



HUMAN RESOURCES MANUAL

Version 1.0 29/06/2019

Volunteers

1. Introduction

MAMA places great value on the involvement of volunteers in its work in various ways ranging from office and clerical tasks to decision and policy making in Committees. Volunteers help enhance the range and quality of services provided by MAMA by putting their time, skills, knowledge or experience at its disposal. They help keep MAMA's work relevant to the work MAMA is committed to, by bringing a range of personalities, backgrounds and experience into the organisation.

This policy is intended to ensure good practice in the involvement of volunteers in MAMA's work, and promote understanding of the respective roles of staff and volunteers in the organisation.

2. Role of Volunteers and Task Specification

Before recruiting volunteers, the Trustees will have considered the appropriateness of the role envisaged bearing in mind the following points:

- The roles of volunteers and those of staff in MAMA should be distinct. Staff should not be involved in working for MAMA in a voluntary and a salaried capacity.
- Work carried out by volunteers should not be such that might jeopardise paid posts.
- The voluntary role must allow for job satisfaction on the part of the volunteer, as well as meeting a need.
- Existing staff and volunteers should be consulted on the creation of new roles for volunteers, which are likely to affect them and, if appropriate, a relevant Trade Union should be consulted.
- When a role for volunteers is identified and approved a role description outlining the general tasks, required skills or qualities, and conditions of service (i.e. expenses, insurance) should be available in writing.

3. Recruitment and Selection

Nominated members of staff with the appropriate skills will be responsible for the selection of volunteers who would be working under their supervision.

Volunteers will be recruited from the widest possible base and selected accordingly to their own individual ability to perform the required tasks.

A clear description (verbally and in writing) of the volunteer's role will be given.



A volunteer will be invited to commence working for a trial period prior to either side agreeing to a longer term arrangement.

If unable to involve a particular volunteer, the staff responsible for the selection must make the reasons clear in a sensitive manner.

4. Support

An individual member of staff should be nominated to provide support to individual volunteers. Clear lines of communication should be identified.

Staff need to devote time to support volunteers, and if necessary be provided with training in relevant skills.

Where appropriate, additional methods of support will be used e.g. volunteer meetings, newsletters, or other tokens of appreciation.

Note should be taken of individual volunteers needs for support.

5. Induction and Training

All volunteers will be given an induction to MAMA and its work, including an information pack.

Volunteers should be encouraged to take additional training that will enhance their role within MAMA.

6. Role in Decision Making

Volunteers will be consulted on any major policy or operational changes in MAMA that will affect them.

Volunteers will be encouraged to express their opinions on the work of MAMA and to develop their role within MAMA.

Volunteers may be invited to attend and to speak at committee meetings.

7. Conditions

Volunteers will not be asked to work in conditions considered unsuitable for paid staff, and will have the same provisions made regarding Health and Safety.

Insurance arrangements will be made for volunteers to cover them whilst undertaking duties on behalf of MAMA.

If a grievance arises for a volunteer, which cannot satisfactorily be resolved by their supervisor, it should be brought to the Chief Officer. If it cannot be resolved, it will be referred to the Trustee Board.

8. Equal Opportunities

MAMA relies on volunteer involvement to keep it relevant to the community it serves and so encourages involvement from all sections of the community.

MAMA operates a Equality and Diversity Policy. It should ensure that it does not unfairly exclude or discourage the involvement of potential volunteers because of class,



race, colour, nationality or ethnic background, disability, sex or marital status, sexual orientation or unrelated criminal record.

Each volunteer job specification should make clear the requirement that volunteers adhere to MAMA's Diversity and Equal Opportunities Policy.

If a volunteer has a special need or disability that makes their involvement difficult, every effort will be made to involve them. An explanation will be given if this is not possible.

Recruitment and Selection

1. Objectives

MAMA's aims are to attract, assess and appoint the best candidates for jobs, to promote equality of opportunity and to build a quality workforce to achieve the objectives of MAMA.

2. Equal opportunities

MAMA seeks to encourage applications from all sections of the community, especially those, which are under-represented in its workforce.

All selection decisions will be based on skills, qualifications and experience. MAMA recognises that apart from job related qualifications and experience, other knowledge and experience may be equally valid in the appointment of a worker and are particularly relevant in the case of people from groups which experience discrimination.

Person specifications and job descriptions will be carefully drawn up to ensure that criteria are relevant to the job, and that they do not discriminate on any grounds other than the ability to do that job.

3. Person specification

The person specification is a statement of the specific skills, knowledge, experience and attributes required to undertake the tasks involved in the job. It will be used as a basis for selecting candidates to be shortlisted and for decision-making during the interview itself by providing known, appropriate, justifiable and agreed criteria.

4. Job description

The job description sets out the responsibilities, accountabilities and scope of the job and itemises some of its main tasks.

5. Advertising roles

The advert will be designed and placed to attract as wide a group of suitable applicants as possible. Care will be taken to ensure the language used does not discriminate unintentionally.

The advert should reflect the main elements of the job description and person specification and should also include:



- The name of the organisation(s)
- Job title
- Salary details (if for a paid post)
- Brief outline of duties and requirements
- Method of application
- Closing date, interview date (where appropriate)

MAMA will also make provision for the job information to be available in accessible formats, if required.

6. Job information pack

The following documents will be available for job applicants:

- Covering letter, including date of interview and named person who can answer queries about the recruitment process
- Job description
- Person specification
- Summary of terms and conditions
- Background information relating to the post
- Application form
- Equality monitoring form
- Information about MAMA
- Guidance notes for the completion of the application form
- Access details for disabled people
- Details of whether applications will be acknowledged or not

7. Dealing with applications

All applications should be treated as confidential. All applicants will be kept informed of any significant changes to the recruitment schedule.

The monitoring form will be detached prior to the application forms being sent to the recruitment panel. Monitoring of applications received will allow MAMA to assess if a wide range of applicants have been reached and the success of the media used. It will also be useful to compare the number of completed applications received with the number of application packs requested as this may indicate that an encouraging advertisement has not been backed up by an equally encouraging application pack.

8. Shortlisting

All applications received before the closing date will be considered.

Members of the shortlisting panel are obliged to declare an interest to the Chair of the selection panel if they do business with, are related to or are a close friend or partner of any of the applicants. The Chair of the selection panel will decide whether the panel member should withdraw or continue to be involved in the selection process.

An applicant's disability, irrespective of any need to adapt the building or facilities should they be successful, will not disqualify nor adversely affect the candidate's



chances of being shortlisted or offered the post. This also applies where an existing employee has been newly disabled.

Each candidate's ability to meet the requirements of the job, as stated in the person specification, should be assessed using a simple scoring system.

Candidates shortlisted for interview will be notified in good time and will be asked if they have any special requirements for interview.

9. The interview

The aim of the interview is to assess the applicant's suitability for the job in relation to the person specification. All candidates will be asked the same initial questions and allocated the same amount of time for their interview. Different supplementary or probing questions can be asked as appropriate depending on the response of the candidate to the initial question. Candidates may also be asked specifically about a matter arising from their application form, e.g. unexplained gaps.

Panel members must give the most careful consideration to their assessment of candidates. Each panel member is personally responsible for ensuring that they take adequate and legible notes of each candidate's interview.

All candidates will be asked about their commitment to equality and how they will ensure their work promotes this.

Any test will be relevant to the job description and justifiable against the criteria in the person specification.

10. Recruitment of ex-offenders

MAMA complies fully with the Disclosure and Barring Service (DBS) Code of Practice.*

11. Taking the decision

A simple scoring system will be used to establish how well each candidate meets the requirements of the job. The interview panel should total their assessments before any discussion/comparison of candidates is made.

Any shortlisting notes, interview notes and the monitoring form should be kept for one year as they may need to be referred to if the panel's decision is challenged. An industrial tribunal will request that all notes of all panel members are submitted to support any decision that was made.

* The DBS Code of Practice can be found at the website:

<https://www.gov.uk/government/publications/dbs-code-of-practice>. Information on the checks required can be found at the website:

<http://www.businesslink.gov.uk/bdotg/action/layer?topicId=1073981874>.



As well as letting the unsuccessful, short-listed, candidates know that they have not been successful, consideration should be given to feedback their strengths and weaknesses as appropriate.

The panel will aim to notify the successful candidate, usually by telephone, at the earliest opportunity.

12. References

Referees for the individual will normally be contacted in writing after the successful candidate has given their permission for MAMA to contact those people.

Staff Supervision

1. Purpose of staff supervision

MAMA recognises that supervision is a key tool for planning an organisation's work. The main purposes of supervision sessions are to:

- Monitor work and work performance;
- Evaluate work and performance;
- Help the worker improve his or her practice;
- Identify training needs and evaluate recent training undertaken;
- Clarify priorities;
- Share information about work;
- Provide an opportunity to discuss how the worker and supervisor feel about the work;
- Recognise and deal with existing or potential problems;
- Discuss how outside factors are affecting work;
- Provide a framework for discussing and agreeing change.

2. Supervision arrangements

Supervision sessions:

- Will be held in a comfortable and private setting;
- Will be recorded accurately and confirmed by both parties;
- Will be held every quarter;
- Will not be cancelled except in an emergency, and if cancelled or missed should be rescheduled immediately.

Each employee will be supervised by a nominated trustee.

3. Annual Appraisal

The Annual appraisal is designed to maximise effectiveness and potential of each member of staff so that MAMA successfully achieves its objectives.

Objectives of an appraisal:

- Maximise performance
- Reinforce MAMA's values and mission statement



- Set objectives for year ahead
- Encourage staff development

The appraisal will be performed annually using the appropriate documentation of which the trustees will hold a copy, and using the same arrangements as documented for staff supervision.

Bullying and Harassment

1. Introduction

Harassment or victimisation on the grounds of race, colour, nationality, ethnic or national origin, sex, marital status, gender reassignment, sexual orientation, religious belief, disability or age is unacceptable. This policy covers all types of harassment.

Personal harassment takes many forms ranging from tasteless jokes and abusive remarks to pestering for sexual favours, threatening behaviour and actual physical abuse. Whatever form it takes, personal harassment is always taken seriously and is totally unacceptable.

MAMA recognises that personal harassment can exist in the workplace, as well as outside, and that this can seriously affect employees' working lives by interfering with their job performance or by creating a stressful, intimidating and unpleasant working environment.

MAMA deplores all forms of personal harassment and bullying and seeks to ensure that the working environment is sympathetic to all our employees.

We have published these procedures to inform employees and volunteers of the type of behaviour that is unacceptable and provide employees who are the victims of personal harassment with a means of redress.

MAMA recognises that we have a duty to implement this policy and all employees are expected to comply with it.

2. Examples of Harassment

Personal harassment takes many forms and employees may not always realise that their behaviour constitutes harassment. Personal harassment is unwanted behaviour by one employee towards another and examples of harassment include:

- Insensitive jokes and pranks;
- Lewd or abusive comments about appearance;
- Deliberate exclusion from conversations;
- Displaying abusive or offensive writing or material;
- Unwelcome touching; and
- Abusive, threatening or insulting words or behaviour.

These examples are not exhaustive and disciplinary action at the appropriate level will be taken against employees committing any form of personal harassment.



3. Examples of Bullying

Bullying is persistent behaviour, directed against an individual or group that creates a threatening or intimidating work environment which undermines the confidence and self-esteem of the recipient. Examples include:

- Verbal abuse e.g. shouting, swearing at colleagues or subordinates.
- Threats or insults.
- Abuse of power or unfair sanctions.
- Practical jokes, initiation ceremonies.
- Physical abuse.
- Rifling through, hiding or damaging personal property.
- Ostracising or excluding colleagues from work or social events.

4. Complaining about Harassment or Bullying

Informal complaint

MAMA recognises that complaints of personal harassment or bullying, and particularly of sexual harassment, can sometimes be of a sensitive or intimate nature and that it may not be appropriate for you to raise the issue through our normal grievance procedure. In these circumstances you are encouraged to raise such issues with a senior colleague of your choice (whether or not that person has a direct supervisory responsibility for you) as a confidential helper. This person cannot be the person who will be responsible for investigating the matter if it becomes a formal complaint.

If you are the victim of minor harassment/bullying you should make it clear to the perpetrator on an informal basis that their behaviour is unwelcome and ask the perpetrator to stop. If you feel unable to do this verbally then you should hand a written request to the person. Your confidential helper can assist you in this.

Formal complaint

Where the informal approach fails or if the behaviour is more serious, you should bring the matter to the attention of the nominated trustee as a formal written complaint and again your confidential helper can assist you in this. If possible, you should keep notes of the behaviour that you find offensive so that the written complaint can include:

- The name of the alleged perpetrator;
- The nature of the alleged behaviour;
- The dates and times when the alleged behaviour occurred;
- The names of any witnesses; and
- Any action already taken by you to stop the alleged behaviour.

On receipt of a formal complaint we will take action to separate you from the alleged perpetrator to enable an uninterrupted investigation to take place. This may involve a temporary transfer of the alleged perpetrator to another work area or suspension with contractual pay until the matter has been resolved.

The person dealing with the complaint will invite you to attend a meeting, at a reasonable time and location, to discuss the matter and carry out a thorough



investigation. You have the right to be accompanied at such a meeting by your confidential helper or another work colleague of your choice and you must take all reasonable steps to attend. Those involved in the investigation will be expected to act in confidence and any breach of confidence will be a disciplinary matter.

On conclusion of the investigation which will normally be within ten working days of the meeting with you, a draft report of the findings and of the investigator's proposed decision will be sent, in writing, to you and to the alleged perpetrator.

If you or the alleged perpetrator are dissatisfied with the draft report or with the proposed decision this should be raised with the investigator within five working days of receiving the draft. Any points of concern will be considered by the investigator before a final report is sent, in writing, to you and to the alleged perpetrator. You have the right to appeal against the findings of the investigator in accordance with the appeal provisions of the grievance procedure.

5. General Notes

If the report concludes that the allegation is well founded, the perpetrator will be liable to disciplinary action in accordance with our disciplinary and disciplinary dismissal procedure. An employee/volunteer who receives a formal warning or who is dismissed for harassment/bullying may appeal by using our capability/disciplinary appeal procedure.

If you bring a complaint of harassment/bullying you will not be victimised for having brought the complaint. However if the report concludes that the complaint is both untrue and has been brought with malicious intent, disciplinary action will be taken against you.

6. Victim Support

MAMA will seek to provide additional assistance to victims by contacting outside agencies who will provide specialist advice and support, with the staff member's permission.

MAMA will provide additional support to victims of harassment, until the case is resolved. Wherever possible, MAMA will ensure that staff are available to support victims if they so wish.

7. Police Involvement

MAMA will encourage and support victims to report acts of harassment to the Police. This support may include writing or telephoning the Police on behalf of the staff member, as well as attending meetings with the Police.

MAMA will report incidents of harassment to the Police where there is a clear threat to the safety of other staff or the general public.

8. Confidentiality

MAMA will respect and maintain the confidentiality of matters concerning the staff and volunteers and of any members of the public giving information in harassment cases.



Disciplinary Action

1. Purpose and Scope

This procedure is designed to help and encourage all employees to achieve and maintain standards of conduct, attendance and job performance as laid out in the Code of Conduct Policy. The Charity rules (a copy of which is available on line), and this procedure apply to all employees. The aim is to ensure consistent and fair treatment for all in the organisation.

2. Principles

- Informal action will be considered, where appropriate, to resolve problems.
- No disciplinary action will be taken against an employee until the case has been fully investigated.
- For formal action the employee will be advised of the nature of the complaint against him or her and will be given the opportunity to state his or her case before any decision is made at a disciplinary meeting.
- Employees will be provided, where appropriate, with written copies of evidence and relevant witness statements in advance of a disciplinary meeting.
- At all stages of the procedure the employee will have the right to be accompanied by a trade union representative or work colleague.
- No employee will be dismissed for first breach of discipline except in the case of gross misconduct, when the penalty will be dismissal without notice or payment in lieu of notice.
- An employee will have the right to appeal against any disciplinary action.
- The procedure may be implemented at any stage if the employee's alleged misconduct warrants this.

3. Procedure

First stage of formal procedure

This will normally be either an improvement note for unsatisfactory performance or a first warning for misconduct.

An improvement note for unsatisfactory performance will be given if performance does not meet acceptable standards. This will set out:

- The performance problem;
- The improvement that is required;
- The timescale;
- Any help that may be given and the right of appeal;
- The individual will be advised that it constitutes the first stage of the formal procedure.

A record of the improvement note will be kept for six months, but will then be considered spent – subject to achieving and sustaining satisfactory performance.



A first warning for misconduct will be given if conduct does not meet acceptable standards. This will be in writing and set out:

- The nature of the misconduct;
- The change in behaviour required;
- The right of appeal.

The warning will also inform the employee that a final written warning may be considered if there is no sustained satisfactory improvement or change.

A record of the warning will be kept, but it will be disregarded for disciplinary purposes after a period of 6 months.

Final written warning

If the offence is sufficiently serious, or if there is further misconduct or a failure to improve performance during the currency of a prior warning, a final written warning may be given to the employee. This will:

- Give details of the complaint;
- Give details of the improvement required and the timescale;
- Warn that failure to improve may lead to dismissal (or some other action short of dismissal);
- Will refer to the right of appeal.

A copy of this written warning will be kept by the trustees but will be disregarded for disciplinary purposes after 12 months, subject to achieving and sustaining satisfactory conduct or performance.

4. Dismissal or other sanction

If there is still further misconduct or failure to improve performance, the final step in the procedure may be dismissal or some other action short of dismissal, such as demotion, disciplinary suspension or transfer (as allowed in the contract of employment).

Dismissal decisions can only be taken by the approval of the trustees, and the employee will be provided in writing with:

- Reasons for dismissal;
- The date on which the employment will terminate;
- The right of appeal.

If some sanction short of dismissal is imposed, the employee will:

- Receive details of the complaint
- Be warned that dismissal could result if there is no satisfactory improvement
- Be advised of the right of appeal.

A copy of the written warning will be kept by the manager but will be disregarded for disciplinary purposes after 12 months, subject to achievement and sustenance of satisfactory conduct or performance.



The following list provides some examples of offences, which are normally regarded as gross misconduct.

- Theft or fraud;
- Physical violence or bullying;
- Deliberate and serious damage to property;
- Serious misuse of an organisation's property or name;
- Deliberately accessing internet sites containing pornographic, offensive or obscene material;
- Serious insubordination;
- Unlawful discrimination;
- 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 rules;
- A serious breach of confidence.

If you are accused of an act of gross misconduct, you may be suspended from work on full pay, normally for no more than five working days, while the alleged offence is investigated. If, on completion of the investigation and the full disciplinary procedure, the organisation is satisfied that gross misconduct has occurred, the result will normally be summary dismissal without notice or payment in lieu of notice.

5. Appeals

An employee who wishes to appeal against a disciplinary decision must do so within five working days. The senior manager will hear all appeals and his/her decision is final. At the appeal any disciplinary penalty imposed will be reviewed.

Data Protection

1. Introduction

The Data Protection Act covers information about individuals which is held on computer or in a manual filing system, or which is recorded with the intention that it will be part of such systems. The Act applies to people or organisations that use or hold such personal data.

The Act is based on the right of the individual (the Data Subject) to know what information is being held about them, and how the information will be used. The Act sets out principles to ensure that personal data is:

- Processed fairly and lawfully;
- Obtained only for specified purposes;
- Relevant to the purposes for which it is processed;
- Accurate and kept up to date;
- Not kept for longer than is necessary;
- Processed according to the rights of the data subject under the act;



- Protected against unauthorised processing, accidental loss or damage;
- Not transferred to areas outside of the European Union (including via websites).

MAMA holds personal information on volunteers and staff.

MAMA seeks to comply with both the letter and the spirit of the Act.

2. Scope of the policy

- Staff and volunteer personal records will be kept at with MAMA in accordance with its procedures.
- MAMA staff and volunteers, other than the Trustees in the course of their duty, do not have access to information on other staff or volunteers.
- When staff and volunteers leave, all personnel documents will be kept in accordance with MAMA's procedures.
- Staff and volunteers have the right to see the information held on them by MAMA. Requests should be in writing to The Secretary and MAMA will provide a copy of the information within two weeks of receiving the request. No charge is made.
- Information about individuals will not be disclosed to any third party outside of MAMA without the permission of the individual.
- Where photographs of staff and/or volunteers are used to publicise or promote the organisation, permission will be sought from individuals and the photograph used for a specified length of time.

Related Policies

Code of Conduct

Conflicts of Interest Policy

Equality and Diversity Policy

Whistleblowing Policy

Date approved by MAMA Board of Trustees: 30/07/2019

Review Date: 30/07/2022