



DIOCESE OF CHICHESTER



TAKING PEOPLE ON a guide for parishes

Taking people on

Most people's experience of the recruitment process consists of hours scanning the classifieds in the local paper, a strange mix of anticipation and desperation as one attempts to write the perfect pen portrait on a form, CV or letter, anxiously waiting by the letter box morning after morning, and that clammy-palmed, dry-throated sensation when sitting in a room being cross-questioned by a handful of strangers trying to appear relaxed and in control whilst frantically scanning one's adrenaline-addled brain for that clinching clever-but-not-cocky answer which will bag the job. Phew – it's stressful even thinking about it!

But have you ever considered how the person on the other side of the interview room might have felt? That seemingly impervious potential employer you tried so hard to impress is likely to have gone through a long process in order to have got you there. He/she probably spent a lot of time deciding exactly where help was needed, how long for, what sort of person would fit the bill and how much to pay them. They would have wondered about the best way to reach that potential employee when advertising the post, spent hours combing through application forms and then sat through several interviews trying to discern whether the person in front of them would be the one worth having invested all of that time in. Even once the final choice was made (if, indeed, one was made), the process would not have yet been over, as you (or whoever else got the job) had to accept the offer with all of its terms and conditions and the process of induction had to get underway. And you thought you had it hard!

It would seem there are many people in this diocese who find themselves for the first time in the position of employer not employee. Almost as soon as *Employment Guidelines for Parishes* rolled off the press last year, Church House was swamped with enquiries about the 'sister booklet' it had mentioned on taking people on in the first place (i.e. this one). It was encouraging to see that so many parishes had read *Employment Guidelines* and felt that, although being an employer was a complicated business, they were prepared to take the plunge and now they wanted to know how to get hold of employees. I hope that this booklet will help in the recruitment and selection process, as to get it wrong can prove costly in terms of time, money and general trauma. Consequences of getting it wrong potentially include high staff turnover, absenteeism, low morale, disciplinary problems and dismissals – not ideal. On the flip side, recruiting and selecting carefully can help to avoid these problems and result in more effective, better motivated employees.

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Need a hand?

Identifying need

It is perhaps obvious, when the unaccompanied congregation have started off so high that you fear for your stained glass by the end of the first verse, that you require an organist. Similarly, if your candles threaten to set alight the thick layer of dust on the sill behind them, you might decide that a cleaner would fit the bill.

But what about workers whose absence is not quite so conspicuous? Perhaps a youth worker would enrich parish life? Maybe you need short term publicity help with a local mission? It could be that you can see gaps but you are not entirely sure who you need to fill them.

The first step that you need to take towards employing someone is to decide exactly what you want to achieve. You could start by addressing the following questions:

K Has it been suggested to you that you might benefit from assistance in any particular area?

K Or perhaps you realised it yourself when people kept turning up for appointments you had forgotten you had made or writing the parish notices took longer than preparing your sermon...

K What are you working towards?

K A parish mission? A church website? A neater churchyard? A more organised incumbent..?

K Do you need someone on an ongoing basis or for a fixed term to help you achieve your goal?

K This is important to think about because if you offer a permanent contract, there needs to be work for the employee to do permanently, or you will end up with tricky redundancy problems. If you have something specific in mind, like setting up a youth group, try to fix a realistic date on its likely completion, and offer a temporary contract to reflect that time.

K Is this a job for one person, or more than one?

K If you decide you need more than one person, is it because there is actually more than one job?

K Do you need a full time or part time employee?

K How long do you think the work will take on a daily basis? This is normally quite a difficult question to answer.

K Can you see precisely how and where an employee can slot in?

K This needs to be thought about before, not after, the recruitment and selection process.

Try brainstorming the subject on paper rather than coming up with neat answers to each of the questions. Doing this will enable you to think round the subject and come up with ideas 'as if from nowhere'. You don't need to show anyone your brainstorm, and you will not need to action each point that you write down. Some people feel that they cannot commit an idea to paper unless they have thought it through first, but the very act of brainstorming helps the thought process along.

Having gained an idea of the nature of the gap you would like to fill, the next step is to draw up a job description to bring the vacancy into sharp focus, and to decide on a person specification for the ideal candidate. You can go about preparing for this process in the same way if it helped you before. Here are some factors you might like to consider:

K Where is the funding going to come from?

K Can you really afford to pay an employee? For how long? How much? This could affect your decision about offering a part time or full time post, also whether or not the job is permanent.

K Could the job be done by an existing employee, or a volunteer?

K Maybe this is an obvious question, but it might deserve some extra consideration. Is there a part-timer currently working for you who might be willing to extend their hours? It's always worth asking, and would save you the time and expense of finding a new employee. Or why don't you consider making a plea from the pulpit for volunteers? You might be amazed at the extent of the untapped talent lying in your congregation. The announcement would be especially effective after a sermon about giving and stewardship...

K Will the need (or the funding) exist for this post indefinitely?

K You will not want to be saddled with an employee you have no work for or that you cannot afford to pay.

K Legal responsibilities

K You should ensure that no unlawful sex, race or disability discrimination occurs in the recruitment and selection process. Mostly covered by common sense, there is more on this issue later.

K If you are employing someone to fill a post which has already existed, re-evaluate the position before advertising

K This might be an opportune time to look at your original expectations along with your current needs, maybe with the help of the previous post-holder.

Writing a job description

It is well worth investing time and effort into writing an accurate job description for the post which you wish to fill. Not only will it form the basis of a contract between you and your employee, but also it will help to avoid disappointment or misunderstandings after the recruitment process by making the parameters of the job (and therefore your expectations) very clear.

In order to produce a comprehensive job description, consult your previous brainstorm and use them to try to cover the following points, where they are relevant¹:

- K **Job title** (this should reflect the content of the job, and not imply the sex of the job-holder).
- K **Where the job is situated.**
- K **The person to whom the job holder will be responsible.**
- K **The overall purpose of the job** (this is the biggie! Try to describe the main purpose of the job in one sentence – if you have more than one sentence, maybe you have more than one job to offer – go back to your brainstorm and think some more. When you are describing the main tasks of the job, use active verbs like ‘writing’, ‘repairing’, ‘calculating’ instead of vaguer terms like ‘dealing with’ or ‘in charge of’²).
- K **Responsibilities of the job holder** (staff? materials? money? What are the consequences of any decisions in these areas? Include these consequences).
- K **Key result areas of the job and the standards expected.**
- K **People with whom the job holder works.**
- K **Terms and conditions of the job** (including hours, overtime, leave, pay etc).
- K **Future career prospects, if any, for the holder of this job.**

An example job description is given on page 21.

¹ Notes for Managers: Selection Interviewing

² Recruitment and Induction

Writing a person specification

Drawing up the person specification allows you to profile the ideal person to fill the job. You can advertise for a candidate with a doctorate in nuclear physics and underwear-modelling experience to fill your parish secretary vacancy if you really want to, but are your requirements really justified? Even if you are lucky enough to find someone to fulfil your criteria, they will be employed on the basis of false hopes and aspirations, and neither you nor your employee will end up being happy bunnies.

It is also important to bear in mind that unnecessary requirements can not only mean that you are discriminating against particular groups of potential applicants, but that you might be losing out on some excellent candidates. Is it actually necessary, for example, that your candidate should be a Christian? There will be times when the answer will be a definite 'yes' to this question (parish youth workers etc), and times when the answer will be 'well, it would be nice, but I suppose it's not strictly necessary...' (parish administrators etc). If it is not strictly necessary, it may well be illegal to advertise the requirement, but if you *have* decided that a Christian is a priority for the post you should include it tactfully. Outlining the value basis and activities of the job, followed by the requirement that 'candidates must be in sympathy with the aims of the Church of England' should do the trick.

When thinking about the type of person that you want, remember that it is important to be able to match exactly the qualities required in the person specification to the job description. It is very easy to start a wish list of ideal qualities in a candidate but you need to be careful to consider the person's ability to do the job, first and foremost, and not get bogged down with unrelated personal characteristics. Criteria must be justifiable in terms of what the successful applicant will actually be asked to do when he/she arrives to do the job. You might find jotting down your wishes in a table such as the one on page 22 to be helpful.

Once you have your table filled in, identify the key factors and set them out for your person specification (as on page 23). You could add your person specification to the end of the job description if you want to, or keep it as a separate document: whatever works best for you!

Bagging your (wo)man

Spreading the word

The search for suitable candidates can end up being a costly business, so the trick is to get the best response possible at the least cost. I think national newspapers, recruitment agencies and the like can safely be left out, as the average parish will not be looking to spend thousands to attract highly-skilled professionals. However, some methods of advertising are worth exploring:

- K You could start on your own front doorstep and advertise in your parish magazine, which has the distinct advantage of being free. If you have a parish website, you could consider advertising online. While you're at it – post a copy of the advert on your parish noticeboard, if you have one.
- K Have you considered placing an ad in the Chichester Leaflet or magazine? The former is published monthly, the latter quarterly, and both cost £5 per advert appearance. Contact Church House Communications department for details.
- K Advertising in your local Job Centre is free and your ad will automatically be placed on the internet as part of the service. Call your local centre and ask for the vacancy service manager there. You will be asked to provide the following details: your name and contact details; job title (of the post to be advertised); hours (try to be as specific as possible as regards days etc); rate of pay (watch out for the national minimum wage!³); whether the job is permanent or temporary; an outline of the main tasks of the job; skills or experience required; how you wish people to apply for the job (through Job centre/directly etc); closing date for applications
- K Word of mouth is sometimes an effective way to attract potential candidates. Announce the vacancy in your Sunday notices, or ask around your deanery contacts to see if anyone might know someone who might be interested.
- K If you have more money at your disposal, you could consider placing an advert in the local newspaper, or in a specialised paper like the Church Times. Watch out, though, as this can be a very expensive way of advertising your vacancy. In fact, the Brighton Argus charges around the same as the Guardian! Explore other avenues first before you commit any of your budget towards newspaper advertising – after all, a good response is not guaranteed, no matter how much you spend!

³ currently from 1/10/08 £3.53 for under 18s £4.77 per hour for 18-21 year olds, £5.73 for workers aged 22 and above

The advertisement

Having worked out where you will display your advert, the question now is how to design and produce it in order to attract the right candidates. Your ad should be tailored to the target audience and must be clear and easily understood. It should be non-discriminatory and should avoid any gender or culturally specific language (so *Christian woman required for parish secretary role* would be out!).

If dealing with children the advert should include the wording “*Appointment to this position is subject to satisfactory enhanced disclosure via the Criminal Records Bureau*”.

Decide whether the job title should be the most prominent feature in the advert and keep the text short and simple while giving the main aspects of the job (pay, location, contract length etc). Make sure that the form of reply and the closing date for applications (give plenty of time – 3 or 4 weeks is ideal) are clear and that you have included a contact name and telephone number for further information and enquiries. Finally, try to make the advertisement as visually pleasing as possible, as you will want it to stand out amongst other similar ones on the same page.⁴ Here are some example ads:

**Are you approachable, reliable, a good listener, non-judgmental, friendly, inspirational, motivational, a mine of information
...and up for a challenge?**

Youth worker for the Hanover area (18hpw) £8,500

St Anon church, Brighton is seeking a youth worker to develop and support work with young people in the parish.

The post holder will carry out pastoral and community work with young people aged 11-25 within the church and the surrounding neighbourhood.

Applicants should have a minimum of two years' work with young people and should be aware of the issues that they face in society. Ongoing training and support will be provided.

Appointment to this position is subject to satisfactory enhanced disclosure via the Criminal Records Bureau”.

For further details and an application form, please contact the Revd John Smith, St Anon's Rectory, Any Road, Brighton BN1 1AB (01273 654321). Closing date for applications: 30 November 2004.

St Anon Church, Brighton, seeks a

Part time parish secretary

We are looking for an enthusiastic, reliable secretary to assist in the parish office in central Brighton for 20 hours per week (exact hours of work to suit), £5 per hour. This is a permanent position.

The position involves typing correspondence and weekly service sheets, dealing with telephone and written enquiries and maintaining the parish database.

Applicants should have at least six months' secretarial experience and should be computer literate. The ability to be able to work both independently and collaboratively is also important

⁴ Recruitment and Induction

Hopefully, you will receive enquiries almost as soon as the advert is placed, so be sure to have plenty of copies of application forms, job descriptions and person specifications ready to send out to applicants. Create a timetable of recruitment, including the closing date for applications, shortlist date and interview dates, including details of any other assessment tests you might be using (filing or typing exercises, for example) and have that ready to send too. You might also want to include some information about your parish and how it is organised, or similar information you think would be pertinent. Better make sure you have some stamps in whilst you are at it!

Application forms versus CVs

You may be thinking that it would be easier to ask for a CV to prevent the hassle of creating an application form. However, an application form can be of great help in selecting your perfect candidate, as it enables you to ask for information in specific areas and you can compare the given information more easily. Listed below are the elements you should think about including⁵:

- K Personal information (name, address, telephone numbers)
- K Education and qualifications (including an opportunity to include vocational training and in-service courses)
- K Present and previous employment
- K Other relevant experience (eg voluntary work)
- K Christian experience/church involvement (if relevant to the post)
- K Personal statement (health, illnesses, registered disabilities, criminal offences)
- K Work permit requirements
- K Driving licence (if essential)
- K Period of notice required
- K Referees (name, contact info, title and/or relationship with applicant). *Do not approach a current employer unless the candidate has given express permission.*
- K Declaration of accuracy of information (to be signed by the applicant)

Marital status, ethnic origin or date of birth should not be asked for on an application form, unless for monitoring purposes (which is not really the domain of this booklet). If you are intending to hold on to the application form(s) in either a computer or paper-based file, you should advise applicants of this, saying for what purposes and duration the information is to be held. This is in order to comply with the Data Protection Act 1998.⁶

⁵ The Project Worker

⁶ Recruitment and Induction

You might want to elicit certain information to help make your choice easier. For example, if you are seeking a parish youth worker, you might want to dedicate a section in the application form to 'youth work experience' or similar. Remember not to ask questions which could be seen as discriminatory or too personal – think how you would feel if you or your spouse were asked the question in an interview situation for an initial check.

An example application form can be found at the back of this booklet on page 24, which you can personalise or photocopy according to your needs. Remember that you will need to have a number of copies ready for sending out as soon as your advert appears or you have announced the vacancy.

Shortlisting

You should begin the shortlisting process as soon as possible after the closing date for applications. Ideally, there should be at least two people who work together on the shortlisting task, and these people should be fully briefed as to the requirements of the job (one of them should be the supervisor of the job). Photocopy the application forms so that each shortlister can have his or her own copy of all the forms. Application forms should always be judged on the criteria you decided for the person specification and this is where the benefits of application forms becomes apparent, as with CVs you can find yourself in difficulty when trying to find something to compare them all on. Do not compromise at this point – applicants should have every single aspect you listed as 'essential' on your person specification. If they don't, don't shortlist them, regardless of any other attributes (not even if they come with a limitless free HobNob supply...). It might help to draw up a checklist with each point in the person specification along the bottom and the applicants' names across the top. There is no set proportion of applicants to invite to interview: if you are lucky enough to have received several suitable applications, interview as many as you have time to!

You will need to send out a letter inviting the best applicants for an interview. You should have set an interview date already when you set out the recruitment timetable, but you will need to decide on timing. How long you allocate for each interview will depend on the nature of the post, the number of questions you want to ask and how much time you actually have. Reckon on about 40 minutes to an hour for each candidate, plus some time for making notes between interviews, if you are to have more than one. Location will have to be decided before the letters are sent out too – you might well only have one available place to conduct the interview, but if you are lucky enough to have a choice of spaces, choose the one you feel is most conducive to an interview situation. As well as including the obvious details such as the time and place for the interview and whether the candidate will need to bring anything, you should ask candidates to inform you if any arrangements need to be made to accommodate them on arrival or during the interview, e.g. ramp access or lighting levels. The letter should also clearly state whether you will pay the candidate's reasonable travel expenses for the interview.⁷

⁷ [Recruitment and Induction](#)

Write to unsuccessful applicants too, perhaps with a little positive feedback if possible. As well as being courteous and good 'PR', it helps to prevent potential pastoral problems in the future.

References

The timing of reference checks (and qualification checks, if necessary) is variable. It is often the case that references are taken up at shortlist or offer stage and the candidate may be asked to bring documentary evidence of qualifications to the interview. Job offers are sometimes made 'subject to satisfactory references being received', but if you choose to take this path, know what you will do in advance if you do not receive a reply to your request for a reference (there is no legal requirement to supply one) or if you receive a reference that indicates your chosen person to be unsuitable for the job (you cannot legally withdraw a job offer on these grounds).

Whenever you decide to request a reference, do not approach a current employer unless the candidate has given express permission for you to do so. When you do contact them, remember that completing a reference takes time and proper consideration, so only seek them if you believe they are necessary and appropriate. A simple form confirming dates of employment, capacity and particular skills may be satisfactory and will make life easier for all parties concerned, or you might want to ask some simple, structured questions instead. Either way, sending a copy of the job description will help the person who is writing the reference to see what sort of qualities you are seeking.⁸

Interviewing

Maybe your only experience of an interview situation until now has been when you have been on the receiving end of a barrage of questions. Now it is time to turn table and become the interviewer! You will possibly be as nervous as your candidates if you are not accustomed to interviewing, but careful preparation and good listening skills will help you to focus on your interviewee, not your jitters. Circumstances might dictate that only you are available for interviewing but if you can, try to have at least one more person, preferably of the opposite sex to you, to make up a small interview panel,. Maybe a churchwarden or someone in office in the parish would be willing to help? It can prove useful to have more than one impression of each candidate and you will have someone with whom to compare notes.

Prepare for the interviews by re-reading the job description and person specification that you devised. Your application form should have been designed in order to prompt the information that you especially needed, but the interview is an opportunity to fill in any blanks. This should provide material for you to be able to devise questions.

⁸ Recruitment and Induction

In some interviews it is appropriate to ask only one or two questions to encourage the candidate to talk at length on certain subjects. In others it might be better to ask a series of questions on several different areas (remembering that the questions are to probe the candidates' experience and ability to do the job). However many questions you decide to ask, they must remain the same for all candidates, although some supplementary questions may be asked to elicit more relevant information if the candidate has not answered as fully as might have been desired. Do not ask questions about home or personal circumstance. Assume that the candidate has already considered how to manage the job. There is a list of biased questions to avoid on page 30. Standard questions to consider asking, or modify, include: what are your main strengths/weaknesses?; what attracted you to the job?; what attributes can you bring to this post?; how computer literate are you?; tell me about a recent achievement you have been proud of; how do you think your past employment and life experience will help you in this post?. Try to make sure that you ask open questions wherever possible (i.e. ones that cannot be answered with a simple yes or no). Give each candidate a chance to ask his or her own questions and try to anticipate what these might be so that you can prepare an informed answer.

Make sure that your interview takes place in a quiet, relaxed room. Divert all telephone calls and arrange for there to be no interruptions. Arrange the room so that the interviewer(s) can see the candidate well and vice versa – perhaps you could all sit round a table? On a personal note, I was once interviewed by a row of six people all sitting behind a long desk with me about two metres in front of them on a chair with no table in front of me. I felt as if I was facing a firing squad! Think about how your candidate will feel about the way you have set the room out. Make sure that there is paper and pens for each interviewer to make notes, and provide jugs of water and glasses for both interviewers and interviewee. Have a clock or a watch visible for you to be able to keep a track of time without being too conspicuous about it. Make sure arrangements are in place for a wheelchair ramp etc., if a candidate has expressed such a need.

When your candidate arrives, give him or her a brief tour around the place where they will be working if possible. Establish how they would like to be addressed and introduce yourself and any other interviewer(s). Break the interview ice by giving some background information to the parish and the job before starting to ask your prepared questions.

When asking your questions, speak clearly, and allow sufficient time for the candidate to answer. It is easy to try to fill silences by talking yourself when you are nervous – try to remember that the interview is there for you to extract information from the candidate though and give them the space to speak. Listen carefully to the answers given and make brief notes on the main points. Make sure the candidate is familiar with the terms and conditions of the job, and check that they find them acceptable. Tell them what will happen next and when to expect to hear from you before you say goodbye.

Other assessment possibilities

If the post you are hoping to fill requires specific skills you could think about asking your candidates to do a test so that you can judge their competency or flair. Again, you will need to give all candidates the same test and the same amount of time to complete it. You might well have your own ideas for tests according to your needs, but here are some suggestions:

audio typing: provide the candidate with all the necessary equipment and record a typing tape including one formal letter and one less formal

filing: first explain your filing system (either on the computer or in paper files) then ask the candidate to file a selection of documents in accordance with your system

telephone work: either you or a volunteer sit back to back with the candidate and use role play to allow the candidate to demonstrate his or her ability to deal with 2 or 3 varied 'calls' and 'callers'

letter writing: provide the candidate with a computer or typewriter and 2 or 3 tasks such as 'please write to Mrs Smith to inform her she has been elected parish treasurer', or 'please write to ask the rural dean for an agenda for the next chapter meeting'

designing: provide the candidate with a computer and a suitable software programme and ask him/her to design a notice for the parish magazine about an upcoming retreat (give dates and times etc)

Making a job offer

Inform all candidates of your decision as soon as you have made it (this can be by phone in the first instance). If, for some reason, you have not come to a decision by the time you said that you would be in touch, let them know that too. Try to give unsuccessful candidates some positive feedback on the interview – particularly if there is the potential of pastoral issues as a result of your decision.

You will need to send out a letter to the successful candidate whether or not you have phoned first. The offer letter should re-state the 'nitty-gritty' of the job, including the following details:

- the job title and the offer of that job
- any conditions that apply to the offer (subject to references etc)
- the terms of the offer – salary, hours, holiday entitlement, place of employment etc
- the date of starting and any probationary period
- what action the candidate needs to take (e.g. returning a signed acceptance of the offer, agreement for you to take up references, any date constraints on acceptance etc.)

Your letter can form the main terms and conditions of employment (a written statement required by law to be issued to employees within two months of them starting work) which might well save you time, brain power and paper later!

Contracts

Many of the enquiries to Church House following the publication of *Employment Guidelines for Parishes* have been about contracts. A contract is made as soon as the offer of employment is accepted and it does not need to be in writing to be legally valid: a verbal agreement can be sufficient. Writing it all down can oil the pistons of employment however, and can prevent disagreements later on. As an employer, you are required by law to issue your employee with a written statement of the main terms and conditions of their post within two months of them starting work, whether their contract is written or not. For the majority of cases, a detailed set of terms and conditions might well be enough. If you want to make belt and braces sure though, the following points should be included in your contract⁹:

- your name (the employer)
- the employee's name
- the job title or a brief job description
- the date employment began, the place of work and the address of the employer
- the amount of pay and the interval between payments
- hours of work
- holiday pay entitlement¹⁰
- sick pay arrangements¹¹
- notice periods
- where the employment is not permanent, the period it is expected to continue
- where the employment is for a fixed term, the date when it is to end
- grievance and appeal arrangements
- any collective agreements which directly affect the terms and conditions

If you have an employee's handbook or any separate employee policies (as discussed in *Employment Guidelines for Parishes*) then they will form part of the contract. They do not have to be listed on the contract, but they are counted as implied terms.

There is a sample contract on page 27.

⁹ Employing People

¹⁰ see *Employment Guidelines for Parishes* pages 8, 23 and 30

¹¹ see *Employment Guidelines for Parishes* pages 9 and 21

So now what?

The future

Congratulations: you have an employee! Make sure that provision is made for their induction, however informal, when they first arrive for work. A thought-through introduction period shows professionalism and respect and will make your employee feel welcomed. You should go through their main tasks, explain how to use equipment if necessary, show them where the loos are and where they can make a cup of tea – all of the things that you would want to know if you were in their position.

Remember that contracts, policies and a fantastic induction all help to make things very clear at the outset, but they are no substitute for ongoing communication and feedback on performance, which are perhaps the most important element for a healthy working relationship. Your employee is unlikely to be a mind reader, so tell them if you were pleased with the work they did on the parish survey, or if their habit of leaving HobNob crumbs all over your desk drives you potty. The air will be cleared, your desk will become crumb free and hopefully your openness will be reciprocated.

Hold a review every six months to a year. This does not have to be a formal affair, but a chance for employer and employee to reassess the work situation, maybe allowing you to reprioritise tasks and review what has been achieved. This is also an opportunity to augment pay rates, if you want to.

Rights of the employee

There are a number of rights to which employees are entitled. Some of these rights are not likely to affect you as a small employer but, for the record, they are listed below. If you would like more information about employees' rights, there is a DTI leaflet PL716 *Individual rights of employees – a guide for employers* (see page 19 for orderline details).

Employees have the right:

- K **not to be discriminated against (including the right not to be dismissed)** on grounds of race, sex, marriage or disability
- K **to equal pay** with members of the opposite sex if it can be shown that they are doing like work or work of equal value.
- K **not to be unfairly dismissed** this is a complex one and hopefully you will not need it anyway! Consult the leaflet mentioned above for more details.
- K **to an itemised pay statement**
- K **to maternity benefits/rights** all pregnant women have the right to paid time off for antenatal care, the right to maternity leave and the right not to be dismissed because of pregnancy or childbirth. For more information on this, read DTI booklet PL958 *Maternity Rights – a guide for employers and employees* or go to the BERR website/employment matters/A-Z.
- K **to parental leave** employees who have worked with their employer for over one year are entitled to take unpaid time off work of up to 13 weeks if they have a baby or adopt a child. They can take the time off at any point up to the child's fifth birthday, and it does not have to be taken all at once.
- K **to time off for dependants** all employees have the right to take a reasonable period of time off work to deal with an emergency involving a dependant. There is no statutory right to payment for any such time off.
- K **to notice of termination of employment** most employees are entitled to at least one week's notice after one month's service and two week's after two years.
- K **not to have unlawful deductions from pay**
- K **to pay when laid off**
- K **to redundancy pay**
- K **to a safe system of work** when you hire someone you become statutorily responsible for their health and safety. See the section on 'policies you must have in place' and read *Employment Guidelines for Parishes* pages 4-7.
- K **to statutory sick pay** see *Employment Guidelines for Parishes* pages 9 and 21.
- K **to time off** for various reasons, but the one which might come up for parishes is for public duties such as being a magistrate, jury service etc. For other reasons, see the DTI booklet.
- K **trade union membership** if they want to
- K **to written reasons for dismissal on request**
- K **to a written statement of the main terms of the contract** as discussed above.

Policies you must have in place

Unless you employ five or more people, you do not need to worry too much about obligations in this area. Your only statutory duty if you employ fewer than five people is that you should inform all employees about health and safety law. This can be done by displaying a poster in a readily accessible place in the workplace or providing the employee with a leaflet., both available from HSE.¹²

It is advisable, however, to keep a note of holiday and sick pay arrangements, for example, for consistency later on. There is a lot more information on policies you might like to think about writing down and health and safety obligations in *Employment Guidelines for Parishes*, pages 4-10.

PAYE, NICs etc

It is worth knowing that if you pay below the current lower earnings limits (LELs)¹³ and your employee does not have a separate main income, you do not need to communicate with the tax office about your employee at all. If your employee has another job, or you do not know, you should write to TIDO (LRC), Ty Glas, Llanishen, Cardiff CF14 5ZG with the name and address of the person, their NI number and the amount you expect to pay them in a full year. Keep a copy of the letter on your file with a note of exactly how much you pay them over the tax year (April to April). Bear this information in mind when you are working out how much to pay somebody, as it will save you a lot of time and hassle.

If you are paying more than the LELs, you will need to contact your local tax office or call the New Employers' Helpline (see contacts) to find out what to do. There is a lot more information on PAYE and NICs in *Employment Guidelines for Parishes*.

¹² posters £7.50 and leaflets with further information, £5 for 25. See appendix for HSE details.

¹³ under £94 per week 2005-6 rates (nb PAYE and NIC LELs are now the same). These figures change every April, so check with your local tax office or the employer's helpline to find out what the current figures are.

Useful contacts:

ACAS (advisory, conciliation and arbitration service)

Web site address: www.acas.org.uk

Southern area address: Suites 3-5, Business Centre, 1-7 Commercial Road, Paddock Wood, Kent TN12 6EN

London public enquiry point: 020 7396 5100

ACAS Reader Ltd (publications)

PO Box 16, Earl Shilton, Leicester LE9 8ZZ

Telephone: 01455 852225 (call and ask for a free publications list)

Church House

211 New Church Road, Hove BN3 4ED

Telephone: 01273 421021

E-mail: admin@diochi.org.uk

Employment Guidelines for Parishes is available as a pdf from the diocesan website (www.diochi.org.uk) or for a contribution of at least £2.50 towards printing and postage costs. The Diocesan Secretary or Central Services Manager will try to answer any employment questions you might have after reading this booklet .

Department of Trade and Industry

Employment booklets may be obtained from offices of the Employment Service or from the DTI orderline on 0870 1502 500

HSE books

PO Box 1999

Sudbury CO10 2WA

Telephone: 01787 881165

Inland Revenue

New Employers' Helpline: 0845 6070143

Employers' Helpline: 0845 7143143

www.inlandrevenue.gov.uk

Job Centre

Look in the phone book under 'Employment Service' for your local centre.

Example job description

1. **Job title** Youth worker for St Anon, Brighton (half time)
2. **Situation** Based at St Anon church
3. **Responsible to** The Revd John Smith
4. **Accountable to** St Anon youth worker advisory committee
5. **Main purpose of job** To carry out pastoral and community work with young people aged 11-25 at St Anon church, and in the surrounding community.
6. **Principal duties**

To develop the Junior Church at St Anon, and make links with local young people through regular school assemblies and in other constructive ways

To counsel, advise and give information to the youth of the local community

To complete daily records and time sheets (anticipated to take up not more than two hours' work a week, with the remaining 16 hours to be shared amongst the other principal duties)

To undertake any other reasonable task requested by the Revd John Smith
7. **Working with** Working closely with the Revd John Smith and liaising with teachers and non-Church youth workers in the area.
8. **Aims** It is the aim of St Anon Church to increase the youth in the congregation by around 10% a year by means of dedicated youth work
9. **Notes** This post is half time (18 hours) for an initial 3 year period, extendable for a further period

Ongoing training and support will be provided for the postholder
10. **Salary** £8,500

Example notes:

Example person specification:

Person specification for the position of parish secretary, St Anon, Brighton

Parish secretary position (part time)

	Essential	Desirable
Skills	Σ <i>good written English</i> Σ <i>pleasant telephone manner</i> Σ <i>basic word processing skills</i>	Σ <i>advanced word processing skills</i> Σ <i>audio typing</i>
Knowledge		Σ <i>basic workings of the pcc and deanery</i> Σ <i>data protection</i>
Experience	Σ <i>at least 6 months' secretarial work</i>	
Qualifications		Σ <i>GCSE (or equivalent) English</i>
Qualities/values	Σ <i>ability to keep calm under pressure</i>	Σ <i>practising Christian</i>

	<ul style="list-style-type: none"> Σ <i>able to practise confidentiality</i> Σ <i>can work independently</i> 	<i>(congregation member?)</i>
Other requirements	<ul style="list-style-type: none"> Σ <i>in sympathy with the aims of the Church of England</i> 	<ul style="list-style-type: none"> Σ <i>patient with chronically disorganised incumbent?!</i> Σ <i>a passion for HobNobs</i>

Skills and experience

Applicants must have:

- K a minimum of six months' secretarial work
- K a good standard of written English
- K a pleasant telephone manner
- K basic word processing skills

It would be advantageous if they had:

- K advanced word processing skills
- K audio typing skills
- K basic knowledge of the workings of the pcc and deanery
- K an understanding of data protection issues
- K GCSE (or equivalent) English language

Qualities and values

Applicants must:

- K have the ability to keep calm under pressure
- K be able to practise confidentiality
- K be in sympathy with the aims of the Church of England
- K be able to work independently

Example application form:



DIOCESE OF CHICHESTER

APPLICATION FORM

Private and
Confidential

Position applied for		REF: OD/01
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Please state where you saw this advertisement:
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Surname (BLOCK CAPITALS):	Mr/Mrs/Miss/Revd/other
---------------------------	------------------------

Other names in full:	Nationality:
----------------------	--------------

Permanent address:

Telephone number:	home:
-------------------	-------

Secondary schools attended (with dates)	Details of subjects and exam results
---	--------------------------------------

University/College (with dates) (and further education)	Details of exam results and qualifications held
--	---

Year and place of ordination (if applicable)	Membership of professional bodies
--	-----------------------------------

Present and previous appointments

Starting with you present appointment (clergy applicants please state parish), please list what you have done in the course of your career, *In reverse chronological order.*

dates from/to	name and address of employer	position held	brief description of responsibilities	reason for leaving	salary on leaving

Describe your present appointment in terms of its responsibilities and relationships

Additional Information

Medical history (please state, with dates, any serious illnesses, operations or breakdowns)

Do you suffer from recurring ailments? YES/NO. If yes, please explain

Have you been absent from your employment through illness for more than three days in the last twelve months? YES/NO

Please detail

Disclosure of Conviction(s):

Applications from ex-offenders will be considered on their merit. Convictions that are irrelevant to this job will not be taken into account. You are required to disclose any convictions, which are not 'spent' by virtue of the Rehabilitation of Offenders Act 1974.

Have you been convicted of a criminal offence that is **not** spent?
Please answer YES or NO.

If so, please give details of date(s), offences(s) and sentence(s) passed.
(attach a separate sheet and enclose in a sealed envelope if preferred)

NB. The information you provide will be treated as strictly confidential and will be considered only in relation to the job for which you are applying.

*For legal and accounting professions, you are required to disclose all convictions, including those that **are** spent by virtue of the Rehabilitation of Offenders Act 1974.*

What period of notice would be required to give to your present employer?

References

Names and addresses of three persons to whom reference can be made (please obtain their permission)

- 1. Name
Address

Occupation
- 2. Name
Address

Occupation
- 3. Name
Address

Occupation

Present employer (may we approach for reference? YES/NO)

Name
Address
Occupation

To the best of my knowledge and belief the information supplied by me on each section of this form is correct. I hereby consent to the processing of sensitive personal data, as defined in the Data Protection Act 1998, involved in the consideration of this application

Signature	Date
-----------	------

Return this form to:
at:
Telephone No.
e.mail:
Interviews to be held at _____ on _____

Biased questions

Example interview questions you should NOT ask. Hopefully they are very obvious no-nos, but worth pointing out, just in case.

To women

- What are your childcare arrangements?
- Are you planning to have children/get married?
- What happens when your husband gets promoted?
- How will you reconcile work and domestic pressures?

To someone from an ethnic minority group

- Where did your family originate?
- Would your religion permit you to work 9-5 five days a week?
- How do you feel you would fit into a white environment?
- Do you intend to return home this year?
- Do you have any white friends?
- Being Asian, did you have any difficulties at school?

To people with disabilities

- Who brought you to the interview?
- Are you sure that you can make yourself clear on the telephone?
- Will you be able to cope with a full day?
- How much time off will you need?
- We have no special facilities – how will you cope? (lifts, toilets, stairs etc)

Example contract:

This contract of employment is made with effect from 1 May 2008 between Ms Sarah Jones (“the employee”) and St Anon PCC (“the employer”) and it relates to the post of Parish Secretary (part time), a description of which is attached.

Normal working hours are 9-1 Monday and 9-5 Wednesday and Friday, with an hour’s break for lunch.

1. The employer may terminate the appointment provided that there shall be one month’s notice given in writing to the employee. The employee is required to give the employer at least one month’s notice of her intention to terminate the appointment.
2. The salary for the office of **parish secretary** is £4680 per annum, gross of tax and other statutory deductions, and is payable monthly in arrears by the employer.
3. The **parish secretary** will be based at St Anon Vicarage and the Revd John Smith will act as head of department to whom the employee will be primarily answerable.
6. You are entitled to 4.8 weeks paid holiday (pro rata) the entitlement will increase again to 5.6 weeks from 1 April 2009
7. Absence through sickness or injury must be reported to the Revd John Smith, as soon as possible on the first missed day. A doctor’s note is required after one week. The salary will still be paid during absence on these grounds for the first six weeks, half salary for the following six weeks and the situation will be reviewed if need be after that time.
4. In the event of any dispute or difference of view relating to the duties of the employee or the way in which they are carried out or to any matter concerning working conditions, the matter should be referred in the first instance to Peter Clark, churchwarden. If the matter is not resolved, it may be referred by either party to the PCC.

Signed by Peter Clark, on behalf of the PCC.....

Signed by Sarah Jones.....

Signed by the Revd John Smith.....

Bibliography

Contracts of Employment, Vivian Du-Feu (Croner Publications 1994)

Employment Guidelines for Parishes, Claire Bradford (Church House, Hove)

Employing People, (ACAS)

Notes for Managers: Selection Interviewing, Christine Wright (Industrial Society Press, 1992)

Recruitment and Induction, (ACAS1999)

The Project Worker: a guide to employing staff in church projects, Alison Peacock (The Church Urban Fund, 2000)

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Disclaimer

Whilst every care has been taken in providing this advice, it is given on the distinct understanding that the Chichester Diocesan Fund and Board of Finance cannot accept responsibility for it.

This booklet is for guidance only and is not comprehensive. It is not a statement of law and has no legal force.