee's performance continues to be unsatisfactory. The employee will also be informed of their right to be accompanied by a workplace colleague or a trade union representative.

9. The employee must tell the manager conducting the meeting who their chosen companion is, in good time before the hearing. The employee will also be provided with a summary of relevant information gathered as part of any investigation and any relevant documents which will be used at the capability hearing.
10. At this meeting the line manager will clarify the required standards, set out and discuss the areas of concern, try to establish the likely cause of poor performance and identify any training needs, and/or set realistic and fair targets, and the date(s) by which improvement must be achieved. Full notes of this meeting will be taken and a copy given to the employee with the formal warning letter.
11. Following the first formal capability meeting, if it is concluded that the employee's performance is unsatisfactory, the employee will be issued with a first written warning setting out:
 - i. the areas in which the employee has not met the required performance standards;
 - ii. target areas for improvement;
 - iii. any measures, such as additional training or supervision, which will be taken with a view to improving performance;
 - iv. a period for review;
 - v. the consequences of failing to improve within the review period, or of further unsatisfactory performance.
12. During the period set for improvement, the line manager should arrange to meet the employee to review and track progress, and ensure appropriate support is in place that will assist the employee to achieve the goals set.
13. At the end of the period set for improvement, the line manager will arrange a formal meeting with the employee (again, the employee has the right to be accompanied by a workplace colleague). At this meeting, issues, targets and achievements will be reviewed. A formal warning notice will normally remain active for six months.
14. If the person has successfully achieved improvement, they will receive a formal letter notifying them of their success and they will continue in the post with agreed arrangements for regular supervision/support meetings.

Formal Process — Stage Two

15. If the employee has not successfully achieved the required improvements the line manager may in appropriate circumstances set an extension period for improvement (e.g. if the person has been off sick during the initial improvement time).
16. Where appropriate, if the employee's performance does not improve within the review period set out in the first written warning, or if there is evidence of poor performance while the first written warning is still active, a Stage 3 capability hearing may be held. Written notification will be sent to the employee as set out above.
17. Following a Stage 3 capability hearing, if the employee's performance remains unsatisfactory, they will be issued with a final written warning, setting out the information. A final written warning will normally remain active for 6 months.

Formal Process — Stage Three

18. If the employee's performance has not improved sufficiently in the review period set out

in the final written warning, a Stage Three capability meeting may be held. Written notification will be sent to the employee at least one working week in advance of the meeting.

19. Following the capability meeting, several options may be considered. These include dismissal, redeployment to another suitable job (if the employee's contract permits) or extending an active final written warning where it is considered that a substantial improvement is likely within the review period.
20. Dismissal will usually be with full notice or payment in lieu of notice unless the employee's performance has been so negligent as to amount to gross misconduct, in which case the employee may be dismissed without notice or payment in lieu.

The responsibilities of the employee

21. The employee has a responsibility to discuss with their line manager any issues which may affect their ability to maintain a role so that appropriate support and other actions can be reviewed.
22. Where there is a long-term condition, personal circumstance or disability, employees are encouraged to meet their line manager as soon as possible so that appropriate advice and support can be discussed, planned and reviewed. The employee should be assured that the PCC will want to offer appropriate support.

Disabilities

23. Consideration will be given to whether poor performance may be related to a disability and, if so, whether there are reasonable adjustments that could be made to the employee's working arrangements, including changing their duties or providing additional equipment or training. The PCC may also consider making adjustments to this procedure in appropriate cases.

Governance and PCC responsibilities


24. The PCC may from time to time review its employment practices.
25. The PCC may appoint or delegate certain employment oversight, projects or developments for recommendation etc to a small working group/standing committee to oversee practical issues and to report back to the wider PCC.

Appeals policy

26. Appeals will be heard without unreasonable delay at an agreed time and place.
27. An employee must inform of their wish to appeal against a decision that has been taken, and the grounds on which they wish to appeal and should put these in writing within [one week] of the date that the decision was sent or given to them.
28. All appeals are considered by a Churchwarden and one other member of the PCC (or delegated members of a PCC employment working group) not previously involved.
29. The decision will be confirmed in writing without unreasonable delay [and usually within one week of the appeal hearing]. There is no further right of appeal.

Policy version	Version one
Date approved by PCC	
Date for renewal of policy	
Signed by (name)	
Print Name	
Role	

Appendix 2: Draft PCC appraisal form

Name of appraisee	
Name of appraiser	<div> available in an editable MS Word format sheffdio.org/human-resources</div>
Date of appraisal	
<div>Reviewing last year. What went well?</div>	
<div>Reviewing last year. Were there things that didn't go so well, and what were the reasons for this?</div>	
<div>Are there any carry over objectives that you'd want to work on for this coming year?</div>	
<div>Moving on to this year, what are the key objectives and time frames? (Setting four or five objectives is normally enough!)</div>	
1	
2	

3	
4	
5	
In order to achieve these, what might be needed (IT, support, training, external or internal influences etc)	
Is the current job description up to date or in need of updating?	
Are there any issues or concerns that need to be raised or addressed?	
Are there any training and development needs or requirements? What are they and what is the timeframe you need?	

Comments by appraiser	
Comments by appraisee	
Date of next review (every month or couple of months is best practice)	

Signed and dated by the appraiser	Signed and dated by the appraisee

5 Calculating annual leave

How do we work out annual leave?

1	Holidays are so confusing! There is a statutory (ie government set) minimum of annual leave for all full time and part time staff. This is 5.6 weeks and includes public holidays – however PCCs can offer a more generous annual leave benefit.
2	What is the legal position for part time staff? All part timers are covered by employment law; The Prevention of Less Favourable Treatment
3	What does 5.6 weeks mean? If you are just offering statutory minimum this 5.6 weeks includes all 8 public bank holidays. If any additional bank holidays are announced by the government, a PCC needs to decide add an extra day for full time employers, or pro-rata for part timers.
4	In many cases a PCC will offer 5.6 weeks plus all bank holidays, or may mirror what the diocesan offices are entitled to. But basically it is down to the PCC to determine its annual leave arrangements and pro-rata accordingly. (See examples over the page).
5	If you have staff who work flexible hours, or say on a bank holiday, you offer an alternative day off in lieu of the bank holiday you have required them to work, and this can be agreed via a rota or other agreement basis. (Often the case for coffee shop staff).
6	How to calculate part time staff holidays? Is pro-rated based on the leave you give your full-time staff (including all bank holidays) so when bank holiday falls on what would be a working day deducted these hours from their total allocation (examples over the page)!
7	What happens if someone is sick when they are on holiday? If this is authorised sick leave ie through a GP fit note, you can give them their sick leave back and they can take this another time when they are well enough to.
8	Can we require someone to take their leave? Yes! If an employer needs staff to take holiday on certain dates, they need to tell people at least twice as many days before as the number of days they need an employee to take. Just be clear in a holiday policy.

9	What happens if someone leaves and they haven't taken their holiday? A PCC should pay for all accrued/untaken leave (subject to tax and NI). Holiday is accrued on a monthly basis so is easily calculated. A PCC can also insist leave is taken before an end date.
10	What happens if someone leaves and they have taken more leave than they have accrued? You can take these days back from their final payroll, but you MUST first make sure that your contract of employment specifically sets this out and explain this to them.

Example calculations

A PCC has a number of employees. The standard contract is for 35 hours a week. The full-time entitlement for annual leave is 25 days to take whenever, plus 8 for public holidays when the church office is closed. The offices are also closed for 3 days between Christmas and New Year. This totals 36 days off paid time off a year. Unless stated, each 'day' is 7 hours of work time.

Judith works full time 35 hours a week 7 hours a day Monday to Friday	<p>Judith gets all 25 days annual leave, takes each public holiday off (8 days) and is off over Christmas and the New Year (3 days), totalling 36 days of paid leave per year, or 252 hours.</p> <p>She accrues leave monthly at 1/12th of 36 days, so 3 days per month. She can book holiday across the year, but if she leaves mid-year her contract states that any 'over taken' days must be paid back in the final payroll.</p>
Peter works part time 21 hours a week 7 hours a day Monday to Wednesday	<p>Peter is entitled to the total 36 days, adjusted for his shorter work week.</p> <ul style="list-style-type: none"> 36 days total / 5 days per full time week = 7.2 days 7.2 days x 3 contracted days = 21.6 days annual leave <p>As he works Monday to Wednesday, he will take every bank holiday off leaving him with 13.6 days, or 95.2 hours, of annual leave to book.</p> <p>Over the Christmas to New Year period, any of the days the offices are closed that fall on his contracted work week (Monday to Wednesday) will also need to be taken off as annual leave from this total.</p>

<p>Liz works part time 22.5 hours a week 4.5 hours a day Monday to Friday</p>	<p>Liz is similar to Judith in that she has 36 days of annual leave, but each 'day' is only 4.5 hours.</p> <p>To work out her entitlement in hours:</p> <ul style="list-style-type: none"> • 36 days total / 5 days per full time week = 7.2 days • 7.2 days x 22.5 hours per week = 162 hours <p>As she works Monday to Friday, for the 8 bank holidays and 3 days over Christmas when the offices are closed, she would need to use 49.5 hours of leave (11 days x 4.5 hours) for these days, leaving her with 112.5 hours of annual leave per year to book off.</p>
<p>David works a full time week, condensed 35 hours a week 8 hours 45 minutes a day Tuesday to Friday</p> <p>Occasionally works Saturday flexitime (agreed with manager, but not a contracted work day)</p>	<p>David works 4 days of 8.75 hours, and his annual leave calculations are similar to Liz.</p> <ul style="list-style-type: none"> • 36 days total / 5 days per full time week = 7.2 days • 7.2 days x 35 hours per week = 252 hours of annual leave • 252 hours / 8.75 hours = 28.8 days of annual leave (at 8.75 hours a day) <p>He and Judith have the same number of total hours, 252 hours, but given the extended length of his work day, David has less 'days' to take off when converting the hours into days.</p> <p>The Saturdays are not included in his total leave allocation, as these are ad hoc, not contractual, and so do not accrue leave.</p>
<p>Luke works full time, term time only 35 hours a week 7 hours a day 39 weeks a year</p>	<p>As a term time employee, Luke works 39 weeks a year. His annual leave must be taken during the school holidays. His salary is adjusted to be paid for 39 weeks instead of 52, but in 12 equal payments.</p> <ul style="list-style-type: none"> • 36 days total / 52 weeks per year = 0.69 weeks • 0.69 weeks x 39 weeks of term time = 27 days annual leave <p>In practice, Luke cannot chose when to take these days off as he is contracted to work during term time, but will still be paid for the 27 days of holiday that is accrued.</p>
<p>Other sources of advice and support</p>	<p>https://www.gov.uk/holiday-entitlement-rights</p> <p>https://www.acas.org.uk/holiday-sickness-leave</p>

Appendix 1: Draft PCC Policy

Annual Leave

Scope

1. This policy applies to paid employees only. It does not relate to any volunteers in a parish role.

Background and introduction

2. The PCC offers XXX weeks as annual leave. This is applied to all staff equitably and pro-rated for part time staff as appropriate.
3. In addition to XXX weeks the PCC offers all public holidays. These days are applied to all staff equitably and pro-rated for part time staff as appropriate.
4. The PCC reserve the right to make any additional ad hoc leave decisions and anything agreed will be applied to all staff equitably and pro-rated for part time staff as appropriate.

Authorisation for annual leave

5. Employees should take all annual leave allocated to them and are encouraged to plan for leave and take it at regular intervals.
6. The PCC requires all employees to seek authorisation for annual leave from a line manager before it is taken. All applications for leave will be sympathetically reviewed and leave will only be refused if there are good reasons to do so.
7. No more than 3 days annual leave may be carried over into the following year without express permission from the appropriate line manager.
8. Where an individual employee is required to work on a public/bank holiday as part of their role, an alternative day off in lieu will be agreed as soon as possible after.

Governance and PCC responsibilities

9. The PCC may from time to time review its employment practices.
10. The PCC may appoint or delegate certain employment oversight, projects or developments for recommendation etc to a small working group/standing committee to oversee practical issues and to report back to the wider PCC.

 available in an editable MS Word format sheffdio.org/human-resources

Policy version	Version one
Date approved by PCC	
Date for renewal of policy	
Signed by (name)	
Print Name	
Role	

6 Managing sickness

How to manage sickness and absences

- 1 Have a clear sickness absence policy! Without a clear policy you are in danger of managing sickness absence in ad hoc ways, and treating people and issues differently. The policy will say what payments a PCC make eg statutory minimum or other enhanced pay.
- 2 What if we didn't get things right from the outset? If you have found a problem that hasn't been well managed from the start, don't worry! Now is the time to start. Agree your PCC policy so you can share this and explain there is a new policy to support things.
- 3 Self-certification or doctors note? A member of staff can self-certify (template attached) for up to one working week, after that all sickness absence should be authorised through a **fit note** these are signed by a GP or other government approved professional.
- 4 Take an active role in managing absences! In general, short-term absences may indicate little – however, recurrent periods of short-term, regular, or longer-term absences may be indicative of something more concerning that needs to be explored.
- 5 Be aware that sickness absence may result from a disability or other complex range of issues. Be committed to supporting disabled staff in accordance with its obligations under the Equality Act 2010, and be open minded to a complex range of health issues.
- 6 Encourage open conversations! Encouraging employees to feel able to talk to line managers about any health issues or concerns so that any adjustments or flexible working can be arranged early, and you can be motivating and supportive.
- 7 Be Mental Health aware! Mental Health First Aid, or other wider understanding of mental health issues, is an incredibly important aspect of understanding employee wellbeing.
- 8 Be Health and Safety aware! Employees working from home, out and about in the community or from the office are all protected by H&S legislation. Be aware of risks, responsibilities and general wellbeing so that appropriate support can be given.
- 9 Stay in touch! Any member of staff on sick leave can be contacted at agreed regular intervals to check in and offer support. It is fine to arrange to meet somewhere neutral if they are struggling to think about returning to work; pastoral support can be key.
- 10 Where sickness is complex or long term, you may need to discuss sensitively and confidentially longer-term options. Occupational Health or early retirement might be options; or there may be adjustments that can be made to support someone.

Further information, template appraisal form and a draft PCC performance policy

Other sources of advice and support	https://www.acas.org.uk/podcast/sickness-absence-how-employers-can-better-manage-sick-leave Government resource: www.gov.uk/statutory-sick-pay/overview
Self Certification template form	Attached
Template PCC sickness absence policy	Attached

Appendix 1: Draft PCC Policy

Sickness and absence policy



available in an editable MS Word format sheffdio.org/human-resources

Scope

1. This policy applies to paid employees only. It does not relate to any volunteers in a parish role.

Background and introduction

2. The purpose of this procedure is to provide a framework for managing and supporting sickness absence (short, medium, and long term).
3. Employees should feel able to discuss concerns about their absence in confidence with their line manager.
4. The PCC is aware that sickness absence may result from a disability and we are committed to supporting disabled staff in accordance with its obligations under the Equality Act 2010.
5. If you are absent on sick leave, you should expect to be contacted from time to time by your line manager in order to stay in touch and offer support, and to check in on the expected length of continued absence from work. Such contact is intended to provide reassurance and pastoral care and will be kept to a reasonable minimum.

Reporting arrangements

6. Employees must notify their line manager at the earliest opportunity and, other than in exceptional circumstances, no later than 10am on the first day of absence and this should be done in person, or by phone/email or text message, with the reason for the absence and an idea for how long the absence might last.
7. Line managers may make contact if any confirmations or immediate support is required.
8. If an absence is likely to be more than seven calendar days, the employee must notify their appropriate line manager and send in authorised GP's sickness certificates at regular intervals.
9. For periods of up to seven calendar days, employees must complete a self-certification absence form.

Returning to work

10. Even if the absence has been short, on any return to work, a line manager may hold an appropriate 'Return to Work' meeting. A meeting may just be a 'glad you are back how are you feeling' conversation but it may also be an opportunity to talk through things where there are longer term concerns, where there are more medical tests, or where the individual is worried about their health and where adjustments or flexibility may be needed.
11. Where appropriate, a line manager may work to design a phased return to work where this would be helpful to assist the employee to take up their role in managed and supported ways.

Payments during absence

12. The PCC offers both Statutory Sick Pay (SSP) and this is paid at the government thresholds.

12a. IF APPROPRIATE – PCCs TO AMEND AS REQUIRED – this is an example

In additional to Statutory Sick Pay the PCC also offers additional sick pay during periods of certificated absence.

Under the PCC's occupational sick pay arrangements employees who have completed their probation period will receive their salary inclusive of SSP for a maximum of 4 calendar weeks within any rolling 12-month period (i.e. not in a calendar year), which will be monitored by the line manager. Thereafter SSP will continue according to the government threshold at the time.

Calculating sick leave

13. Sick leave is calculated on a rolling year basis, i.e. cumulative within any 12-month period. (For example, if an employee was sick for three months from April to June and then sick again the following March, the rolling year goes back to the previous 12-month period and so the April to June absence is included.)

Long-term sickness

14. Long-term sickness is defined as a period of absence, which continues for a number of consecutive weeks/months.
15. During a period of prolonged sickness absence, the appropriate line manager will arrange to visit the employee to discuss progress and/or to keep them informed of news.

Procedure for dealing with sickness absences

16. If the line manager is concerned with a level of sickness absences as a first step this will be followed up as set out here:
- a review of sickness records (FIT notes and self certification forms);
 - a meeting with the employee to discuss any steps which could reasonably be put in place to plan support, and where relevant, a likely date for a return to work and any steps which could be put in place to facilitate this
 - to discuss an individual's concerns about their views on their health generally
 - to review any medical reports if this is something that has been requested (GP or occupational health for example)
 - reviewing any entitlement to insurance or ill-health retirement benefits.
17. The PCC is committed to supporting all staff with long-term health conditions. Where the medical evidence indicates that there is a long-term condition which falls within the definition of a disability within the meaning of the Equality Act 2010, which is contributing to sickness absence considerations may include:

- making reasonable adjustments where possible to support a member of staff in fulfilling their duties and maintaining a satisfactory level of attendance;
 - providing a phased return to work;
 - redeployment to a suitable alternative vacancy;
 - making reasonable adjustments to this process;
 - only taking action under this procedure where it is justified.
18. Where it is considered necessary to address sickness absences formally, the employee will be invited to a formal sickness absence meeting to discuss the matter further in accordance with the procedure below.
19. Where it reasonably appears that the employee may not be fit to return to work or to perform their duties at the required level (which may include maintaining a satisfactory level of attendance) it may be appropriate to move directly to a Stage 3 final sickness absence meeting.
20. The PCC will ensure that reasonable advance notice will be given of the timing and location of any sickness absence meeting and that this will be given in writing.
21. The line manager will ensure that the letter includes why the meeting is taking place, and will attach a copy of any documents which may be referred to at the sickness absence meeting and the individual will be invited to submit any relevant documents.
22. An individual can be accompanied to a sickness absence meeting by a colleague or trade union official. The PCC has the discretion to permit a companion who is not a member of staff or union representative (for example, a family member) where this will help overcome particular difficulties caused by a medical condition.
23. The sickness absence meetings will be conducted by a line manager and/or another appropriate PCC member(s) who may determine any of the outcomes up to and including dismissal on the grounds of ill health.

Stage 1: Sickness Absence Meeting for recurring absences: the meeting will address:

24. Any concerns about the sickness absence, the impact of this, and sensitively discuss the issues:
- where there have been absent on a number of occasions, determining the likelihood of further absences;
 - discussing the reasons for the absences and any points in response;
 - suggestions as to any appropriate measures or support which could improve attendance or support in the workplace where this is possible;
 - whether it would be helpful to obtain any medical advice or further medical advice;
 - the likely consequence of further absences or a failure to return to work and maintain satisfactory attendance levels;

- the time in which attendance must improve and the method by which this will be monitored.
25. On completion of the sickness absence meeting any outcome will be confirmed in writing which may include a formal written warning that where attendance is not meeting the required standard and setting out the required improvement and any time period for improvement. The individual will be advised of their right to appeal the outcome.

Stage 2: Further Sickness Absence Meeting:

26. If attendance does not improve (and this is NOT linked to serious medical ongoing health issues) the employee will be invited to a further sickness absence meeting. The meeting will address the points set out above including the reasons for and impact of the ongoing absence.
27. On completion of the further sickness absence meeting any outcome will be confirmed in writing which may include a final written warning that attendance is not meeting the required standard, and setting out the required improvement and any time period for improvement. This will include a warning that failure to meet and sustain the required level of attendance is likely to result in dismissal, along with the right to appeal the outcome.

Stage 3: final sickness absence meeting:

28. Where an individual has been warned several times that their level of absence has put them risk of dismissal following a prior warning, or where it reasonably appears that you are unfit to perform your duties, or unlikely to return to work, the line manager may invite the individual to a final sickness absence meeting with them and a member of the PCC.
29. The purposes of the meeting will be:
- to review the meetings that have taken place and matters discussed;
 - if it has not been obtained, to consider whether medical advice is required. If it has been obtained, consider the advice that has been given and whether further advice is required;
 - where there is long-term sickness absence, discussing how long the absence is likely to last and whether there is a reasonable likelihood of a return to work;
 - where there have been repeated absences discussing the likelihood of further absences and to consider whether there is a reasonable likelihood of achieving the desired level of attendance in a reasonable time;
 - considering an individual's ability to return to / remain in their role in view of both/and/or the situation and any adjustments that can reasonably be made.
 - considering possible redeployment opportunities and whether any adjustments can reasonably be made to assist in redeployment.
 - to consider the possible termination of employment.

30. On completion of the final sickness absence meeting, any outcome will be confirmed in writing which may include giving notice to terminate employment. The employee will be advised of their right to appeal the outcome.
31. A requirement to improve attendance which is issued following a sickness absence meeting will remain in effect for a period of 12 months from the date of issue unless otherwise advised.
32. Employees have the right to appeal to Appeal against any decision made following a sickness absence meeting if they are dissatisfied with it. The policy is set out below and notification should be made within five working days with the full details.

Governance and PCC responsibilities

33. The PCC may from time to time review its employment practices.
34. The PCC may appoint or delegate certain employment oversight, projects or developments for recommendation etc to a small working group/standing committee to oversee practical issues and to report back to the wider PCC.


Appeals policy

35. Appeals will be heard without unreasonable delay at an agreed time and place.
36. An employee must inform of their wish to appeal against a decision that has been taken, and the grounds on which they wish to appeal and should put these in writing within [one week] of the date that the decision was sent or given to them.
37. All appeals are considered by a Churchwarden and one other member of the PCC (or delegated members of a PCC employment working group) not previously involved.
38. The decision will be confirmed in writing without unreasonable delay [and usually within one week of the appeal hearing]. There is no further right of appeal.

Policy version	Version one
Date approved by PCC	
Date for renewal of policy	
Signed by (name)	
Print Name	
Role	

Appendix 3: Draft PCC Template - Job Description & Person Specification

Self-certification form

Self-Certification	
Name of employee	 available in an editable MS Word format sheffdio.org/human-resources
Dates of absence from work	
Reason for absence from work	
Was any medical advice needed/taken?	
Is this an ongoing issue and is there anything that we can do to support you?	
Are you taking any medication that may have side effects that we may need to know in case you are taken poorly at work?	
Return to work discussion with the line manager and any comments, agreements, information etc	
Date of meeting	
Follow up actions required by the employee or the line manager etc	

Does there need to be a follow up meeting? If so, when?	
--	--

Signed and dated by the line manager	Signed and dated by the employee

This form will be kept on the individual's HR/Personnel File.

7 Managing redundancies

What happens if we need to consider redundancy?

- 1 Don't jump to conclusions! There is often a need for a PCC to consider whether it can continue to fund a post, but it is important not to jump to conclusions and to set out a process that considers all eventualities, with consultation, information and options.
- 2 Set out a process of review! If the PCC has decided that there is a need to review a post, a strategy for a role, funding available, or any other change – the first step is to set up a review group who will undertake a review on behalf of the PCC with terms of reference.
- 3 The PCC formal minute should record that “the PCC agreed a process of review” and stating that “such a review may make a post/posts at potential risk of redundancy”. The PCC should avoid making a decision at this point or discussing an individual.
- 4 The review group should consult with the individual(s) to share the review process using the template policy attached, or the ACAS guidance, and to explain the reasons for the review process. Individuals should be encouraged to participate in the process.
- 5 When the review process has concluded and discussions with the individuals potentially impacted have taken place; a final decision should be taken by the PCC or the delegated group. Contributions by the staff affected should be included in the final review process.
- 6 Once the final decision has been made, the individual staff should be met with, and the final arrangements made for final formal letter and appeal process, notice period, and redundancy payments, final dates, communications and any other needs.
- 7 When calculating redundancy payments this includes up to the final working day; payment in lieu of notice paid if the full notice period isn't being worked; payment for accrued untaken holiday and the tax free compensatory amount.
- 8 When a post is made redundant the individuals are entitled to take time off to seek alternative employment, time off for interviews and preparation. It is also important to review whether there are any other employment opportunities for those affected.
- 9 Redundancies are never easy processes for those managing the process, and for those directly impacted; no matter how straight forward the issues may be (for example the end of a fixed term contract); seeking advice and guidance and having support is key.
- 10 Undertaking a potential redundancy process requires compliance with employment law and there are several steps to be navigated. Please give the HR Team a call at the diocese to discuss any plans so that you can check anything through and be supported.

Additional links, more information and resources**Other sources of advice and support**<https://www.acas.org.uk/redundancy>**Government advice on calculating redundancy payments and notice periods**<https://www.gov.uk/calculate-your-redundancy-pay><https://www.gov.uk/redundancy-your-rights/notice-periods>**Template PCC redundancy policy**

Attached

Appendix 1: Draft PCC Policy

Template Redundancy Policy



available in an editable MS Word format sheffdio.org/human-resources

Scope

1. This policy applies to paid employees only. It does not relate to any volunteers in a parish role.

Background and introduction

2. The PCC recognise that the need to review structures and/or to reorganise will occur from time to time and the PCC will seek to minimise the need for redundancies by responsible and careful workforce and financial planning measures.
3. When a member of staff has been employed for two years or more they are entitled to the statutory requirements for consultation, options and alternatives etc. This also specifically includes any role on a fixed term contract for two or more years.
4. The purpose of this policy and procedure is to provide a framework for managing and supporting processes for when redundancy considerations are required.
5. Suitable alternative employment/redeployment will be offered where this is appropriate and available.

Process of review and consultation

6. The PCC will consider where a review of posts, funds and budgets, or other changes may be required, and set up a small review group to undertake such a review and consultation process and to report back to the PCC before a final decision is made.
7. The process will include:
 - i. Consultation with the member(s) of staff potentially impacted and at each meeting the member of staff has the right to be accompanied by a workplace colleague or trade union representative.
 - ii. Time allocated for the staff to engage in the process and for them to offer ideas and suggestions.
 - iii. Pastoral support provided for those affected.
 - iv. Clarity on timelines for the whole process including consultation and final decision making.
 - v. Without prejudice - potential information on payments (without prejudicing the outcome of the genuine consultation process).
 - vi. The final decision-making process and clarity on ending dates, payments, and other arrangements.
 - vii. The right of appeal.

Redundancy payments and notice period

8. Redundancy payments will follow the government thresholds as a tax free compensatory payment.

9. All other payments notice period, accrued untaken leave, and payment to the final end date will remain subject to the usual deductions for tax and NI.
10. The notice period will follow the government threshold except where the contractual notice period is greater than this when the PCC will work to the contractual provision. Where all or some of the notice period is not to be worked, payment in lieu of that period of notice may be agreed.
11. If one is available a suitable alternative role may be offered on a trial period during which/at the end of which full redundancy terms will be honoured should this period not have proved successful. A higher graded role will not be deemed a suitable alternative.

Voluntary Redundancy

12. Individual employees may approach the PCC with a voluntary redundancy request at any time. Decisions will be made purely on a case by case base on merit, finances and business case – there is no right of appeal.

Governance and PCC responsibilities

13. The PCC may from time to time review its employment practices.
14. The PCC may appoint or delegate certain employment oversight, projects or developments for recommendation etc to a small working group/standing committee to oversee practical issues and to report back to the wider PCC.

Appeals policy

15. Appeals will be heard without unreasonable delay at an agreed time and place.
16. An employee must inform of their wish to appeal against a redundancy decision that has been taken, and the grounds on which they wish to appeal and should put these in writing within [one week] of the date that the decision was sent or given to them.
17. All appeals are considered by a Churchwarden and one other member of the PCC (or delegated members of a PCC employment working group) not previously involved.
18. The decision will be confirmed in writing without unreasonable delay [and usually within one week of the appeal hearing]. There is no further right of appeal.

Policy version	Version one
Date approved by PCC	
Date for renewal of policy	
Signed by (name)	
Print name	
Role	

8 Managing grievances and complaints

What should we do if a member of staff takes out a grievance or raises a complaint with us?

1	Take what is raised seriously! It is worth checking out what a good outcome would be to the staff member raising the complaint/grievance so it is clear from the outset what and how they would like things resolved, so you know what you are dealing with.
2	There is a template grievance policy attached, which gives a variety of ways in which to follow up a grievance/complaint. In particular if other members of staff, or others eg PCC members or others are included you will need to review what responsibilities you have.
3	It is always a good idea where possible for a third party who can be a little more objective to undertake the grievance review. This may just be one or two meetings but will give reassurance that what has been raised is being taken seriously.
4	Where a grievance includes allegations against another member of staff you may need to review disciplinary or other action, but tread carefully between different policies and practices and take advice where you need to.
5	Sometimes a grievance is raised where an individual doesn't understand the context/situation of a colleague eg where a health issue or condition affects their day to day communication skills, being clear within appropriate confidentiality may be needed.
6	Check what mechanism resolutions you may be able to apply, and what if any training a line manager or other may need in order to work them through; for example mediation or facilitation skills; check what training and awareness raising there may be.
7	A grievance may include information about how a member of staff feels they have been unfairly treated at work, bullying, harassment, discrimination, overlooked for promotion for example. Any issue raised is important and should be investigated thoroughly.
8	Encourage an employee to give as much detail as possible, as this will help have all the information in one place at one time, and may save time later if there are a range or/other issues that they then later remember/want to bring up.
9	Not all grievances will be upheld and result in the outcome that an individual may have hoped for; and this may result in a disgruntled colleague.
10	A grievance process shouldn't be used where there is another appropriate policy for example an appeal policy within a capability, disciplinary process.

Additional links, more information and resources

Other sources of advice and support	https://www.acas.org.uk/grievance-procedure-step-by-step/step-2-raising-a-formal-grievance
Potential support mechanisms	Mediation Facilitation Training and awareness raising
Template PCC grievance policy	Attached

Appendix 1: Draft PCC Policy

Grievance Policy



available in an editable MS Word format sheffdio.org/human-resources

Scope

1. This policy applies to paid employees only. It does not relate to any volunteers in a parish role.

Background and introduction

2. The PCC is committed to comply with the ACAS statutory Code of Practice on discipline and grievance. We will comply with this Code in all formal disciplinary circumstances. www.acas.org.uk/acas-code-of-practice-on-disciplinary-and-grievance-procedures
3. All employees (and their representatives) should feel comfortable with this approach which should sit well with our distinctive context. As we work to develop our guidelines and policies, we will not lose sight of our core values which set the highest standards of expected behaviour and integrity, including the principles of fairness and transparency, hope and respect, forgiveness and reconciliation.
4. The PCC will ensure that any grievance-related issues are dealt with fairly, consistently and reasonably, with the individual afforded every opportunity to state their case or appeal against any decision where appropriate.
5. Where some form of action is needed, what is reasonable or justified will depend on the circumstances of the particular case. Staff and line managers should raise and deal with issues promptly and not unreasonably delay meetings or decisions.

Setting standards of dignity and respect at work

6. The PCC's ethos and expectations include the culture of:
 - Valuing colleagues
 - Effectively and appropriately communicating with colleagues and 'customers'
 - Respecting difference and diversity
 - Behaving professionally and with integrity
 - Not letting things get 'out of control'
 - Knowing what to do when things go wrong and who to go to for support
 - Sharing responsibility for getting things right
 - Seeking positive ways forward – being prepared to apologise
 - Sharing information together
 - Seeking compromise
7. Grievance policies, procedures and standards are necessary to ensure consistency in behaviour and attitude within an organisation and a policy document like this one should be used as a means to encourage high standards and seek understanding, not simply to impose sanctions.

8. Managers should be mindful of required standards of behaviour and performance, so they are consistent in their approach, and in their ways of seeking to resolve an issue as quickly, quietly, and effectively as possible.

Stages, informal and formal

9. A pre-formal process: Many potential grievance issues can be resolved informally. Often a quiet word is all that is required with an employee to resolve an issue. Staff are encouraged to seek resolution to their issues informally – and if they require some assistance, or advice to do this, they should talk things through with their line manager or an appropriate member of the PCC in confidence.
10. Formal grievance: If it is not possible to resolve a grievance informally, an employee should put their grievance in writing formally and submit it to their line manager.
11. Where a line manager is the subject of the grievance, the matter should be referred to an appropriate member of the PCC this would usually be a Churchwarden.

Holding the meeting

12. The staff member has the right to be accompanied at a meeting to discuss the grievance by an appropriate workplace colleague or a trade union representative of their choice. The staff member should inform the line manager/PCC member in advance the name of their chosen companion.
13. This meeting will be formally minuted and minutes will be shared appropriately.
14. The meeting may be adjourned if further investigations are needed, after which the meeting will usually be reconvened.
15. The line manager/PCC member as appropriate will make the decision as to what steps will be put in place to resolve the grievance and this will be put in writing to the staff member. They will also be informed of their right to appeal if they are not content with the action proposed/taken.

Overlapping grievance and disciplinary cases

16. Where a staff member raises a grievance during a disciplinary process, the process *may* be temporarily suspended in order to consider the grievance.
17. Where the two cases are related, it *may* be appropriate to deal with both processes concurrently.

Informal and formal mechanisms for resolving grievances

18. In order to promote the prompt and effective resolution of grievances, there is an expectation that all parties will approach a problem with a clear commitment to engage constructively and adopt a positive and problem-solving approach.
19. The manager will work to resolve issues for example by team meetings, team building, personality awareness and facilitated meetings which may all be ways in which differences can be resolved collectively.
20. Where there are individual problems, where it is appropriate, the appropriate line manager will do what they can to bring people together to resolve an issue, and to set

out a framework of dignity and respect at work and to communicate what standards of behaviour are acceptable, and what are not.

Governance and PCC responsibilities

21. The PCC may from time to time review its employment practices.
22. The PCC may appoint or delegate certain employment oversight, projects or developments for recommendation etc to a small working group/standing committee to oversee practical issues and to report back to the wider PCC.

Appeals policy

23. Appeals will be heard without unreasonable delay at an agreed time and place.
24. An employee must inform of their wish to appeal against a redundancy decision that has been taken, and the grounds on which they wish to appeal and should put these in writing within [one week] of the date that the decision was sent or given to them.
25. All appeals are considered by a Churchwarden and one other member of the PCC (or delegated members of a PCC employment working group) not previously involved.
26. The decision will be confirmed in writing without unreasonable delay [and usually within one week of the appeal hearing]. There is no further right of appeal.

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9 Managing disciplinary issues

What do we do if we have disciplinary issues with a staff member?

1	Act in a timely fashion! When a potential disciplinary situation occurs it is important that this is looked into at the earliest stage, or you may end up with a series of issues that would reach a disciplinary threshold but which haven't been appropriately handled.
2	Disciplinary policy and processes are there to enable employer set and employee understand the standards of behaviour that are expected, to ensure a fair, and safe workplace for all.
3	A PCC should always follow the ACAS guidance (as referred to in the attached policy). The five stages are: A letter setting out the issue; a meeting to discuss things; clear investigation process; a disciplinary decision and an appeal process.
4	What form of action needed will depend on the context and situation; and on what is reasonable and justified; but should always be followed up in accordance with the PCC policy (attached) and applied fairly.
5	Always follow up a potential disciplinary situation swiftly so things aren't left to drift. If an issue which requires immediate suspension to put some space between the person and workplace be clear this is a neutral act and not a disciplinary action in itself.
6	A decision to dismiss someone following a disciplinary process should only be taken by a manager who has the authority to do so, and this should always be done with the line manager and an appropriate PCC member (usually a Churchwarden).
7	Where further training or learning is required, this should be put in place without delay so that a specific timeline for improved standards/behaviour can be tracked and monitored and for the individual to have a fair time to improve.
8	Where an employee persistently refuses/is unable to attend a disciplinary meeting without good cause, a decision can be based on the information available, and made by the line manager and appropriate PCC member (usually a Churchwarden).
9	It is always tricky balancing confidentiality and anonymous informers. Witnesses may be nervous about coming forward, so encouraging people to speak up may require some additional support for all parties involved.
10	Where a disciplinary process includes Safeguarding concern(s) this should be discussed immediately with the Diocesan Safeguarding Adviser, and the diocesan HR adviser so safeguarding processes can be put in place, along with any related employment advice.

Additional links, more information and resources	
Other sources of advice and support	https://www.acas.org.uk/disciplinary-and-grievance-procedures https://www.gov.uk/disciplinary-procedures-and-action-at-work/how-disciplinary-procedures-work
Template PCC disciplinary policy	Attached

Appendix 1: Draft PCC Policy

Disciplinary policy



available in an editable MS Word format sheffdio.org/human-resources

Scope

1. This policy applies to paid employees only. It does not relate to any volunteers in a parish role.

Background and introduction

2. The PCC is committed to comply with the ACAS statutory Code of Practice on discipline and grievance. We will comply with this Code in all formal disciplinary circumstances. www.acas.org.uk/acas-code-of-practice-on-disciplinary-and-grievance-procedures
3. Disciplinary policies, procedures and standards are necessary to ensure consistency in behaviour and attitude within an organisation.
4. This policy should be used as a means to encourage high standards and not simply to impose sanctions.
5. The PCC will ensure that disciplinary-related issues are dealt with fairly, consistently and reasonably, with the individual afforded every opportunity to state their case or appeal against any decision made which they consider unjust.
6. Where some form of action is needed, what is reasonable or justified will depend on the circumstances of the particular case. Employees and managers should raise and deal with issues promptly and not unreasonably delay meetings or decisions.

Setting standards at work

7. The PCC has high expectations of the standards of work, behaviour and attitude at work.
8. Examples of where disciplinary action may be taken (N.B. these are examples only)
 - unauthorised absences;
 - repeated failure to follow instruction
 - unsatisfactory attitude
 - misuse of company facilities (for example email and Internet)
 - poor timekeeping
9. Gross misconduct will usually result in dismissal following a period of immediate suspension and disciplinary investigation/ hearing. Payment will be made until the final date of employment but there will be no notice or payment in lieu of notice (summary dismissal).
10. Gross misconduct is a serious breach of contract and includes misconduct which, in our opinion, is likely to prejudice the PCC or the wider reputation, or irreparably damage the working relationship and trust. This may include misconduct committed outside of work. The following are examples of matters that are normally regarded as gross misconduct where disciplinary action will usually be taken (N.B. these are intended as a guide and the list is not exhaustive):
 - theft or fraud
 - physical violence or bullying
 - abuse of the protected disclosure procedures

- deliberate and serious damage to property
- serious misuse of PCC property or name
- deliberately accessing Internet sites containing pornographic,
 - offensive or obscene material
- serious insubordination
- unlawful discrimination or harassment
- bringing the organisation into serious disrepute
- serious incapability at work brought on by alcohol or illegal drugs
- causing loss, damage or injury through serious negligence
- a serious breach of health and safety.

Stages, informal and formal

11. **A pre-formal process:** A minor conduct issues can be resolved informally. Often a quiet word is all that is required by a line manager to resolve an issue.
12. A manager should be mindful of required standards of behaviour and performance, so they are consistent in their approach, and in their ways of seeking to resolve an issue as quickly, quietly and effectively as possible.
13. A manager is well advised within a one-off/pre-formal process to write a brief file-note setting out an overview of the situation, and how it was resolved. This should be sent to the individual concerned, and placed on the personnel file.

Formal process

14. A formal process includes establishing the initial facts, informing the employee, conducting an investigation, decision making, and outcomes. The first stage is establishing the facts and the PCC will ensure that the matter is investigated by an appropriate manager. In some cases, this will require the holding of an investigatory meeting with the individual concerned before proceeding to any disciplinary hearing. Or in other cases it may require a collection of evidence. Any meetings and discussions as part of an investigation are solely for the purpose of fact-finding.
15. The employee should be informed of the problem in writing and will be given notice of a disciplinary meeting where this is required. The letter will set out the current circumstances, reflect on what has occurred, and possible consequences, to enable the employee to prepare. Where it is appropriate, if it is concluded that formal disciplinary action is not required, it can set out any clear expectations for moving forward.
16. The employee will normally be given copies of the relevant documents and a copy of this policy prior to the meeting, and they will always be given an opportunity to put their case in response, before any formal decisions are made.
17. The employee has the right to be accompanied at the meeting by an appropriate workplace colleague of their choice or a trade union representative. This meeting will be formally minuted by an appropriate person and minutes will be shared appropriately.
18. A decision will be made as to the outcome of the matter after the meeting, and the individual will be informed of this in writing without undue delay, and of their right to appeal as the final stage of the process.
19. Where an employee is persistently unable or unwilling to attend a disciplinary meeting without good cause the PCC has the right to make a decision on the evidence available.

Deciding on what action is appropriate in the circumstances

20. Where misconduct is confirmed, in the first instance it is usual to give a **written warning**.
21. Where the matter is a further act of misconduct or failure to improve within a set period of time, then a **final written warning** will be issued with clear details of expected changes in behaviour/improvement in work, any training and support that will be given, and a clear timeline (along with the warning of potential dismissal should this recur/not improve).
22. If the matter is of sufficient seriousness it may be appropriate to move directly to a final written warning.
23. Where a final written warning has already been given, following this process, the **decision to dismiss** may be made following further misconduct where there is an active final warning on your record. The employee should be notified as soon as possible of the reasons for the dismissal, the date on which their contract will end, the appropriate notice period, and of their right of appeal.
24. Only in the most serious – gross misconduct – situations will a decision to summarily dismiss be made. This will be immediate suspension and investigation.
25. New employees should note that they may also be dismissed without a warning for any act of misconduct during a probationary period.

Suspension on full pay

26. In some circumstances, a line manager may decide it is appropriate to suspend an employee on full pay for a period of time to enable an independent investigation and Disciplinary Procedure to take place. The period of suspension will be for no longer than is strictly necessary and will be kept under review.
27. During this period of time the employee will receive full pay and benefits without prejudice and will be expected to remain available to participate in the investigation and Disciplinary Procedure where required (e.g. to meet with the investigating officer). Suspension is not considered to be disciplinary action.

Record-keeping

28. All records of disciplinary matters will be filed on the individual's personnel file.
29. A first written warning will usually be disregarded after six months.
30. A final written warning will usually be disregarded after one year.

Special cases

31. If an employee is charged with, or convicted of, a criminal offence this is NOT necessarily in itself a reason for disciplinary action – much will depend on the circumstances. Consideration will be given to each case on its merits – and will also be given to what effect any charge or conviction has on the employee's suitability to continue to do the job, their relationship with the PCC and their work colleagues.

Governance and PCC responsibilities

32. The PCC may from time to time review its employment practices.

33. The PCC may appoint or delegate certain employment oversight, projects or developments for recommendation etc to a small working group/standing committee to oversee practical issues and to report back to the wider PCC.

Appeals policy

34. Appeals will be heard without unreasonable delay at an agreed time and place.
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36. All appeals are considered by a Churchwarden and one other member of the PCC (or delegated members of a PCC employment working group) not previously involved.
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10 PCC FAQs

Some general FAQs from PCCs		and their answers!
1	A member of staff is pregnant (or other family friendly, adoption, parental leave, paternity leave) what do we do?	This can be complex so its worth checking out the Gov.uk or ACAS guidance. There is a qualifying period for each (which is how long someone has worked for you in order to be eligible for statutory benefits as a minimum). It is worth being in touch with Human Resources (✉ hr@sheffield.anglican.org) just to talk through your situation so that you are sure you are able to offer/agree the right things.
2	Can we reduce someone's hours as we can't afford their full role now?	If an employee agrees to being redeployed into a reduced role that is fine, its good practice to give them a notice period from one role to the other. Any change should be confirmed by letter and the individual should respond to confirm they are content with the change. However if the reduction is significant this is more likely to be a potential redundancy situation and should be managed in that way if the member of staff has been with you for more than 2yrs.
3	When should we provide a pension?	Under pension auto enrolment the government sets out that anyone earning £10,000 a year and are 22yrs+ should be enrolled in an appropriate scheme, and the minimum contributions are 3% by the employer and 5% by the employee deducted in each payroll run. https://www.gov.uk/workplace-pensions/joining-a-workplace-pension

4	How can we stop someone using their own personal computer and phone for work purposes?	In an ideal situation the PCC would supply a laptop/phone for work purposes so these can be passed on to any future employees. Where this isn't the case there should be clear data privacy policy and all documents should be sent encrypted and the individual should have a separate email address name of worker@PCC.com so that only authorised work is sent/received. It is NOT advisable that any phone contract is entered into by the individual but it can be put in place by the PCC.
5	Can we change someone's place of work?	Yes, so long as you consult with them and the change is fair and reasonable. You may need to put in some initial support eg if the new place of work is more expensive to park or takes them longer to get there, a short period or transition/support may be a good idea.
6	What training do people have to do?	<p>Everyone has to complete safeguarding training, either at Basic level, or to also Foundation or Leadership depending on their role. Other training such as Safer Recruitment, Domestic Abuse Awareness will be on the Safeguarding pages on the diocesan website.</p> <p>Basic Health and Safety Training</p> <p>You can decide if you want other things like First Aid at Work, Mental Health First Aid, GDPR as options as examples</p> <p>The Parish Resources Website might also have good ideas for you: https://www.parishresources.org.uk/</p>
7	Should we give everyone a mobile phone?	Not necessarily but be clear that you won't be providing a contract phone - you may have an agreement for refunding expenses, but the most cost effective where you need something is to provide a really basic pay as you go phone and top up and card every now and then. This is better than using someone's personal phone number/handset and means if they are off or leave you can pass it over to someone else.

8	Can we ask our employees to come to church on Sunday on a regular basis?	NO! There may be some specified posts where some attendance is needed; or where a role takes place at church; but otherwise no! If you have an event that you'd like staff to come along to let them know they are encouraged to and very welcome, but realise that people are entitled to worship elsewhere and their post may not actually have an occupational requirement.
9	Can we positively discriminate for a post?	Not usually unless you have a very specific need. You can encourage applications from under-represented groups and say this on an advert. If you have, say, a very specific need for a female or male member of staff and can justify this that is fine, but you must say this in the advert and the reason. But do think about diversity generally, as encouraging a diverse workplace is hugely beneficial.
10	Someone from overseas has applied for our role. They have all the right qualifications and are really keen, what should we do?	There are often a number of overseas enquires for a post. Remember that a PCC is an employing body and would need to first register with the UK as you would usually need to have a sponsoring licence to recruit someone from overseas. For any applicant first check if they have a right to work in the UK and can evidence that (passport, visa etc). This can take some time and is complex. Contact the gov.uk website and the UK Visas and Immigration section.
11	Are there other policies we should be aware of -or what happens if a law or Church of England specific requirement changes?	<p>Having a large Employment Handbook for a PCC can seem daunting when you only might be employing one person, or just a few, however having clear policies mean that everyone is mindful of good practice, employment law, and having fair processes in place. There are other things to be aware of such as flexible working requests, compassionate leave and so on, these are all covered in ACAS policies which are a great resource – and a contract of employment should state that where there isn't a current policy, or where a PCC policy needs updating or the law changes, the ACAS provisions will apply.</p> <p>If something is a requirement from the Church of England this will usually be linked to safeguarding and further advice can be sought at the time.</p>