Employing a Youth Worker/Minister within the Diocese of Portsmouth
Version 1.5
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★ Andrew Robinson, Deputy Diocesan Secretary, Diocese of Portsmouth
★ Canon David Isaac, Diocesan Director of Education, Diocese of Portsmouth
★ A.E. Mizen
Introduction

There are an increasing number of churches in this diocese looking to employ youth workers and youth ministers. This document aims to provide guidance and advice on that process, and is produced as correct at the date of publication. Every effort will be made to ensure that they are up to date with new legislation. However, it is the responsibility of employing parishes and projects to ensure that they work to and within current legislation.

The primary purpose of this document is to encourage parishes and projects to adopt good practice in the employment and ongoing management of youth workers. In preparing this material it is recognised that:

★ More workers are coming from backgrounds where appraisals and good practice are standard; they therefore are used to, and expect, professional standards
★ More parishes are employing workers; the culture therefore needs to change within the church in relation to employment practices.
★ More clergy have experience of others who have faced employment issues, redundancy and have pastored them.
★ Many clergy are not trained as managers and therefore training for clergy in people management skills is important.
★ Any church can advertise a post; the PCC is autonomous in employment matters but has to work within the law.

The competition for workers has increased significantly over the past few years. Many churches have to make two or three attempts to employ the right worker for their situation. Whilst there are more courses that provide a route for qualified Christian Youth Workers, the anticipated ‘glut’ doesn’t seem to have happened. Some of the key factors and reasons for this situation have been highlighted anecdotally as the poor living & working conditions, management and the unacceptably high expectations placed on workers. Consequently, against this backdrop potential youth workers are going to be looking for good employers.

An underlying principle for the betterment of this scenario is good, honest and open communication. By default, the line manager is often the parish priest and when this key relationship breaks down or when mistrust sets in, there is often nowhere to go to get the dispute resolved, and so matters get gradually worse.

1 Considerations in Employing a Youth Minister/Worker

1.1 Why employ a worker?

There are fundamental differences between using volunteers for youth work and employing a paid worker/employee.

One of the main causes of problems for both the worker and appointing team/management committee is the lack of a clearly articulated rationale, vision and task. This, in turn, can lead to a lack of purpose and misunderstandings about the nature of the role. The result can be conflict if the worker carries out the role according to their understanding, one which may be different from the expectations of those they work for.

Before you go any further there are two main questions that you need to answer for your church, project etc.:
★ Why do we want a youth/children’s worker?
★ What are our expectations of a youth/children’s worker?

Some of the answers suggested are outlined below, along with some comments. One way forward is to get the relevant group in your situation to rank the answers in order of priority, and adding comments as appropriate. This may help everyone understand what different people and groups are hoping for from the project, and should help with the articulation of your aims as you seek consensus.
1.2 Why do we want a worker?

“We need somebody to do it with us or somebody to do it for us.”

It is much more helpful to see the person working with the church, to enable it to be more effective in its pastoral and outreach work, rather than seeing the worker as doing the work instead of church members. A team approach to youth/children’s’ work is by far the most successful and it is likely that more people will need to be involved as a consequence of employing a worker, rather than fewer, as the worker will generate more work.

“Because young people are important - they should be our priority.”

Have all the relevant groups within the congregation been consulted? Is there a clear consensus that this is the best place to invest? Would it be more beneficial to work with the elderly, homeless or any other group that your church or project seeks to support? If young people are the priority, the most effective way of reaching that goal will then need to be determined. e.g. someone to be involved in schools work; a young volunteer who will be an effective role model; a joint project with other churches or agencies in the area, etc.

“Lots of young people are hanging around on the streets in our area; we want to do something for them but don't know what or how.”

This is a very common situation but one where most of the work done is in terms of relationship building and support. It is unusual to find many new young people in the church as a result of detached youth work (i.e. going out and meeting young people on their own territory) although it is often possible to get some involved in a youth club-type set up. In this scenario realism about what should be expected and what can be achieved is vital.

“Lots of teenagers leave the church - we'd like to try and keep ours.”

It needs to be clear to everyone how much the role will be one of maintenance and development of existing work. If the priority is to be the young people already in the church, then this needs to be made explicit and the job description designed to reflect that. The gifts of a primarily church-based worker and a detached youth worker, or a pastor and an evangelist, are very different and it is important to be clear what the key aspects of the role are.

“Our children's work is growing and we want to reach out to their families”

Growth in children’s work will require a committed team of volunteers to maintain it. So it is important to see the appointment of the worker as part of the overall outreach strategy of the church. It will be necessary to decide whether the worker is to develop and nurture the faith of the children or to work specifically with families.

1.3 What are our expectations of a worker?

There are a range of answers to this question. What is needed is an assessment of the validity of the answers and an examination of whether employing a worker is the best way of meeting the needs identified.

More youth workers are coming in from wider backgrounds where they may have experienced modern management practices, particularly in relation to ways in which they themselves are managed. There is also increasing Employment Legislation which puts more responsibility on the part played by the employer.
Talking to other churches or groups who have gone through this process may be helpful, as well as contacting the Diocesan Youth and Children’s Work Adviser for advice.

One of the most difficult situations to be in is that where expectations are unclear or unspoken, but are very real all the same. For people in Christian work there can be a very different set of expectations to that which would be found in a secular job. It is only fair to the potential worker that as a church or agency these issues are brought out into the open and agreement reached on what is reasonable and realistic.

Many of the examples given below are real-life examples and phrased as questions to aid discussion. Once outcomes and findings have been agreed it might be helpful to try and work out how they can then be incorporated into the next stages of preparation, and communicated to the worker and others in the church. This will mean that everyone will understand fully what is expected from the new worker.

★ What activities are defined as work? What church services and other meetings is the Youth Worker expected to attend? Which of these are seen as being in work time? How is it decided, which are work and which are not? Are optional activities genuinely optional? An employee can exercise his/her right not to work in excess of the average 48 hours per week provided in the Working Time Regulations 1998. Whilst the Youth Worker must be conscientious about the hours they work, the church must monitor hours worked to ensure that they don’t become excessive.

★ How is the working week divided up – hours and/or sessions? The Community and Youth Workers’ Union Joint Negotiating Committee recognises a session-based week as fundamental to the professionalism of Youth Workers, acknowledging the unpredictability and variety of work carried out. How are times off and holidays decided? How accessible and available is the worker expected to be? Is any working time available for training/study/professional development?

★ Where is the worker expected to live? What help will be given with housing? Are they expected to use their home for work purposes? What about office facilities and support? Watch out for the impact of Health & Safety legislation on home working issues.

★ If the potential worker is married, is their partner expected to attend church? What if they are heavily involved at a different church? Would their children be expected to be involved in church activities?

★ Is a car necessary? Is one provided? What expenses are reimbursed? Who pays for any additional insurance? Is there a minibus? Will relevant training be given if needed?

★ Is there a budget for youth/children’s work? How has the salary been determined? Is it realistic? What expenses are seen as reasonable? If the worker takes a young person to McDonalds for a chat who pays for the milkshakes? Has adequate allowance been made for personal and corporate liability insurance?

★ Is there a perceived ‘best’ sort of person for the job? Are there any qualities needed to complement the existing staff?

★ What are the expected outcomes from employing a worker e.g. size of youth group, number of conversions, someone to fill in when the Minister is away etc? One Minister commented “There should be expected outcomes or there will be no vision”.

★ Is there anything in the church’s previous history which may have an influence on how people see a new worker? What information do they need to know before accepting the job as well as when they start the job?

★ Is there anything in the church culture which is seen as inappropriate for the worker to do, say or have, e.g. a policy on alcohol, dress code, etc.?

★ How does the worker fit into the existing structures of the church? What status do they have? How do their terms and conditions relate to other workers? On what basis are there similarities and differences?

★ Who will manage the worker? Often it is assumed that the parish priest is the best person to be line-manager. However, this is an area where often clergy have little or no training. A key issue is achieving the right balance between that of being a line manager and pastor. These issues cannot be ignored. If the parish priest is the line manager then there needs to be a clear process for handling grievances, even small issues, rather than just those considered within traditional disciplinary procedures. Experience shows that small issues, if not dealt with, can lead to a breakdown in communication and trust, and ultimately have an overall negative effect on the work.
We would encourage you to give serious time to going through the questions above, which are relevant to your situation. Unspoken values have a strong influence on any situation and it is important that they are identified in advance of a worker starting.

1.4 Choosing an appointment team

One important factor is determining who will be involved in making the appointment. The structure and organisation of the church or project will determine some of the people involved, whereas the nature of the post is likely to determine others. Consider a broad and representative cross section of the church community as this will have an effect on the final decision making and may begin to shape the candidate’s perspective of the wider situation. Try to be adventurous but still wise.

Options for members of an appointment team:
- Church or Project leaders, e.g. PCC, management committee members
- Clergy and other church or project workers
- Volunteer Youth Work or Children’s Work Co-ordinator
- Young People or children (If appropriate)
- Internal or external experts e.g. Personnel Officer, Diocesan Officer, Local Authority Member etc.

1.5 Tasks for an appointment team

Once you have agreed answers to many of the questions above and had them ratified by any appropriate committee within the church decision-making process, then you will be ready to begin the process of drawing up the job description and contract.

There is a check list at the end of this Section that will help you to be aware of the different tasks that can be allocated to members of an appointment team. Make sure that you contact the Diocesan Youth & Children’s Adviser to keep them informed about changes.

1.6 Recommendations for the appointment of a youth worker

"A Youth Worker must be the symptom of the church’s concern for young people - not the sole arm of the church’s activity/mission amongst young people."

Planning and preparation
- Pray and plan early and thoughtfully.
- Be prepared to move by prayer and faith.
- Trust your conviction of God’s will for your church - even small churches with seemingly little money can attract first class workers - who are seeking God’s place for them rather than a large salary.
- Be certain of your vision for children’s and youth work.
- Take time and do it well.
- Ensure the contribution and support of existing volunteer workers.
- Conduct research/feasibility study with the young people themselves, and prioritise.
- Give plenty of time to set up the foundations of the project before employing a worker.
- Keep open clear communication channels with the whole body of the church.
- Communicate fully: Background of need, objectives, job description and priority tasks, generate enthusiasm and motivation within the church meetings using presentation, papers etc, and proceed only when forthcoming funds are pledged and secured.

Finance
- Don’t rush the process - it is a large commitment to make and the costs need to be understood.
- Attract and secure long term funding before the idea gets to the planning stage - certainly before advertising.
- Get the finance up front.
Job descriptions
- Have as clear and realistic a job description as possible.
- Have some flexibility, but not open-ended.
- Think about objectives, secure agreement and record.
- Review regularly.

Terms & Conditions
- Be as specific as possible about factual details
- Be clear in the exact areas of work that you expect the worker to, and not to, undertake.
- Don’t assume spouse will be involved.
- Provision of housing. Consider need/objections to using domicile for meetings.
- Provision of pension
- Provision for covering expenses incurred in the line of duty.
- Don’t forget employers National Insurance contribution
- Consider liability insurance.

Person Specification
- Determine and agree essential and desirable qualifications, experience, attributes, personal circumstances etc, in order to short-list, and appraise interviewees.
- It is important to know and distinguish between what is essential and what is desirable e.g. if you state that a qualification is required this may well exclude someone who has over 10 years of experience.

Advertising
- Advertise in a suitable publication such as Youthwork or Children’s Ministry.
- Networking can also help to find suitable candidates.
- State clearly what the application procedure entails; letter + CV + references, application form + CV, or what? Application forms need to be carefully designed.

Recruitment and selection
- Use the person specification and adhere to it
- Don’t just shortlist candidates with previous experience - look for vocation and calling.
- Use the interview process carefully so that everyone finds out what they need to know.
- Plan questions.
- Involve as many people as possible that already work with the young people, and the young people themselves.
- Try to get references before short listing; you may get some surprises both ways. This is not always possible.
- Don’t just look for Christian commitment, but for discipline and motivation.
- Talk through ‘philosophy of ministry’ with candidates, e.g. balance of working with churched and unchurched young people.

Offer letter, Contract and Employee Handbook
- These are legal documents so they must be correct and honoured. They should be checked by someone qualified to do so. See Appendix for list of typical contents of a handbook.
- Fixed Term Contracts can backfire if they are ended for “wrong” reasons.

Management & Support
- One person is the manager. This is usually the parish priest.
- Carefully select a support group of local people and professionals, including young people, who will oversee the project from origin through to evaluation.
- Give good pastoral care.
- Provide clear supervision and pastoral support training assessment.
- Develop teamwork, based on prayer.
- Don’t overload. Look at relationship with key volunteers. Monitor hours of work.
- Ensure that the worker is provided with appropriate I.T. equipment.
Don’t look for Superman/woman. When you’ve found the person, share your vision but give them room to develop their own within it.

The law requires that the worker has at least one regular complete day off each week, or 2 days off per fortnight. Maximum average of 48 hours per week. Watch/limit “voluntary” hours. Be clear, for example, as to whether Sunday Services or other meetings are “working hours” or voluntary (and optional). If there is an expectation of giving hours similar to a volunteer, over and above the paid hours, this must be made at the outset. What are the expected number of hours.

Allow room for the incumbent to influence the means by which objectives are to be met.

Provide suitable challenges and honour commitments.

Encourage use of a mentor, “buddy”, or prayer partner – who is independent of “line” management.

Review progress regularly.

Consider any health and safety issues, e.g. Risk Assessment of workstation if working from home is a legal requirement.

Compliance with the Data Protection Act needs is essential if you are storing records electronically.

1.7 Checklist: Main tasks of the appointment team

(tick box when completed)

Discuss funding

Write job description

Write person specification

Write contract and employee handbook (adapt sample contract)

Write application form and reference form

Put together job information pack

Put together church information pack

Agree management structures and procedures

Agree and notify panel of interview date

Write and place advertisement(s)

Analyse applications

Draw up short list - use person specification

Request references

Hold interviews and make selection

Feed back to successful and unsuccessful applicants
<table>
<thead>
<tr>
<th>Task</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree start date</td>
<td></td>
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<tr>
<td>Letter &amp; Contract</td>
<td></td>
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<tr>
<td>Make arrival plans and organise induction</td>
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2 The Contract

2.1 The Law & Employment Contracts

The contract (or Statement of Main Terms and Conditions of Employment) refers to the key terms and conditions. These cannot be altered unilaterally. Policies can be put in a Handbook, which the employer can alter/amend unilaterally, but a good employer will give advance notice of the change(s). Typical contents of a handbook can be found in Appendix A and in the Diocesan Handbook (available from the Diocesan Office).

A typical contract might include:

* The names of the employer and employee;
* Job description;
* To whom the employee is accountable;
* The date at which employment began.
* The date on which the employee's period of continuous employment began, which would take into account any previous employment which counts as continuous;
* The scale and rate of remuneration;
* Intervals at which remuneration is paid;
* Terms and conditions regarding hours of work;
* Details regarding holidays and holiday pay;
* Details regarding sickness/injury and sick pay (here the employee may need to refer to a separate document for an explanation).
* Pension and pension scheme provisions (here the employee must refer to a separate document);
* Notice periods
* In the case of a temporary contract, the length of contract or expected date of termination;
* Place(s) of work;
* Any collective agreements which may affect the terms and conditions of employment (here the employee may need to refer to a separate document for an explanation);
* A note concerning disciplinary rules and procedures (here the employee may need to refer to a separate document for an explanation) – this is not necessary where the total number of employees is fewer than 20; and
* Some further details must be given if the employee is to work outside of the UK

Implied Terms of Employment (in contract)

In addition to the terms laid down in the contract and any supporting documentation (which are the “explicit” terms”) there are a number of additional terms which are “implicit” or can be implied and will also control the relationship between the two parties. What follows are the most common implied terms, but it is possible from custom and acceptance that other terms may apply in particular cases, depending upon the situation.

* Mutual duty of care – An employer has a duty to take reasonable steps for the safety of his or her employees. Under the Health and Safety at Work Act 1974, there is an obligation placed on the employer “to ensure, so far as is reasonably practical, the health, safety and welfare at work of all his/her employees”. In addition, under the same Act, employees themselves are also obliged to take reasonable care of themselves and “of other persons who may be affected by [their] acts or omissions at work”.

* Employer’s right to organise and re-organise the work and the workforce – This, however, must be tempered by both fairness and adequate consultation, as it may otherwise be found to be unfair.

* Employer’s duty not to change material terms of the contract unilaterally. If this is regarded as unduly restrictive because of the nature of the work, it may be possible to insert a flexibility clause into the contract. If it is then accepted by the employee (the effect having been explained to them), they may have difficulty subsequently challenging
a change introduced under such authority. Even then, however, the change may need to be introduced with adequate notice and reasonableness.

Note: Assuming the change cannot be negotiated between the parties, the only way to change a material term in the contract may be for the employer to give notice (i.e. the maximum required by the contract or 12 weeks as required by law), and to offer continuity of employment on new terms under a new contract. This is a dismissal of course and could meet with a Tribunal challenge, even though the employee continues in employment under the new contract.

An obligation on both parties not to do anything which might cause one party to lose sufficient trust and confidence in the other, effectively sufficient to breach the contract irretrievably.

**Types of Contracts**

- **Full time open ended contract**
  The contract continues until one party or another gives notice or, as is more normal nowadays, until a retirement date (which would preferably be stated in the contract) is reached.

- **Job Sharing**
  Currently there is a rapid growth in job sharing contracts, particularly for women returning to work after childbirth. Very few jobs cannot be “shared” and rejecting a request out of hand or unreasonably refusing a request for flexible working, will almost certainly be discriminatory.

  It may be possible, when setting up a job share, to gain the parties’ agreements that each contract is linked (even dependent) upon the other. It may be advisable to suggest to the employees involved that they source substitutes, so that there are others ready to take over should one leave.

  Dual contracts should be used where, for example, a husband and wife team is to be employed. A clause stating that termination of the services of one automatically generates termination of the other is usual. However, a recent case found that the unfair dismissal of one would render the contractual second dismissal unfair, even though this was allowed by and in strict accordance with the terms of the contract.

- **Fixed Term**
  Fixed term contracts are contracts with a known start and end date.

  When a fixed term contract comes to an end, churches have been known to think that the employee will leave automatically. This is not so!

  The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002 ensured that such employees have been given the same rights as permanent employees, e.g. rights to redundancy payments, notice, unfair dismissal, written statements of reasons for dismissal etc, and cannot be treated unfavourably because they are on a short term or fixed term contract. As a result, any employee who is on a fixed term contract will be entitled not to be unfairly dismissed once they have been in post for more than 12 months. This means that at the end of the fixed term period if the work still exists and the money is still available, then the employee must be kept on in the post. The only grounds for dismissing an employee on a fixed term contract would be through the proper application of a disciplinary procedure or by way of redundancy.

  It follows therefore that employees on a fixed term contract will be entitled to redundancy payments once they have been employed for two years. It is no longer possible to sign a waiver to do away with your statutory rights to redundancy. This means that employers will need to plan for the costs of redundancy for those on fixed term contracts of two years or more.

  Offering successive one year contracts to get round this will not be accepted, as the Regulations also mean that any successive fixed term contracts which go beyond four years,
will be treated as a permanent contract unless an ongoing fixed term contract can be justified.

Contracts for three months or less do exclude employees from payments of Statutory Sick Pay, from paid holiday (see Working Time Regulations) and from Guarantee Payments in the event of short time or lay-offs, which may be attractive to some employers.

A fixed term contract can have a notice period, which either party can exercise.

**Part time Contracts**

The Part Time Employees (Prevention of Less Favourable Treatment) Regulations 2000 came into force on 1 July 2000. It is now illegal for employers to apply less favourable treatment to those whose only difference from their colleagues is that they work less than the full time hours (which will obviously vary according to the individual employer). Employers must be pro-active in identifying unintentional practices that nevertheless could amount to less-favourable treatment for part-time staff. Terms of employment for full-time workers must be pro-rated for part-time employees.

**Statutory Rights of Employees**

Parliamentary Acts or Regulations, which relate to the employment relationship, afford the employee a number of statutory rights, which apply whether expressed in the contract or not. These include the right:

- Not to be discriminated against on the grounds of race, sex, disability, sexuality, religious belief, marital status, age or trade union membership
- To equal pay with members of the opposite sex, if doing same work or work of equal value
- To paid holiday leave of four working weeks
- To an itemised pay statement
- To maternity leave and pay and the right to return to work
- To paternity leave and pay, adoption leave and pay
- To parental leave and emergency family leave
- To notice of termination of employment
- To payment in cash where existing employees have established a contractual right
- To guaranteed pay, when laid off after three months’ service
- To written authorisation from employers if deductions are to be made from pay—employers must not deduct from an employee’s pay unless the deduction is required by law or authorised in writing by the employee
- To redundancy pay – employees with two years’ service are entitled to this. Waiver clauses are now illegal!
- To a safe system of work
- To hours of work in line with the Working Time Regulations
- To a minimum wage (less for under 21’s) check [http://www.dti.gov.uk/er/nmw/](http://www.dti.gov.uk/er/nmw/) for up to date information.
- To Statutory Sick Pay
- To time off for public service, or to look for work if declared redundant with at least two years’ service, or for certain trade union activities
- To protected employment rights when the business is transferred to a new employer
- To trade union membership and time off for trade union duties
- To protection against dismissal or unfavourable treatment for taking certain actions on health and safety grounds
- To protection against dismissal for asserting a statutory right
- To be able to apply to an Employment Tribunal for a declaration that terms in a collective agreement or works rules are discriminatory on the grounds of sex
- Not to be wrongly or unfairly dismissed
- To be accompanied by a fellow worker or trade union official at disciplinary or grievance hearings
- To a written reason for dismissal after one year’s service upon request
- To a written Statement of the Main Terms of the contract within eight weeks of service
- To not being discriminated on the grounds of age (note that from 1 October 2006 the normal retirement age will be 65 years for men and women and employees will have the right to request to work beyond their 65th birthday.)
**Ending a contract**

If an employee has worked for less than one year, the employer can give the agreed period of notice and so end the employment contract. If either fails to give the required notice, then legally the other party can claim damages through the Courts. It should be noted that if an employee has worked for longer than one year for an organisation, they have certain employment rights and any termination of a contract by the employer would only be for disciplinary reasons or because of redundancy.

An employee is free to take action against his or her employer under the Sex Discrimination, Race Discrimination or Disability Discrimination Acts, or the Employment Equality (Religion or Belief) Regulations 2003, or for any breach of a statutory right, regardless of their length of service.

**2.2 A Sample Contract**

The next few pages are laid out in the form of a contract. Where decisions are needed, this is made clear. The key to a good contract is that both parties know where they stand; know what is expected from each other and what procedures are if relationships breakdown or issues need resolving.

If any area is unclear in relation to the contract please contact the Diocesan Human Resources Department for advice. It is also recommended that you send a copy of your completed contract to the Diocesan Secretary to give an independent perspective and ensure all areas are fully covered.

It is important to note that the law is being constantly changed in relation to employment. It is the responsibility of the employer to ensure that they comply with all legal requirements.
STATEMENT OF PARTICULARS OF EMPLOYMENT TO BE READ IN CONJUNCTION WITH THE EMPLOYMENT HANDBOOK, YOUR JOB DESCRIPTION AND APPOINTMENT LETTER ALL OF WHICH FORM YOUR CONTRACT OF EMPLOYMENT

###insert employee name###

This statement of particulars of employment dated the ###inset date### is issued in accordance with the Employment Rights Act 1996, and contains a statement of the terms and conditions of employment applicable to you.

1. **Title of Job and Employer**
   1. You are appointed by the Chairman of ###insert church name### PCC as ###insert job title### in the principal work areas of ###insert work area### and ###insert work area### from ###inset date### 200# , on which date your period of continuous service with the PCC begins / your continues employment with the PCC having started on ###inset date### [delete as applicable].
   2. As such you are employed by the PCC.
   3. You are accountable, in the first instance, as ###insert job title### to the ###insert line manager###, or to such other person as may be nominated by the PCC.

2. **Location**
   Your normal place of work will be ###insert location###.
   The nature of your appointment will require you to work at locations other than your main place of work.

3. **Normal Hours**
   Your hours of work are ###insert number### hours per week.
   (State hours and days or number of “units” to be worked).

4. **Remuneration**
   1. **Salary**: your salary, which is payable monthly in arrears, will be £###insert amount### per annum and will be subject to annual review. Deductions there from are specified on your monthly salary advice slip. Your salary payment is made monthly, in arrears, by direct credit transfer to your bank or building society account.
   2. **Other Expenses**: You will be reimbursed monthly in arrears all proper travelling, postage and other expenses incurred on behalf of the PCC on submission of satisfactory evidence.

5. **Retirement and Pension**
   1. The normal age of retirement for men and women is 65 years.
   2. The Parish, in accordance with its legal requirement provides access to a Personal Pension through the stakeholder principle. If you are interested in taking up such an opportunity, you should contact ###insert name### or Contribution to PPP.

6. **Sick Leave**
   You are entitled to paid sickness leave on the condition that you comply with the sickness reporting regulations (see the Employment Handbook). In normal circumstances you are entitled to full pay for not more than six months which includes your SSP entitlement. In cases of prolonged or intermittent sickness, the right is reserved to request a medical report from the medical advisers to the PCC; the employee will abide by the medical advisers recommendations.

7. **Annual Leave**
   You are entitled to ###insert number### days holiday per leave year. In addition to this you are entitled to 8 Public and Bank Holidays during a full year which are to be taken at the appropriate or alternative times. All the above periods of leave entitlement are with pay. The leave year runs from 1st January to 31st December. All periods of leave should be agreed in advance

8. **Duration and Termination of Contract**
   You are entitled to receive the following periods of notice from the PCC to terminate your employment. ★ The PCC is required to give you one month’s notice, in writing, within the first six months’ of continuous service.
After six months’ continuous service the PCC is required to give you three months’ notice, in writing, irrespective of length of service.

If you give notice to the PCC to terminate your employment or you are given notice by the PCC, it may be possible, by mutual agreement, to waive the formal periods of notice.

The PCC has the right to dismiss you without notice in the case of gross misconduct.

The PCC shall have the right during the period of notice or any part thereof, to place you on leave, paying you during this period your normal salary and benefits.

9. Maternity and Paternity Rights
   Please refer to the Employment Handbook for Maternity and Paternity Rights.

10. Grievance Procedure
    To seek redress for any grievance relating to your employment you should, in the first instance, take up the matter with your line manager. If you are not happy with any decision made by him/her, then you should follow the procedure laid down in the Grievance Procedure in the Employment Handbook.

11. Disciplinary Procedure
    Please refer to the Employment Handbook for the disciplinary procedure.

12. Return of Property on Leaving
    On your last working day in the office you must ensure that you return keys and any other equipment or property allocated to you in the course of your duties.

13. Criminal Records Bureau Check
    Employment is subject to a check through the Criminal Records Bureau (CRB). To be re-checked every three years in line with the Parish Child Protection Policy.

14. Data protection act
    As an employee of the PCC, you give consent to the PCC disclosing to third parties, or otherwise processing personal data and sensitive personal data for purposes related to or in connection with or arising out of your employment or the PCC’s activities. This includes a transfer of personal data and/or sensitive personal data outside the European Economic Area. Sensitive personal data includes but is not limited to data about the employee’s racial or ethnic origin and physical and mental health.

Signed__________________________  Date__________________
For and on behalf of ###insert church name### PCC

I acknowledge receipt of these terms and conditions of employment of which the above is a true copy and understand and agree to abide by the policies set out in my particulars of employment and the Employment Handbook.

Signed__________________________  Date__________________
Employee
3 Getting Ready for the worker

3.1 The Rights & Responsibilities of a Worker

The following provides a useful statement on the rights and responsibilities of a worker or volunteer within the parish or project. It is important to note that these lists highlight the responsibilities of the organisation and what they can reasonably expect from employees. It is about a relationship that has to be developed and allowed to grow.

As an employing Parish/Project we:

- Commit ourselves to providing effective and appropriate training for our staff and volunteers, one that values them as a vital part of the organisation.
- Endeavour to ensure that all staff and volunteers understand and comply with current legislation that applies to all areas of their responsibility.
- Endeavour to provide opportunities for our staff and volunteers that will develop them and not simply equip them for the demands of their current role.

Every Worker has the right to:

- Be given a clear idea of their tasks and responsibilities within the organisation;
- Be supported in their work;
- Know that the person managing them is someone who will look after their interests and who will offer them appropriate support and supervision on a regular basis;
- Be assured that any information shared with the organisation is kept confidential;
- Have any concerns or questions dealt with promptly;
- Be given protection under health and safety regulations and public liability (as required by law);
- Be offered opportunities for training and skills development, appropriate for the tasks involved;
- Be offered opportunities for personal development;
- Be recognised as an individual, according to the organisation’s Equal Opportunities Policy;
- Have views represented at all levels within the organisation.

Every worker has the responsibility to:

- Accept the aims & objectives of the organisation;
- Do what is reasonably requested of them, to the best of their ability;
- Act in accordance with the organisation’s Equal Opportunities Policy;
- Treat information obtained whilst working in an appropriate manner - this can be information about people they are working with or other workers, paid and unpaid;
- Recognise the right of the organisation to expect quality of service from all its staff, paid and unpaid;
- Recognise that they represent the organisation and therefore need to act in an appropriate manner at all times;
- Honour any commitment made to the best of their abilities, notifying the organisation in good time should they be unable to keep that commitment e.g. for holidays;
- Be willing to undertake appropriate training with respect to Health & Safety issues, Insurance liability and general good practice as necessary for the work undertaken;
- Share suggestions for changes in working practices with their manager.

This outline statement can form the basis for developing a specific document for the parish or project.
3.2 **Line Management & Support Structures**

This is probably the most crucial aspect of employing a worker. If all else is in place, but the person does not receive the quality of management they deserve, then the high expectations and potential for improvement quickly fall away. Looking at the appointment team and their task highlights the different aspects of management.

It seems that, in general, clergy are sometimes reluctant to involve lay people in management roles, often using the argument that this would involve too many people and therefore be overkill. The key issue that needs to be addressed is how any differences will be resolved. It is crucial that if the parish priest is to be line manager, there should be others who can act as mediators if required.

Whatever structure is decided upon, it should be clear with all parties where the boundaries and processes for work lie and how to set about resolving differences.

3.3 **Induction Programme**

3.3.1 **Introduction**

The process of planning for and appointing a worker will take a tremendous amount of time and effort, on the part of the committee responsible for the task, not to mention the expenditure involved. People involved in this process may hope to breathe a huge sigh of relief once the appointment has been made. A separate committee may be set up to manage the worker, smaller than the planning group but ideally with some common members. This is the time when many issues of the worker’s environment and personal development need to be addressed. The structure and procedures of the worker’s employment now need to be established.

The most pressing issue at this time is that of the induction of the worker into the new post. Often this aspect of the employment process is neglected or not sufficiently implemented. Just as anyone entering a new job would hope to be welcomed and eased into their role and responsibilities, so a Youth Worker needs to be inducted into their new working environment.

'Induction' refers to the introduction, installation and initiation of a worker into a post. A well-planned induction programme removes problems by helping new employees to become confident in their new environment in the shortest time possible.

Before a worker turns up for their first day's employment, their induction should have already begun. They will have seen and accepted the terms and conditions of their employment, and, during the recruitment and selection process, formed impressions of the church and the young people.

A worker with previous experience may need a less intensive induction phase than a worker in their first post, but all workers and churches benefit from a carefully planned and implemented induction programme. The induction phase need not be costly in terms of time or money, but if poorly carried out may lead to the worker becoming frustrated or demoralised. Most dissatisfied employees leave within the first few months of their employment, and so a good induction phase makes sound business sense.

One Youth Services Training Officer has said of this phase of the employment process:

'In many cases there is some form of induction but often it is unstructured and can very easily become a low priority matter or even forgotten about as the pressure of work and the demands made of the workers are allowed to take precedence. ...Youth workers are precious because there are not enough of them. It is vital that we look after them, not drive them into the ground.'
3.3.2 Why does a worker need an induction phase?

* To learn about the church, its values and visions
* To build relationships and meet other people who will later be useful to them in doing their job
* To give an opportunity for careful consideration of the job description and to learn more about the job
* To apply previous learning and experience to the new post
* To identify any further training and support needs

3.3.3 Potential pressure points for a new worker

The following list is by no means exhaustive, but does give insight into some of the stresses and challenges faced by a new worker:

* Moving house, finding a new house, flat, lodgings - setting up a mortgage
* Moving to a new area, with few or no friends
* Meeting lots of new people within a very short space of time - and trying to remember them all
* Trying to establish new social relationships
* Settling children and spouse into new schools/living environment
* Wondering where work finishes, and free time/social activities begin
* Finding their way around an unfamiliar town/city/area
* Meeting a variety of expectations about workload/work focus and personality
* Not being sure of their working boundaries or who to ask for clarification
* Meeting people who do not appreciate or agree with their role
* Working with a new group(s) of young people and/or children, adjusting to their culture and building relationships

If a worker is joining an already established team, they may also experience additional pressures initially:

* Fitting into an existing team structure
* Feeling like they are ‘doing nothing’ when others appear busy and rushed
* Being unfamiliar with people and situations discussed
* Struggling with new culture, working practices and, sometimes, ‘local’ acronyms.

3.3.4 Planning an induction programme

The type of induction programme will vary according to the skills, abilities and experience of the new worker and the nature of the work to which they have been appointed. Induction is often a fairly informal activity. The need for it to be structured and planned is, however, paramount so that nothing is overlooked.

As stated in the introduction, the induction phase should begin before the worker arrives to take up the post. In the first month of the worker’s employment, it is advisable not to expect them to carry a full workload, but to spend time settling in and getting to know the area and the job. Knowing procedures, places and other people will take time, so it is important that the induction phase is not rushed.

Realistically, the induction phase can be expected to take around six months. Certain aspects can be completed satisfactorily on the first day, or within the first few weeks. However it is important to remember that time is needed to settle fully into a job and to feel adequately briefed, and the programme should not be rushed or allowed to lapse after a short while. The time a worker takes to build up a basic knowledge of the job will enable the rest of their time in post to be more productive and rewarding.

3.3.5 What does the worker need to be inducted into?

The induction phase should provide the new worker with an introduction to the following:

* People to enable workers to get to know colleagues, peers and clients.
* Places to enable new workers to put their work in the context of the local community.
* Resources to be aware of resources and agencies that may be of help later.
A sample Induction Programme for full and part-time workers can be found at the end of this Section.

### 3.3.6 Planning a Work Schedule

It is important that line managers and/or supervisors are aware of the workload and actual number of hours worked by their staff, and seek to avoid the possibility of workers becoming burnt out and/or working longer than their contracted hours. This is particularly important for workers who are single, as they can tend to be subject to expectations of greater time commitments than their married counterparts.

You may have decided to employ a worker because your activities are more than current volunteers can deal with alongside their jobs and families. Alternatively, you may have little youth or children’s work and be hoping to see a worker develop a whole new area of ministry.

The very arrival of a worker will generate opportunities and areas of work extra to the perceived existing work with young people and children. If a worker is to survive the first few months in post, a realistic expectation of their working hours and responsibilities must be drawn up, and a close watch kept on the hours and activities worked.

For the vast majority of the time the worker will probably be responsible for managing his/her own time and prioritising their workload. However, if the supervisor is aware of the demands upon the worker they will be in a good position to offer help and support when they are needed.

Not all the worker’s time can be spent in face to face contact with young people if the quality and strategy of the work is to grow. Time should be given for preparation for various groups and activities as well as for the actual activities themselves. Some activities will take place weekly, others on a less regular basis. Administration, supervision and study should also be seen as part of the worker’s schedule.

Workers should keep a formal record of their working hours and activities, in order to ensure that they are complying with the Working Time Directive. There are a number of other advantages in doing this:

- It helps the worker and the supervisor to keep a realistic track of the hours involved in the job description, and provides a basis for changes if necessary.
- It can help to clarify issues if there is disagreement over how a worker is or should be allocating their time.
- The worker and the supervisor can be aware of the dangers of too heavy a workload.
- It can help the worker to plan and prioritise their work for the future.

Every worker’s position and responsibilities will vary, so it is important to plan an initial schedule together with your worker, and for this to be reviewed with the supervisor as appropriate.
**3.3.7 Induction Programme Checklist – for full and part-time workers**

**Pre starting date**

- Job description
- Terms and conditions of employment
- CRB Disclosure clearance*
- Basic introduction to the Church/organisation and the area
- Starting information - date, place and time
- List of existing staff and their job titles
- Induction timetable - usually over six months
- Help with housing and family needs if necessary
- Welcome and support on arrival
- Welcome Letter from PCC, etc.???

*please contact the Diocesan Child Protection Officer for more information regarding CRB Disclosure and the appointment of youth worker.

**First day of employment**

- Welcome - someone in the office to meet and begin the induction programme
- Talk through intended 6-month induction programme noting any agreed amendments
- Tour of working environment
- Introduction to any other staff
- Invitation to lunch
- Time with supervisor chatting informally about the job
- Employment details: Contract of employment,
- P45
Details of bank account, notification of payment date

Pension and life assurance schemes, if applicable

Next of kin information

Procedure for absences

Time on own in office to read, observe, chat to other staff, and settle in

**First 2 weeks of employment**

Philosophy/strategy of Church towards young people

Relevant history of recent youth work that the worker needs to be aware of

Existing commitments, which need to be met

Meet with young people and begin to build relationships

Begin to undertake and plan youth work activities/meet volunteers

Management structures and procedures

Supervision arrangements, set times, place and dates for first two months

Attend staff meeting, if there is one

Working hours arrangements, time off in lieu, holidays, Public Holidays etc

Policies - Disciplinary, Grievance, Equal Opportunities, Health and Safety, Review, Training, Confidentiality, Insurance etc

Financial arrangements - petty cash, expenses etc

Church/organisation's own resources/equipment for youth work

Structure of local authority youth work, and overview of other youth work agencies in the area

Local authority/local agencies resources available for youth work

Introduction to a few other Church and local authority youth workers and officers.
Begin to get to know the geography of the area - walk around with a map!

Check out local provision for young people, where things are and when they are open

Review the Induction Programme so far, agree and make any necessary changes

**First 2 months of employment**

Visit the local Diocesan Youth & Children’s Adviser, and those of other denominations if Churches are used to working together

Meet/network with other Church and local authority youth workers/officers

Join local worker support groups, if they exist

Visit local schools and make contact with head and other interested teachers

Visit any resources centres and become familiar with their facilities and systems of operation

Become familiar with Church’s financial system/available budget for using resources located

Set initial youth work goals for first few months

Continue supervision programme on agreed basis

Build relationships with young people and volunteers

Review the Induction Programme so far, agree and make any necessary changes

**By the end of 6 months**

Become familiar with the background, history and conditions of the work

Continue to build relationships with young people and volunteers

Find out about local authority and other training opportunities for the worker and volunteers

Discuss any perceived training needs with supervisor
Set medium and long term goals for the future

Produce report on appointment - meet with management committee

Continue supervision programme on agreed basis

Review probationary period - if all is well confirm appointment

Review the Induction Programme, note any omissions and arrange for their completion
4 Other Issues

4.1 Non-Managerial Support

Within youth work there is a practice of providing non-managerial supervision for workers. This is where the focus is upon the worker and how they undertake their youth work rather than the wider issues of management. It is an important element as it encourages the worker to develop their skill of continuous self appraisal & improvement as they are encouraged to reflect on their work and how they might do it even better, or differently. This over-seeing role might be best carried out by the Diocesan Youth and Children’s Work Adviser or an experienced youth worker, but it must be someone outside the line-management system for the post.

In addition, the church might consider setting up a support group for the worker. This can backfire if the worker doesn’t easily relate to the people chosen. It is often better to agree that this group should be formed over time to work with the appointed person; one that she/he feels can meet and work well together.

It is important to have a balance on these areas; the key is that the worker feels supported rather than smothered by groups and meetings.

4.2 Appraisal

Having an annual appraisal is an important element of the ongoing management and support process. Although there is lots of information about on appraisals, it is important to highlight that the annual review is not the time for the line manager to inform the worker that they are unhappy with their work. If there are issues these should be dealt with as part of the regular management process. The annual appraisal is a time to reflect on the work done, the successes and failures, setting targets for the forthcoming year, identifying training needs, etc. It should be a positive experience, even when it may have been a difficult year. If you require further information and guidance for performance reviews and appraisals please contact the Diocesan Office. It may be worthwhile seeking ‘upward’ appraisal and feedback to improve the working relationships.

4.3 Handling conflict and disagreement

This has been covered earlier, but underlines the importance of having good mechanisms for handling issues that arise. It is better to deal with things whilst they remain small rather than leave them and have to handle a major problem later. Remember that, if a parish handles things wrongly it can be taken to a tribunal. If all is set up well, the need for handling conflict reduces. It is far better to get it right at the outset rather than handle the fallout!

4.4 Training for workers/ministers

The opportunity for ongoing training is an important element of any job. In the statement of rights and responsibilities it highlights the importance of training for the work and providing opportunities for the individual to develop. It is important that an organisation which is primarily about growth should reflect that in how it enables its employees to develop.

There are many organisations offering training within the voluntary sector. This might range from one day courses through to regular day release. It is important for the parish to have a mind on this before the appointment.

4.5 Training for managers

In some ways this document may have appeared critical of clergy. In reality we recognise that few clergy receive any management training. It is therefore of primary importance that, if the parish priest is to be the line manager she/he needs to receive appropriate training.
4.6 **What about vocation and calling?**
We have made an assumption throughout this document that being employed in a role as youth worker/minister involves responding to a call from God. This is not the place to enter a discussion on the nature of vocations and calling, but rather to highlight the issue.

Feedback from youth ministers’ highlights their enormous sense of calling and commitment to their work and parish. Unfortunately, a significant number also feel that this can be abused. This is often the case with the issue of how many hours are worked. Again, it is important for parishes to be upfront about expectations. Another difficult area is where some parishes decide to offer a small salary, encouraging potential workers to live by faith, rather than meeting their responsibility to provide for a worker.

As with much about employment of those in ministry, it is not so much about rights and wrongs but about an appropriate balancing of the needs and aspirations of each party.

4.7 **Support from the diocese**
Each parish is responsible for its own arrangements in relation to appointments. However, the diocese is available to provide support to ensure that all is done legally and appropriately. The main contacts are the Diocesan Youth & Children’s Adviser and Diocesan Human Resources Department.

For the worker, the Diocesan Youth & Children’s Adviser organises regular gatherings of paid and key volunteer youth workers (those working equal to half time or above). These meetings provide a place for discussion, support and prayer with peers.

4.8 **How this all relates to key volunteers**
Increasingly there are examples of volunteers giving significant time each week in a role equivalent to part-time hours. Much of the information contained in this pack is relevant to the way in which volunteers should be managed and supported. Open communication and clear boundaries ensure that things work well. However, there are a couple of areas where extra care needs to be taken. It is important to define very clearly the role of the volunteer, particularly in relation to their place in the church leadership team and involvement in staff meetings.

In terms of income tax any payments awarded to volunteers should only be for expenses incurred. It is also important to use terminology that reflects the voluntary nature of the role, to avoid any interpretation of employment that could lead to the parish being liable for payments to the individual at the minimum wage, or greater.

4.9 **How workers can support themselves**
Employed workers will often be moving into a new area, leaving behind their previous support mechanisms. It is therefore key that networks are built quickly to ensure proper support.

These can be:
- Through the diocesan network of youth ministers/workers.
- Other youth workers in the same town/locality.
- People from within the church or locality that the worker gets on with.
- As a member of either Amaze or Amicus Union, to provide good information and support on employment issues.

In addition, it is important that workers are clear about their role, the structure of leadership & management within the parish and how they handle issues of all types. If in doubt seek clarification and use the probationary period to everyone’s advantage.
5 Other Questions

Do we really have to do a risk assessment for someone to work from home?
Yes, it is now a legal requirement and should include using a home for one to one meetings, through to gatherings of young people or leaders.

What about insurance for our youth work?
This is a big question, but most youth work can be covered under the parish policy, as all work and activity of the church comes “under the auspices of the PCC”. The churches insurance policy & schedule will give full details. However, it is necessary to have Employers Liability Insurance and the worker will need to check their household policy in relation to using their home for work, particularly people coming into the house as part of the work environment. Contact Ecclesiastical Insurance for more details:

Ecclesiastical Insurance
Beaufort House, Brunswick Road
Gloucester GL1 1JZ
Email: ecclesiastical@eigmail.com
Tel: 01452 528533

Sorting out hours of work is very difficult. What about the unsocial nature of youth work with residential activities as well?
What is the normal expectation of a worker during an ‘average week’? What about those times when they take a group away for a week in the summer, as well as the occasional weekend. If someone is ‘on duty’ from 8am to 1am, what do you do? How does this relate to using volunteers who are giving their time anyway?

A large number of issues come up with this aspect of youth work. This is where it is important to be clear from the start. If residential duties are within the job description, then it is also important to identify appropriate rules for awarding time off afterwards.

One of the key differences between the paid worker and the volunteer is that she/he will, in the eyes of the parish ‘carry the can’ for anything and everything that happens. It will also be expected that they will also have done the lion’s share of preparation and, therefore, be expected to handle any problems that arise.

The Community & Youth Workers Union Manual on Health & Safety in Youth & Community Work notes that the Working Time Directive forms the basis for the rights of a worker. In the case of residential trips, staffing needs should be worked out to ensure that young people are being properly cared for. They ask the question: “Are youth and community workers always sufficiently rested to undertake their ordinary duties with enthusiasm and skill?”

If hours are being properly monitored then this will free the worker to take time off to recuperate from times away, without having to justify themselves to others. We recommend that there is some external appraisal of hours worked so that the needs of both parties are being met.

We plan to provide housing for the worker, what are the issues?
A number of issues arise when providing housing.
One is the area of Benefit in Kind, as defined by the Inland Revenue. It is important that the parish take advice on this, as the tax liability on housing will be significant. The issues appear to be around whether the house provides a base for the work or not. For more details please contact

Payroll Manager,
Church Commissioners,
Clergy Payments Department,
Church House,
Great Smith Street, London SW1P 3NZ.
Tel: 020-7898 1609.
In addition, it needs to be clear who is responsible for any maintenance and repair work that is required. If the central heating boiler goes wrong, who has authority to get it repaired? Be clear on the process.

6 Appendices

6.1 Appendix A: Typical Contents of a Handbook

INTRODUCTION
1. Application

ATTENDANCE
2. Working Hours
3. Time Logging
4. Mobility
5. Leave of Absence
6. Time off for Dependents
7. Payment of Salary
8. Absence and Sickness

BENEFITS
9. Holidays and Holiday Pay

WORKING PRACTICES
10. Personal Property
11. Use of Diocesan Computer Equipment
12. Internet
13. E-mail Policy
14. Disclosure of Information
15. Associated Work
16. Use of Employees’ Motor Vehicles for Church Business
17. Mobile Phones and Vehicles
18. Equal Opportunities Policy
19. Disability Discrimination Policy
20. Sexual Harassment
21. Maternity Rights
22. Statutory Paternity Leave and Statutory Paternity Pay
23. Statutory Adoption Leave and Statutory Adoption Pay
24. Parental Leave
25. Flexible Working
26. Retirement
27. Employee Representation

HEALTH AND SAFETY
28. Health and Safety Policy/Procedures
29. Accidents at Work
30. Smoking

GENERAL RULES
31. Disciplinary Action
32. Grievance Procedure
33. Good Conduct
34. Disclosure of Public Interest Matters
35. Personal Mail

CONCLUSION
36. Alternations and Additions
38. Noticeboards