



2.06 Employing Someone

Employing a good coach, sports development worker or facility manager can really make a difference: the right person in the right job can turn an ordinary project into an extraordinary project. To select your staff you'll need to advertise in the right places, and take into account training, management and employee rights.

Plan for the future

The first step is to explore your organisation's future personnel requirements.

You could start by:

- + writing down the future plans of your organisation
- + identifying the skills and number of people required to fulfil those plans
- + thinking about the future staffing requirements of your organisation
- + identifying the cost and practical implications of employing people.

Template E *Staffing Plan* is available to download from our website www.sportengland.org/funding or by phoning 08458 508 508.

Right person, right job

Once you have established your personnel requirements, you can begin to develop a picture of the person you want for the job.

A good place to start is to write a thorough description of what you want the person to do.

Here are some suggested headings for a standard job description:

- + job title
- + responsible to...
- + responsible for...
- + main purpose of the job
- + specific duties.

Once you've established the role of the employee, start listing the personal skills and characteristics of the individual you want.

A suggested structure to assess the characteristics required for the job is outlined below.

Characteristics chart

Essential skills and characteristics	Desirable skills and characteristics
<ul style="list-style-type: none"> + physical fitness + computer literate + book-keeping experience + driving licence. 	<ul style="list-style-type: none"> + European language + familiar with Lotus 123 + previous experience in a small office.

How much should you pay?

Once you have identified the skills and experience you require, you need to decide on a salary scale.

Think about the size and importance of the investment you are going to make in employing someone. For some jobs, such as coaching, additional guidance will be available from the national governing body. If the salary scale is not easily identified, do some research. What is the salary for a similar job in other organisations within your local community? If there are no comparable positions in sport take a look at other community organisations or talk to a Sport England officer who might have information about jobs and salary scales in your area.

Putting your plans into action

Good research and preparation will help your organisation make a successful appointment quickly and cost effectively.

Recruitment costs money, not only for things like advertising, but also the time you spend planning and interviewing is time that you're not getting on with other business.

Some things to consider are:

- + the right recruitment methods
- + the design and placing of an advertisement
- + how to respond to and process applications
- + assessing applications against job, team and organisational specifications
- + interviewing candidates
- + making the job offer
- + dealing with rejected applicants.

When interviewing, it is helpful to produce a scoring grid to assess essential skills and characteristics. They can be ranked in order of importance to allow you to assess everyone against the same criteria.

Skills rating chart

Essential skills and characteristics	Score 1- 3 (3 being the highest)
+ physical fitness	+ 3
+ computer literate	+ 1 – lacks Excel skills
+ book-keeping experience	+ 2 – some experience
+ driving licence.	+ 3 – plus mini bus experience.

This approach also helps you to explain to unsuccessful candidates why they have not been selected.

Template G *Role Description* is available to download from our website www.sportengland.org/funding or by phoning 08458 508 508.

Induction and management procedures

It is considered best practice to prepare an introduction programme for your new employees, and consider how their work will be managed and monitored.

Some things you may wish to do are:

- + plan and implement an induction programme
- + set up systems, to include regular discussions about their performance, or appraisals, to monitor and manage work
- + work out the administrative procedures
- + check the health and safety responsibilities to your employees.

Other considerations

If you are planning to offer employment, whether full- or part-time, permanent or self-employed, there are key things that you need to consider.

- + **Health and safety.** You will have obligations as an employer to provide a safe workplace. If the employee will be working with children, you will also need to ensure they have been through the appropriate checks. Your local authority and police force can assist with this. You can find out about child protection from the **National Society for Prevention of Cruelty to Children Child Protection in Sport Unit** (NSPCC CPSU). The contact details are included in the further help section.
- + **Insurance.** You will need to ensure that all activity is insured and that you are insured as an employer.
- + **Employed vs. self-employed.** There are different rules on tax, National Insurance and employment rights depending on whether a person is employed or self-employed, full- or part-time. It's important that you are familiar with the rules before you decide on what approach you will adopt.
- + **Recruitment, references and interviews.** It is important to follow good practice in recruitment and interviewing, for example writing a person specification and taking up references. Not only will you be fair, but a good recruitment process will really help identify the best person for a job.
- + **Costs.** There will be a substantial change in the running costs of your organisation when someone is employed, from salary to light, heat and insurance. So plan ahead.

Further help

Organisation	Contact
<p>+ jobscircuit.co.uk A website dedicated to the sport, leisure and fitness industry. A great place to advertise and compare salary scales for jobs.</p>	<p>www.jobscircuit.co.uk</p>
<p>+ The Recruitment and Employment Confederation Provides a wealth of information about codes of practice, recruitment policy, insurance and other employment issues. Provides a facility to post jobs on the website.</p>	<p>The Recruitment and Employment Confederation London Office 36-38 Mortimer Street London W1W 7RG</p> <p>Tel: 020 7462 3260 Fax: 020 7255 2878 www.rec.uk.com</p> <p>Woking Office Albion House Chertsey Road Woking Surrey GU21 6BT</p> <p>Tel: 020 7462 3260 Fax: 01483 714979 www.rec.uk.com/home.html</p>
<p>+ NSPCC Child Protection in Sport Unit (CPSU) Offers guidelines on recruitment and child protection issues.</p>	<p>NSPCC Child Protection in Sport Unit 3 Gilmour Close Beaumont Leys Leicester LE4 1EZ</p> <p>Tel: 0116 234 7278 Fax: 0116 234 7251 Email: cpsu@nspcc.org.uk www.nspcc.org.uk</p>



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