



# HR ESSENTIALS TRAINING

IN PARTNERSHIP WITH SCOTTISH GYMNAATICS AND SCOTTISH ATHLETICS  
2024

SCOTLAND + ENGLAND + IRELAND + INTERNATIONAL



# SESSION OBJECTIVES

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The  
aim of  
today's  
session  
is to:

**Discuss** updates and recap of the what's on offer with HR support service, how to get the most out of it and an overview of the hub;

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**Identify** steps involved in employing a new individual in your club;

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**Explore** key HR and employment law considerations relevant throughout the employment life cycle along with an overview of key HR processes;

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**Review** employment law updates that may affect clubs in 2024, and guidance on actions to be taken.

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# WHAT WE WILL COVER



Introductions, updates and exploring HR support services



Exploring step by step guide on how to employ an individual



Key Documentation



Key HR and Employment Law Considerations



Key Management Considerations



Overview of Management HR Processes



Reviewing employment law updates and what clubs need to do



Recap and questions

# HR SUPPORT AND ACCESSING HUB

# HR SUPPORT ADVISOR

Georgia Wilson, Senior HR & Employment Law Consultant

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- A decade of HR and People Management Experience
- Human Resources Management BA & MSc
- CIPD Qualified Level 7
- Advanced Award in Employment Law
- People-centric and strategic HR support



# THE ONLINE HUB:

Via the online hub you have access to:

- Sample employment contracts
- Sample employee handbook
- Guidance notes around different types of employment contracts
- Guides around supporting employees at work with menopause and supporting LGTBQ+ employees
- Guides on dealing with employee issues, such as performance management
- Recording/ slide decks of previous training
- And many more...

Accessed via: [www.aabpeople.com/scottish-athletics-scottish-gymnastics/](http://www.aabpeople.com/scottish-athletics-scottish-gymnastics/)

## SCOTTISH ATHLETICS & SCOTTISH GYMNASTICS

### HR EXPERT RESOURCE WEBPAGE

Clubs can contact the Human Resources Management and Employment Law expert resource via:

CALL 07708 871 638

EMAIL US

#### INTRODUCTION

AAB People HR Services provides an expert resource in the area of employment law and human resource management for clubs supported by the governing bodies Scottish Athletics and Scottish Gymnastics. With our extensive HR experience, we provide bespoke, proactive and commercial HR support and an exceptional HR service.

AAB People HR Services specialise in providing expert guidance in a manageable and friendly manner. Clubs can receive accurate and legally compliant advice which is commercially focused and in line with best practice. This may include advice on your contractual documentation, employee relations, processes, policies and procedures, or more in depth support in carrying out specific projects.

We can work closely with your club to really understand your needs and our approach to all aspects of what we do is holistic, covering the full employment life cycle.

The service is managed by Georgia Wilson, our HR & Employment Law Consultant, who will act as your main point of contact, and Louise McCosh who has overall responsibility as AAB People Partner.

Your expert resource can be accessed using the contact details below. We look forward to working with you.

#### HOW DOES IT WORK?

There is no requirement for clubs to seek the approval of their Partnership Manager prior to contacting the expert resource helpline. Simply contact your AAB People HR Consultant using the details below and, where possible, your query will be handled there and then, including any documentation that may be required to support you.

# HOW TO EMPLOY AN INDIVIDUAL A STEP BY STEP GUIDE

# PHASE 1 – PLANNING

## 1) Budget

- What do you plan to pay them?
- Must be at least national minimum/ living wage
- Do you want to be competitive?
- Make sure you have the funding for this.

## 2) What does the role look like that you need?

- Will this be permanent or fixed term?
- How many hours will you need them each week/ month?
- Will the role be zero hours?

## 3) Draw up Job Description

- Think about what is required for the role, what you need and what you expect and add draw up a job description.
- You may be able to find support via similar roles posted online to find a similar job description, or speak with myself or your partnership manager for support.
- A job description should include: pay, location, job title, who they report to, summary of role; key responsibilities of role; skill requirements; what team/ individuals they will work with; Education and experience required and how performance will be measured





# KEY CONSIDERATIONS FOR JOB DESCRIPTION AND PERSON SPECIFICATION



## EDI

- Individuals can place discrimination claims from the beginning of the recruitment process. It's important to frame your advert in a way that only includes skills that are essential to the role e.g. – if the job advert says that an individual must be able lift a certain amount when this is in fact not an essential aspect of the job.
- To attract the most diverse range of candidates, it's important to consider the wording used in your job advert. Subconsciously, some words can lean more male or female which can be off putting to candidates.

## Targeting the correct candidate

- It's important to consider the name of your advert and the key words used in your job description. You may benefit from using similar wording to the rest of the industry to attract the correct pool of candidates.

# PHASE 2 – RECRUITING

## 4) Advertise

- think about timeframe and budget you have for recruitment
- Use own social media or website
- Dependant on role can use non-sport specific sites such as S1 jobs or indeed
- Think about type of candidate you would like, widen range for wider pool, or use specific locations, e.g. target universities if you would like a graduate.

## 5) Set up interviews with applicants

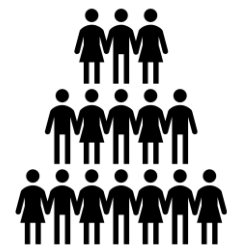
- Ensure the right person is holding interviews
- Draw up questions ahead of time, ask about experience, skills, why they would like the role
- Use this as a time to promote the club

## 6) Draw up offer letter

- This should include their key entitlements and terms of role.
- Mention: Pay, line manager, location, hours, probationary period (if applicable), holiday, pension and any other key entitlements
- Ensure offer letter is conditional based on appropriate checks taking place (e.g. DBS, right to work and references).



# INTERVIEW TIPS



Similarly to the job advert, it is important for organisations to be as inclusive as possible throughout the interview process.



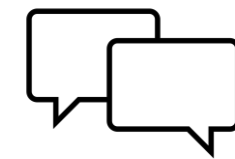
This could involve using multiple interviewers of different backgrounds to reduce affinity bias.



Interviews should also have a set structure. You may choose to do this through a set list of questions to ensure a standard process.



Interview questions should aim to assess a range of skills. It's good to incorporate questions that assess individual skills and fit within the team as well as competency questions that evaluate their competency for the role.



Most importantly, relax and enjoy the interview. The more comfortable you are, the more relaxed the candidate will be and the better the interview will be overall.

# 7) RIGHT TO WORK CHECKS

- It is important that you check right to work in person, you must see a physical copy of the documentation.
- Then take a photo copy of this documentation, sign and date this copy and securely save this in the employees' file.
- All employees should be treated the same, you must ask all employees no matter your familiarity to provide right to work.
- \*Note\* IF an employee is from European union they may have settled status or pre settled status, we can use a copy of this along with their passport as satisfactory RTW.
- Make sure you review Employer's right to work checklist to confirm what type of documentation you will need dependant on the country the employee is from.
- If the employee has a UK passport we can use this as right to work, but we must also get evidence of their National Insurance number. You can get this from a P45 from previous employment.
- If an employee is not able to provide you with right to work, it is best to wait until we have this before bringing them on.



## 7) RIGHT TO WORK CHECKS CONT.

- If an employee provides a visa it is important to check if there are any stipulations on this from preventing them from doing any particular work. Or similarly if they are in education it may be that their working hours are limited during working months and this should be adhered to.
- Additionally, if their RTW is only for a set period of time and has an expiry date it is important to take note of this so you can make sure they provide updated right to work prior to this.
- It is a criminal offence to pay an employee who does not have right to work, and so employer can be at risks of serious legal penalties or high fines.
- This is important to note as well, when it comes to current employees whose right to work has an expiry date. You should endeavour to send reminders to the employees.
- Throughout any discussions around right to work it is important to ensure you do not use any discriminatory language, and that all employees are treated equally and fairly.

## 8) PENSION ENROLMENT

Legally, all employers must enrol their employees into a pension scheme after three months if they meet the eligibility criteria.

The minimum contribution is 3% from the employer and 5% from the employee, however, employers can choose to enhance this as an employee benefit

Employers must select a pension provider and that provider will coordinate the pension enrolment process with the employee

For further guidance, please visit guidance document on HR hub or visit <https://www.gov.uk/workplace-pensions>.

# PHASE 3 – PREPARE FOR ARRIVAL

## 8) Draw up employment contract

- A sample employment contract is on the Hub, or ask me if you have any questions/ need support drawing up contract

## 9) Set up employee on your payroll

- Inform HRMC
- Gather employee information
- Add to system/ seek payroll support

## 10) Make sure you have relevant HR documentation

- Have the relevant policies to provide them
- new start information required to add them to the payroll

## 11) Have a timeframe set aside for induction

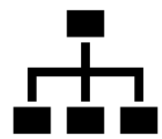
- Please review employee induction webinar on the hub for detailed guidance on how to carry out, along with tips and what to avoid.



# KEY DOCUMENTATION



# The Importance of HR Documentation



Gives employees an understanding of organisational processes and procedure



Outlines employee entitlements



Sets out statutory procedures to employees



Fulfils legal obligations and helps to prevent tribunal claims



Supports an employee's induction into the organisation



Sets out expected standards



Helps to outline the vision and values of your organisation

# KEY DOCUMENTATION



## Offer letter

This aids communication between the employee and their manager and allows them to review and address any questions early on.

## Contract of employment

This is a legal requirement of organisations. According to UK law, this must be issued at the latest on the employees first day.

It is worth noting that if you choose to change either the terms of an employee's contract or the content of your contractual policies, you will need to consult with employees on these changes.

## Employee Handbook

This sets out the values, policies and procedures of the organisation. It also helps to distinguish which policies form part of an employee's contract, and which do not.

# KEY POLICIES IN AN EMPLOYEE HANDBOOK

We recommend dividing your handbook into three key sections: Contractual policies, non-contractual policies and family friendly policies. The following policies are policies that we view as your key recommended policies:

Contractual Policies	Non-Contractual Policies	Family Friendly Policies
<ul style="list-style-type: none"><li>• Holiday Policy</li><li>• Sickness Absence Policy</li><li>• Authorised Absence Policy</li><li>• Leaving the Company Policy</li></ul>	<ul style="list-style-type: none"><li>• Disciplinary Policy</li><li>• Grievance Policy</li><li>• Equal Opportunities Policy</li><li>• Dignity at Work Policy</li><li>• Health and Safety Policy</li><li>• Data Protection Policy</li><li>• Employee Privacy Notice</li><li>• Modern Slavery Statement</li></ul>	<ul style="list-style-type: none"><li>• Maternity</li><li>• Paternity</li><li>• Adoption</li><li>• Shared Parental Leave</li><li>• Parental Leave</li><li>• Time off for Care of Dependants</li><li>• Parental Bereavement Leave</li><li>• Flexible Working Policy</li></ul>

# KEY HR AND EMPLOYMENT LAW CONSIDERATIONS

# STATUTORY ENTITLEMENTS

According to UK law, employees are entitled to the following throughout their employment:

- A contract of employment
- A minimum of 5.6 weeks paid leave per year (pay & associated rest period)
- 52 weeks maternity leave
- 2 weeks paternity leave
- Shared Parental Leave
- Adoption Leave
- Time off for public duties or dependents
- Notice pay
- Minimum wage or National Living Wage
- Statutory sick pay
- One flexible working request in a rolling 12-month period

These are only to name a few, subject to change and some eligibility criteria, but important to note these only work towards meeting your **minimum** obligations to future employees



# EQUALITY DIVERSITY AND INCLUSION

Maintaining a focus on EDI is important to organisations in several key ways:

- It helps organisations attract and retain talent
- Helps to increase employee job satisfaction in role
- Mitigates the risk of tribunal claims

Under the Equality Act (2010), the following are considered to be “protected characteristics”



Age



Disability



Race



Gender Reassignment



Sex



Sexual Orientation



Pregnancy  
& Maternity



Marriage and Civil  
Partnership

If an employer is found to have discriminated against an employee based on one of the above characteristics, then they could be liable for an unlimited claim at an employment tribunal.

# FAIR WORK FIRST

The 'Fair Work First' agenda specifically looks at **five** key areas, defining what this looks like as work which offers effective voice, fulfilment, opportunity, respect and security.

With a push on this for future funding, you may wish to consider your plans to fully embed these practices into your culture at an early stage.

Commitment to stable working / to limit or avoid use of zero-hour working practices

Payment of Real Living Wage

Workplace Learning & Development

Create a Culture of Effective Voice

Gender Pay Gap / Equality, Diversity, and Inclusion

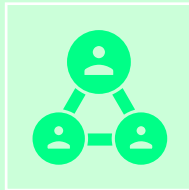
# MANAGEMENT CONSIDERATIONS



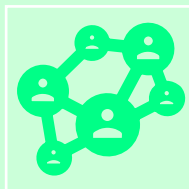
# MANAGEMENT



Often, line management is a natural progression, however, is every person suited to being a manager?



Many people will see the 'people management' element of their role as secondary to their main role, and



As a line manager you will need to coach, help, support and give direction to ensure others perform to meet the needs and objectives of the organisation, rather than relying on your own technical expertise.

# HOW DO YOU AFFECT OTHERS.....


- Are you fair?
- Do you give your team members respect? If so, how do you show this?
- Are you open with them?
- Do you act with integrity?
- Do you say what you will do?

# MY PERSONAL ATTRIBUTES....

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Attribute	Score (1-10)
I am personable and approachable.	
I listen to people and seek to see things from their perspective.	
I am aware of my own strengths and the areas where I need to develop.	
I can organise myself and other people/resources.	
I understand what the organisation needs well enough to translate it into actions and direction for my team.	
I can motivate other people and be positive even on a bad day.	

As an aspiring employer and management team, you are not expected to score 10 on everything straight away, but to understand where your development areas may lie and be ready to embark on a learning journey



Managers and Leaders have a significant impact on how employees feel about the workplace. You will be responsible for how your team feel about their work and their results.

- What makes you excited about the challenge of bringing new individuals into your organisation?
- What concerns do you have?

# OVERVIEW OF MANAGEMENT PROCESSES IN THE EMPLOYEE LIFECYCLE

Leaving the  
organisation

Attraction,  
Recruitment &  
Selection

# The Employment Life Cycle

Considerations  
Throughout  
Employment

Onboarding &  
Probationary  
Periods

# IMPORTANCE OF PROBATIONARY PERIODS



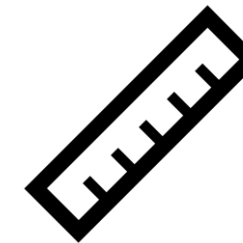
Helps both you and the employee determine if they are a good fit for the organisation



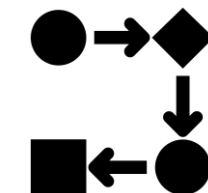
Allows you to address any issues of concern early on.



Provides a milestone for the employee to work towards



Starting a new job is hard, and the probationary period gives the employee a measure of how they are getting on



Provides structure for the employees first 3-6 months.

# MANAGING THE PROBATIONARY PROCESS



Sit down with the employee within the first two weeks to set objectives / parameters for the first six months



Write these down and share with the employee



Outline the support that you will offer the employee to help them succeed in their first six months



Schedule catch ups with the employee – monthly is best



Schedule the formal probationary period catch up, before the six-month mark



Take notes on things they do well / things they could improve on and share them



Remember its more than just learning the job – they need to feel part of the team, the company and the culture.



# POTENTIAL OUTCOMES OF A PROBATION



## Probationary Pass

If there are no concerns with the employee's performance, you can issue a letter to confirm that they have passed their probationary period.

## Extension of the Probationary Period

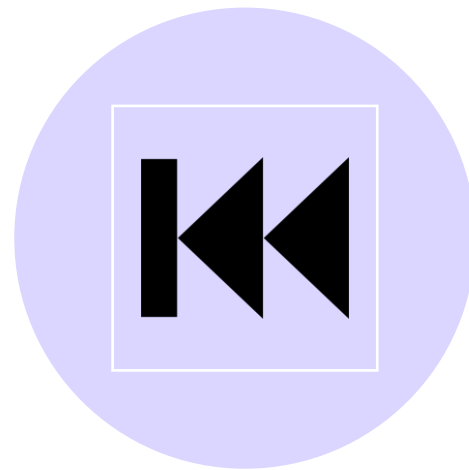
Issues should be raised with the employee throughout their probation as they occur. If there are still minor concerns, you should hold a probationary meeting with the employee and confirm an extension to their probation as well as next steps.

## Failure of Probation

If the employee is not performing and they are not a good fit for the organisation, then you may choose to dismiss the employee.

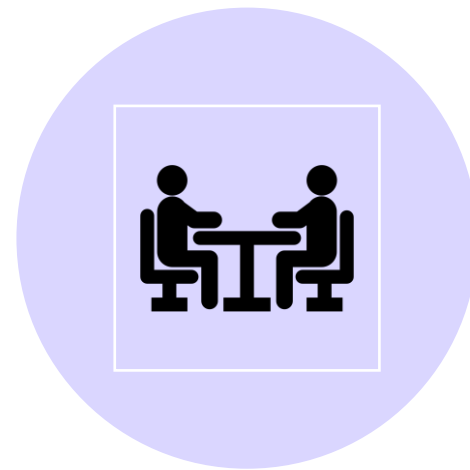
# THE APPRAISAL MEETING

The appraisal can be 'split' into three sections:



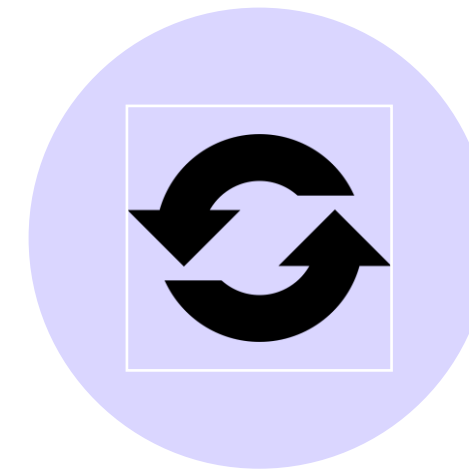
## Past

Reviewing the employee's performance over the last review period.



## Present

Look to discuss current overall performance, work quality and contribution to the team/organisation.

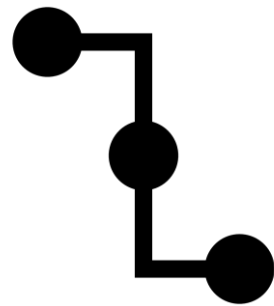


## Future

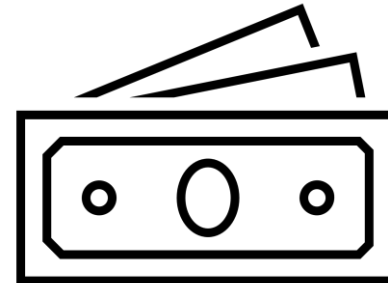
Agree objectives for the next review period.

# DEVELOPING INTERNAL TALENT

Appraisals offer a structure to support the development of talent within the organisation. There are several benefits to developing and promoting talent internally:



Creates a pipeline for more experienced roles with a similar knowledge and skill set.



Saves costs on the recruitment and training of new employees.



Motivates employees to achieve their objectives and excel within the organisation.

You should aim to identify a pipeline of employees within each team. This helps to keep the organisation prepared for any eventuality.

# DISCIPLINARY PROCESS

Investigate – Speak to the individuals involved and gather as much evidence as possible.

Suspend if necessary – If the case is deemed to be highly sensitive or serious, the organisation may offer to suspend the employee on full pay.

Invite to Disciplinary Hearing – The employee should receive an invite to a hearing in writing a minimum of 5 working days before the hearing. They should also be provided with any relevant evidence and offered the right to a companion.

Hold Disciplinary Hearing – Ideally a different chair would hold the hearing, the chair will consider evidence, speak to the employee and determine an outcome.

Decide on outcome of hearing and confirm this to the employee in writing. The employee has the right to appeal this decision.

# DISCIPLINARY OUTCOMES

Once the disciplinary has taken place, the Chair of the disciplinary needs to decide the best outcome – this should be based on what is reasonable and proportionate in the circumstances.

Options:



No further action



Informal warning (letter of concern)



Written Warning – on file for 6 months



Final Written Warning – on file for 12 months



Dismissal – either summary dismissal for gross misconduct, or as the next stage in the process.

Disciplinary outcomes should usually be issued within 5 days, but ideally ASAP. Depending on the outcome, it is generally best practice to sit down with the employee and tell them the outcome or call them to if they are not on site to advise them of the outcome and that the letter will follow.

# PERFORMANCE MANAGEMENT

Hold an informal chat. Give four weeks to improve

If there is little to no improvement – consider mitigating factors and decide whether it is a conduct issue

Move to formal process and set updated objectives

If there is a further lack of improvement, consider using the disciplinary process

Build up through the disciplinary warnings, setting objectives and offering support at each stage

# MANAGING EMPLOYEE GRIEVANCES

If an employee raises a complaint, you should try to resolve this informally where possible.

If the employee still wishes to raise a formal grievance, then they should firstly submit this in writing alongside any relevant evidence.

The chair of the grievance should then issue a written invite to a grievance meeting. In this meeting, they would sit down with the employee and get further details of each point within the grievance. They would also hold separate meetings with other relevant parties.

The chair would then issue the employee with a written outcome stating whether the grievance is upheld, partially upheld or not upheld. The employee has the right to appeal this.

# WHISTLE BLOWING RISKS



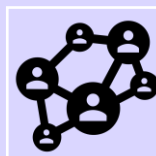
Whistleblowing is the term used when an employee passes on information concerning wrongdoing in relation to the organisation



If an employee is found to have been penalised for 'blowing the whistle' then they can raise a claim against their employer



Grievances are a common form of whistleblowing and as such employers need to exercise care when managing employee grievances



Employers should ensure that they close off any active grievances before addressing any other concerns with an employee.



# ABSENCE MANAGEMENT

- 186 million working days were lost in 2022 due to ill-health or workplace injuries in the UK
- It is vital that you monitor and manage employee absence effectively. This can be done through:
  - Keeping in touch with employees throughout their absence
  - Ensuring that fit notes are returned as required
  - Completing a detailed return to work following each period of absence
- If employees are frequently absent for a particular condition, you should work with the employee to determine if any reasonable adjustments could be made to support their return to work
- However, if the employee has frequent short-term absences that are not related to a particular condition, then this may need to be addressed informally in the first instance. If the absence levels persist, then you may need to address this in an absence hearing.

# FAMILY FRIENDLY LEAVE

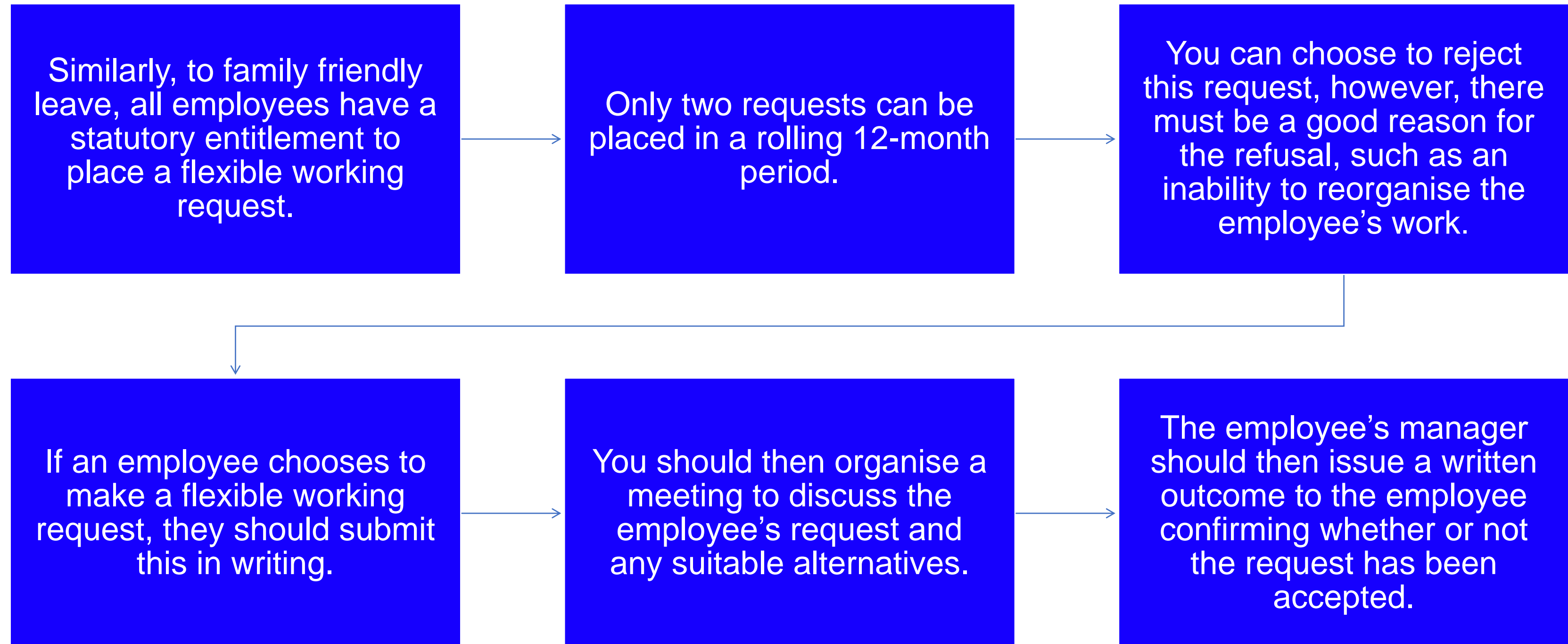
Employees have a statutory right to various forms of family friendly leave.

Each of these has a statutory rate of pay as can be seen on the gov.uk website.

Some employers choose to enhance this payment as an additional benefit for employees. This helps to boost retention and attract new employees to the organisation.

In several types of family friendly leave, 'keeping in touch' days are incorporated into the employees leave. These are days where the employee can come into work to check in with their manager and team throughout their period of leave.

# FLEXIBLE WORKING



# RESIGNATIONS

This is the most common way in which an employee may leave the organisation. Employees may resign for several reasons, including:

- They have a new job
- They are unhappy in their role
- Personal reasons

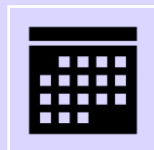
**It is important to hold an exit interview with all employees to identify the reason for resignation and steps that the organisation can take to improve and retain its employees.**

# NOTICE PERIODS

Government guidance sets out statutory entitlements to notice periods or pay for employees. These entitlements vary depending on whether an employee resigns or whether they are dismissed:



If an employee resigns, they are usually contractually required to give one week's notice.



If an employee is dismissed, they are entitled to one week's notice if they are between one week and two years' service. Thereafter, they are entitled to an additional weeks' notice for each year of service.



If you do not want an employee to work their notice period, then you can opt to pay the employee in lieu of this notice.



In addition to notice pay, employers must also pay employees for any accrued but unused holidays.

# REDUNDANCY

- There are several instances in which employees may need to be made redundant, such as:
  - A downturn in work
  - A particular role that is no longer required
  - An unaccepted change to an employee's place of work
- Employers must exercise care when managing a redundancy as it can be subject to many of the same risks as a dismissal
- Alongside this, several additional protections apply to redundancy, namely the recent amendment to the law that placed pregnancy and family leave under greater protection from redundancy
- If an employer wishes to make an employee redundant, they must go through a period of 'meaningful consultation'
- Additionally, the gov.uk website sets out statutory redundancy pay entitlements based on an employee's age and length of service.

# FAIR REASONS FOR DISMISSAL

There are five fair reasons for dismissing an employee:

## Conduct

*Conduct refers to the employee's attitude or behaviour at work. This is generally where the employee has control over their actions / conduct at work.*

## Capability

*Capability refers to an employee's skills, ability, aptitude and knowledge in relation to the job that they are employed to do. This is generally related to concerns outside of the employee's direct control.*

## Redundancy

*This is generally where there is a reduction in work and an employee's role is no longer required by the organisation.*

## Statutory Restrictions (Stat Ban)

*Where the legality of the contract continuing takes precedent. For example, an employee not having a valid right to work in the UK.*

## Some Other Substantial Reason (SOSR)

*Only used in extreme circumstances and if employment cannot continue but doesn't fit into any of the other four reasons. For example, an extreme breakdown of working relationship, or enforced change to terms.*

# EMPLOYMENT LAW UPDATES – WHAT TO CLUBS NEED TO DO



# Forthcoming changes to be aware of...

## April 2024

NLW increased and expanded to include workers aged 21 and over

## April 2024

Rolled up holiday pay allowed once more

## April 2024

Paternity entitlement moving to any time in 1<sup>st</sup> year, and weeks can be split

## Autumn 2024

Carer's leave act. Day one right to take one week of unpaid carer's leave

## July 2024

FWR to become a day one right, with reduced response time & additional requests accepted

## September 2024

Right to request stable, more predictable working hours with code of practice being developed by ACAS

## October 2024

New duty for employers to take reasonable and proactive steps to prevent sexual harassment with awards uplifted for failure

## April 2025

Neonatal leave and pay (capped at 12 weeks)

*The year ahead in 2024 is set to be eventful with key changes to employment law, with wide reaching impact the like of which we haven't seen for some time.*

# RECAP



This session has covered an overview of key topics in HR, Employment Law and People Management



When making any decision regarding your people, from recruitment all the way through to terminating their employment, it is important to bear in mind the key areas of employment law



Make use of HR support or hub for documentation when required.



Clubs should support their people as through regular feedback, appraisals, training and development



Employment Law is complex, but organisations can set themselves up for success by ensuring that they stay fair and consistent in every decision they make.



It is impossible to eliminate all risk, but through following some of the guidance I've outlined today, you can massively reduce this risk and improve your employee relations as a whole.



For further support, please get in touch and I would be happy to help

**THANK YOU FOR LISTENING**

**ANY QUESTIONS?**





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[www.aabpeople.com](http://www.aabpeople.com)

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