



The Church of Scotland

GUIDELINES FOR EMPLOYING A CHILDREN'S, FAMILY'S OR YOUTH WORKER

2017 Version



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INTRODUCTION

The process for finding a church children's, family's or youth worker is a significant undertaking and care is needed to ensure any appointment is the right one at the right time. The aim of this guide is to provide a considered way forward for congregations within the Church of Scotland that are considering employing a youth worker; and for the purposes of this guide "youth worker" refers to an individual who would be employed to support, develop, lead and/or co-ordinate a congregation's ministry with families, children and/or young people. By engaging with this process it is hoped that the person you employ will have the best chance of being the right fit, for you, for the church, for the work and for them. This process can be involved and it can be hard to get right, but with practice it can become easier to navigate.

Going through an involved process can seem at odds with just getting on and sending out an advert. The approach that is embodied in this guide is one of reflective practice - a balance of thinking and doing, starting this process within a balance of care, thoughtfulness, action and movement. The time spent preparing will be as vital to the success of your appointment as the interview stage or the evaluation after the initial probationary period.

CONTEXT

This guide is written for the Church of Scotland specifically. If you are from another denomination or tradition you are welcome to read and use the parts of this guide that are helpful. We would welcome hearing how you use this guide, so feel free to email us and let us know (mandd@churchofscotland.org.uk).

This guide is written for use by a congregation that wants to employ a youth worker. It has been written from the perspective that as God's people, the church is called to be the best it can be in loving God and loving each other. This often involves a motivation, set of values and way of working that may be different from secular employees, while conforming to legal requirements.

Reflecting this, the guide will cover details that employers need to put in place to support a youth worker. Employment is a form of partnership. Just as the youth worker will have expectations of its employer, the employer will have expectations of its youth worker. This guide does not set out or seek to cover what you should expect from a youth worker, as every context is different. This guide is focused on ensuring that you as the employer make the best preparations; that, as an employer, you get to consider the best candidates available and then you give the best support to the youth worker.

This guide is written in the wake of the recent 2016 referendum on the United Kingdom's (UK) membership of the European Union. This vote has resulted in the UK government being instructed to negotiate the end of the UK's membership of the European Union, popularly termed 'Brexit'. At the time of writing there is no clarity on how this will impact upon employment law and practice. This leaves any guide open to challenge in the future. Please visit our website for the most up to date advice and guidelines www.churchofscotland.org.uk/childrenandyouth.

PROCESS

This guide will cover three stages:

Stage 1 - Motivation and Vision

In stage one we will look at what you need to start this process properly - looking at the motivation and vision for the job, and how to share that vision with others. This section will include developing a job description to help hone and share the vision.

Stage 2 - The Recruitment Process

In stage two we will consider and plan how to make your vision a reality. This is a process that allows both the church and the potential youth worker to work out if this is the right place and time to be working together.

Stage 3 - Making it Marvellous and Keeping it Great

In stage 3 we cover some of the policies and procedures that are needed to be put in place in order to support the youth worker. Once the youth worker is appointed and in post, keeping the relationship maintained is a significant consideration. As you are undertaking the recruitment process, ask yourself what would make this a marvellous place in which to work.

Process timeline

There is a natural order to the process of finding a youth worker presented in the form of a time line below. The process may take a couple of months if replacing an existing youth worker or be as long as seven to nine months if starting afresh.

Timeline

| | |
|--|--|
| <p>Stage 1 Motivation and Vision</p> | <ul style="list-style-type: none"> • Initial idea for employing a worker. • Prayer. • Considering your motivation and vision. • Sharing the idea with your minister. • Sharing the idea with your Kirk Session. Asking for permission to form a group to investigate the idea further. • Small working group formed who work on refining the vision (stakeholder analysis, investigating avenues of funding, considering the responsibilities of an employer and refining the job description). • Get Kirk Session approval to recruit. |
| <p>Stage 2 Recruitment Process</p> | <ul style="list-style-type: none"> • Confirm the post with Presbytery. • Put together an application pack to send to potential applicants. • Form the interview panel. • Advertise the post. • Produce the essential documentation (contract, policies & procedures). Get Kirk Session approval of these as appropriate. • Engage in the selection process and make an appointment. |
| <p>Stage 3 Making it marvellous and keeping it great</p> | <ul style="list-style-type: none"> • Arrange the induction process. • Employee begins the induction process. • Inform 121 and Presbytery of the new employee. • The induction process ends and regular line management and support begins. • Regular annual review process takes place. |
| <p>Stage 4 Finishing Well</p> | <ul style="list-style-type: none"> • Ending the contract. • Employee moves on. |

STAGE 1 - MOTIVATION AND VISION

In stage one we look at what you need to start this process properly, the motivation and vision for the job and how this opportunity will make a difference. We will also consider how to engage others within this process.

1.1 Motivation

Before beginning the recruitment process it is important to consider if recruiting somebody is actually the best option in your context and there are a number of issues to explore in doing this.

To begin you'll need to take some time to think through what it is that you as a church want to do with children, young people and their families and why. The Learn publication 'How Will Our Children Have Faith?'¹ is useful for this purpose.

Many churches find themselves thinking about how their church can move forward; for some this is based on a conviction that their church needs some support for broad religious education of children and young people; for others, it is based on a desire to work in the local community. In some areas, the Presbytery Planning process has created space for innovative ministry positions to be created. Whatever the case, it is possible that the motivation you have personally is different from the motivation of other members of the congregation, Congregational Board or Kirk Session.

We all have a picture of what the church looks like, what it should be doing and why we are doing this thing called church. Our motivations and vision will be different in each context, given the fact that we are individuals with beautiful and curious ways of thinking. Every church is a gathering of these 'people of the way' who come together to share in a community gathering; to celebrate sacraments; to worship together; to meet each other as we meet God. The motivation and vision for each role will therefore be unique as it is a product of a specific context and community of people; it is important not to fall into the trap of thinking that just because other churches are employing youth workers that it is right for your church.

Having spent time thinking about what work needs to be done, you then need to think about who is going to be best to do the work. There is a temptation to think, particularly when you are lacking in the number of volunteers you have, that the answer is to employ someone to do the work, but this leads to an unstable position in that one person cannot possibly do the work on their own, they will need the support of volunteers to do everything. If you are in this situation then the best advice is to work on growing your volunteer team and developing your vision before you think about employing someone to help co-ordinate the work. No youth worker (no matter how good and experienced they are) will be able to start in a role and magically produce a new set of volunteers to do the work with them.

It may be that given some appropriate training and resources your volunteer team will be able to undertake most of the work you have identified, so by prioritising which work is needed you can develop your provision without needing to employ someone. It may be that your volunteers are very skilled at undertaking the existing work but you think you need somebody to come in and help co-ordinate and develop the work further, offering strategic thinking and creative ideas for new areas of work. With this type of motivation, employing a youth worker is an appropriate way forward.

1.2 Vision

Once you have decided that your motivations are right and that employing a youth worker is the way forward for your church, a practice of noticing is very important. What we notice gives us a hint of where our priorities and vision should be rooted. It allows space for the Holy Spirit to provoke us. It allows those who notice to pray into the situation, to share with others about changes that are needed and to work for change.

This 'noticing' and spirit-led response naturally gives a story on which to base the work. This story will clarify the nature of the vision. As it is unlikely that your church is sitting on a bottomless pot of money that will cover the costs associated with a youth worker, the church will need to explain what this story is to others in the congregation and to some outside funding bodies, such as central Church of Scotland funders, national charitable funding organisations or a local business. What these all have in common is a desire to hear your story; where you see the world needs to be changed and what difference that change will make.

Look at the questions in Appendix A and take some time to explore them.

1.3 Shaping the job description

A job description expresses your ideas for the role in a brief and coherent way. It provides the vision, the difference you want to make, along with practicalities such as job duties; pay scale; management arrangements; training opportunities; and any application requirements, including a PVG check or a Genuine Occupational Requirement in terms of the Equality Act 2010.

The process of writing a job description is contained in Appendix B. At this early stage sitting down and working through this task may help you to explain your vision in a recognised format. It will also provoke questions which you will need to answer when having a discussions with the minister, Kirk Session, Presbytery and potential funders.

1.4 Questioning your initial vision

Once the vision is in place, the next stage is to share the vision with others. If your vision is borne of divine discontent, then God will have been preparing others to engage in this project also. Then, as you tell your story, the vision that you describe will be one that God has shaped and that others can own and engage with. One of the ways to do this is to speak with a few members of the congregation and to share your vision and what you have noticed. Ask if they would pray about it and listen to what God says to them over the next few weeks.

It would be naive to consider that this will be an easy process. Your vision may be one that jars with another's vision. By sharing your vision and asking others to share their vision, the project becomes something all can share in. It becomes a vision that all can engage with. It becomes a vision all can own and act upon.

Within the Church of Scotland, the role of the minister will be key to this vision taking shape. If after a few weeks of prayer and reflection, the opportunity to employ a youth worker seems to be appropriate, then sharing this vision with the minister is the next stage. The minister can help shape the vision and also provide a balanced response to your vision. The minister can also help schedule a discussion for you at the next Kirk Session meeting. Your aim at the Kirk Session is to outline your vision and ask for permission to form a small group to look at how this vision could take shape within your parish.

1.5 Refining your vision

Once the Kirk Session has given permission for a small group to look further into this idea, there are three main areas of research to undergo: stakeholder analysis, investigating finance and refining the job description.

1.5.1 Stakeholder analysis

Stakeholder analysis is the process of considering who the stakeholders are for a project, and considering how this project will affect them. A stakeholder is someone who would be affected by the project.

Stakeholders for a proposed children's work project may include, within the church context: the children, their parents, existing children's work volunteers, the minister, Kirk Session, Congregational Board, and Presbytery. Stakeholders from outside the church context may include: children who do not attend church, schools, out of school clubs and children's work provided by the local authority. In every situation the list of people who do need to be consulted will be different, and may not be obvious. If you want to employ a youth worker, how would a new youth club on Saturdays affect the Boys Brigade group on Fridays? If you want to employ a community artist, how would lunchtime school art groups affect chaplaincy arrangements? If you want to employ a children's worker to work with children to develop some Messy Church related community work, how does this affect Sunday School? A useful toolkit for developing a stakeholder analysis process can be found here: <http://www2.mmu.ac.uk/media/mmuacuk/content/documents/bit/Stakeholder-analysis-toolkit-v3.pdf>

Once you have the list of stakeholders, it is time to share your story with them. One form of stakeholder consultation is to share your vision and ask them to share theirs, allowing the vision to be collaboratively developed. This will normally include seeking input from the minister, Kirk Session or Congregational Board and members of the congregation, including children and/or young people that the youth worker may engage with in their work.

This joined up vision can be agreed upon thereby reflecting the voices of all those affected by and involved in the project. This process will challenge your vision and refine it. It will require you to face how open you are to changing your vision, based on what arises from these conversations. This is important as stakeholders are potential partners. Stakeholders will contribute to the success of any project in many different ways. If you are not willing to change and work with them your project may not get off the ground.

This consultation will refine and have implications for the final job description which the group will share with the Kirk Session.

1.5.2 Financing the vision

This guide does not address the issue of securing funds for a youth worker's salary or the work they will be undertaking. However, there are funds at national and local level that can be applied for. It is worth considering grant-making bodies, church funds, government funds, local business funding, or perhaps a model of ecumenical joint working to allow some neighbouring churches to employ one youth worker. The most common model of employment is for one existing organisation to employ the youth worker. In general, in these guidelines we assume that one church is the employing agency for one youth worker. The Church of Scotland Law² Department can provide advice on legal issues.

This employment model that you settle upon will depend on your context. If your context is one that involves a significant amount of school work or work across several parish boundaries, a trust model may be more suitable. In a number of areas of Scotland independent trusts have sprung up to employ a youth worker on behalf of different churches and partnerships. Crying Out Loud trust in Clackmannanshire, Hilton Youth Project in Inverness or St Paul's Youth Forum in Glasgow are examples of trusts being formed either by the Church of Scotland congregation on their own or in partnership with other churches and agencies in order to provide high quality work. If you think that a trust or a new organisation is the natural way to employ and lead this project following your vision-forming stage - that is great. However, a guide to setting up a trust is out with the scope of these guidelines.

1.5.3 Consider the congregation's responsibilities as an employer

Legislation affects many aspects of employment and the Kirk Session or Congregational Board should familiarise themselves with what their responsibilities as an employer will be prior to engaging in the recruitment process. The Law Department of the Church of Scotland issues guides, specifically "the A to Z of employment Law". This should be used as a key source of guidance during this task and can be found here:

http://www.churchofscotland.org.uk/_data/assets/pdf_file/0014/32063/A-Z_of_Employment_Law_March2016.pdf.

1.5.4 Refining the job description

At this stage you should be able to refine the job description based on your vision, the information gained through the stakeholder analysis and the finance you have available. The process of writing a job description is contained in Appendix B.

1.6 Replacing a youth worker

Thinking through the vision and motivation, and working out the practicalities for the job description may seem slightly redundant within the context of replacing an existing youth worker. The job has already been done by someone previously and, hopefully, done successfully. There already exists a list of things that need to be done and a pattern of working that is acceptable to the line manager and the Kirk Session.

That's a great starting point, but it is advisable to put as much thought and consideration into replacement positions as you do for a newly created position. Hopefully you will have the advantage of having in place a vision and motivation for employing someone that the whole church is agreed upon. This can put additional pressure on the need to ensure the continuity of the project. But the questions to be asked in this situation are different. They are based on taking stock of the project, and balancing this against the vision the church has for moving forward in its work. Instead of asking what you would do given a blank piece of paper, the questions are reflective ones. It is a time to ask why you are doing things in the way that you have been; maybe things can continue as they are or maybe changes are required.

The answer may be that the Kirk Session want to have this time spent as per the current programme and that the current youth worker has specific skills that suited its needs. The time between the present and a potential future youth worker (or during a notice period) can provide helpful time to consider what the job has become, and how much that job is the one that you wish to advertise. It may be that the previous youth worker has provided training for volunteer leaders to take responsibility for a significant portion of the previous work schedule. This would allow the focus of the job and the new position you advertise to have a substantially different emphasis and require different skills and knowledge that should be reflected in your application process.

Some questions that you can ask are included in Appendix A.

STAGE 2 – RECRUITMENT PROCESS

In order to employ someone, you need to convert your vision into a reasonably recognised format in order to advertise the opportunity to potential employees. The different parts of the recruitment process allow you to tell your story in a way that a prospective youth worker can understand. The recruitment process is a way of ensuring that the ideas you are sharing are ones that the youth worker wants to become a part of. As part of the recruitment process, views can also be sought from volunteers and employees.

Any potential youth worker needs to be given enough information and opportunity to help them discern if the church is a right fit for them and the place where God is leading them to serve. The recruitment process has three distinct phases: creating the application pack, advertising the position and the selection process. This can take three to four months to complete and is subject to legislation, in relation to which the Law Department can assist

2.1 Confirming the post with Presbytery

Before embarking on the youth worker recruitment process, you may need to get approval from Presbytery for the appointment and you should, in any event, inform Presbytery about any local appointment. Act VII, Appraisal and Adjustment Act, 2003, applies to all ministries within the Church of Scotland. Section 16 in particular applies to "individuals other than inducted parish ministers, whether part-time or whole-time, and whether ordained or not, who exercise paid leadership in the worship and pastoral life of the congregation." While it is clear that a potential youth ministry and/or children's ministry role would be covered by this, a community youth worker role will need to be discussed with Presbytery. The community youth worker role may be found "to be comparable" with a ministry role, in the view of Presbytery, and as such will be subject to the provisions of the Act.

In section 16 subsection 2, Act VII states appointments can only be made "(a) under the terms of a presbytery plan" or (b) "with the prior approval of presbytery of the bounds". This means that before you move to employ a person in any of these roles, you should discuss the role with Presbytery. The Presbytery Clerk will be able to assist.

2.2 Creating the application pack

As the church receives applications and enquiries about the post it would be helpful to have a small pack to send to the applicants. Any potential youth worker needs to be given enough information and opportunity to help them discern if the church is a right fit for them and the place where God is leading them to serve.

It would be good to have this information in pdf format in order to send by email where possible as this will minimise postage costs. If you were able to have the application pack on the internet, available for download, any potential applicant could then access the information and hopefully apply very quickly.

2.2.1 How to apply

A crucial element of this will be stipulating how you would like applications to be submitted. You could design your own job application form, or ask for a CV, and small (no more than a 2 page) document outlining where the candidate sees their experience matching each of the criterion from the personal specification.

2.2.2 Job description

At this stage the job description you have been working on needs to be finalised and approved. Any potential applicant should get a real sense of what the job involves and whether this job is ideal for them from this document alone. See Appendix B.

2.2.3 Person specification

The person specification should enable potential employees to see if they have the skills, knowledge, experience and attributes that you are looking for. Section 5 of Appendix B explores this further.

2.2.4 Parish Profile

If your congregation has available resources, it would be worth putting together some information on the church and the local community in a similar way that you would create a parish profile when looking for a new minister. It may also be helpful to include a copy of your latest church magazine and a copy of the Church of Scotland's latest Statistics for Mission for your parish (available here - http://www.churchofscotland.org.uk/resources/stats_for_mission).

2.3 Interview Panel

Before advertising the post it would be wise to consider who will be involved in the interview process. We consider the interview process in section 2.6 and Appendix C, but giving consideration to the make-up of the panel is of particular concern at this point. Selection of this panel early in the process will allow for availability of interview dates to be agreed in advance of the advert being drawn up and therefore included in it.

Some general guidelines for an interview panel include the following:

- The panel should be made up of more than one person and ideally be diverse
- The panel should not have anyone who will be line managed by the post holder
- The members of the interview panel should also be able to contribute to the selection of candidates for interview
- The panel should include the person who will be the post holder's line manager
- The panel should include at least one person who has been part of the group exploring the role

More specifically, a panel member should be someone who appreciates the potential for positive change with someone in the post and be able to help assess which of the applicant(s) is the right person. It may not be appropriate to have a young person or child on a formal interview panel, but it is worth working in a creative way to obtain informal input from young people concerning the role. The planned times of interviews could be arranged to be when young people and children are free so that the candidates would spend 30 minutes being taken round the church buildings by a group of young people. This would allow time for the youth worker and young people to meet and chat and gain an impression of each other.

2.4 Advertising the Post

The way a job is advertised should be linked to the role; for a youth work job, advertise widely and specifically in youth work relevant places. The job should be advertised in a way that is non-discriminatory and allow for the widest audience to be reached. The advert should be eye-catching and clearly provide the key information about the job.

2.4.1 Information to include

Any job advert should include the following key information from the job description:

- Job title
- Salary
- Place(s) of work
- Hours of work
- Closing date for application
- Interview date

Other important information for the advert includes:

- Details of how to get an application pack or who to contact for further information.
- If a genuine occupational requirement (GOR) has been established for the role, for example where the youth worker will be involved in providing religious guidance, you should include the wording "Applicants require to be a committed Christian, with a live church connection, (This is a Genuine Occupational Requirement in terms of the Equality Act 2010)". It should be noted that a GOR is only valid if it is required for the role. For example an advertisement for a church cleaner should not contain a GOR. Should you have any questions about the application of a GOR please contact the Law Department.
- If the post includes working with vulnerable groups, including children, young people or vulnerable adults, the following wording should be included: "In view of the nature of the post, the post holder will be required to be a member of Disclosure Scotland PVG Scheme and have an up to date PVG certificate."

Beyond these key factors, it is open for you to creatively design an advert that reflects your story and the job opportunity that you are creating.

2.4.2 Where to advertise

Included below is a list of spaces where a variety of churches have advertised job opportunities; it is not an exhaustive list but will provide a good starting point. Please note that the inclusion of the publications in "wider print" or "wider online" sections below does not imply any endorsement by the Church of Scotland.

Church of Scotland specific

- The Church of Scotland website has a space for jobs http://www.churchofscotland.org.uk/about_us/vacancies_and_volunteering. Send your advert and details to hr@churchofscotland.org.uk
- Our development workers can share job opportunities through their social media networks. Send your advert and details to mandd@churchofscotland.org.uk
- Your church noticeboard, website and social media presence.
- Your church magazine and neighbouring churches magazines.
- Life & Work.

Wider print

- Your local newspaper.
- Youth and Children's work magazine (Premier). Premier may also include a website listing at <https://www.premierjobsearch.co.uk/>
- The Big Issue.
- Church of Scotland training colleges at various universities or the Scottish School of Christian Mission may have notice boards that can advertise job opportunities.

Wider Online

- You could advertise on Facebook/Google searches, so when someone searches using "children's ministry jobs" (or similar term) your advert will come up as the first advertised result in the surrounding geographic area.
- Creative Scotland have a facility for advertising Community Arts Jobs: <http://opportunities>.

creativescotland.com/?filter=upcoming-deadlines

- Good Moves lists charity and voluntary sector jobs, including some Church of Scotland jobs: <http://www.goodmoves.org.uk/Search/CMS>
- Ask neighbouring workers to spread the advert around their networks.
- Youthlink Scotland

2.5 Essential documentation

2.5.1 Contract

The contract of employment will be an important part of the employment process and legislation requires that it covers specific information such as remuneration, working hours, absences from work due to illness, pensions (etc) and should also outline the employer's disciplinary procedure and grievance procedure. Template contracts are available from the Church of Scotland website, at this link: http://www.churchofscotland.org.uk/resources/subjects/law_circulars#employment_law

2.5.2 Policies

The new youth worker should also be able to rely on the church having policies in place in order to ensure that they are aware of their responsibilities and how the employer expects them to work. Policies and procedures function to share information, and also to show that as an employer you have planned and care for the employment experience. Writing documents is hard work; fortunately some of the policies and procedures will be already in place for the church, particularly if you have other employees. If these policies are not in place, now is the time to start considering how to develop them in a way that ensures they fit together for the church and its employees. These essential documents form the basis of the youth worker handbook and also affect contract terms and conditions.

A review of the policies available on the Church of Scotland website would be a good place to start:

2.5.3 Policy & Procedures

Points to consider for the employment of a youth worker or when drafting policies for the congregation may include the following:

Working hours

This should be included in the contract of employment although there may be additional issues to consider such as:

How many hours is a normal working week for this role?

When will the youth worker be expected to work?

Is there an allowance to increase pay for working regular unsociable hours or time off in lieu?

What are the procedures for logging working hours?

Remuneration arrangements

This should be included in the contract of employment although there may be additional issues to consider such as:

How and when will the youth worker be paid.

Will the youth worker be paid in arrears?

Expenses arrangements

This should be included in the contract of employment although there may be additional issues to

consider such as:

What other expenses are considered valid expenses?

What is the procedure for claiming expenses?

What evidence will be needed to support expenses claims?

Budget Policy

How is the budget for the project set?

How does the youth worker request money for project expenditure?

How does the youth worker access petty cash?

Pension policy

This should be included in the contract of employment and further information can be sought from the Law Department and from the following link:

<https://www.gov.uk/workplace-pensions-employers>

Sick leave procedures

This should be included in the contract of employment although there may be additional issues to consider such as:

What is the procedure to notify the line manager of sick leave being taken?

Leave procedures

This should be included in the contract of employment although there may be additional issues to consider such as:

Are public and bank holidays to be included in the provision for statutory annual leave?

When does the holiday's year run from?

What is the procedure to agree holiday dates?

Is study leave a possibility at any point?

Childcare and Paternity policy

What are the policies for pregnancy and birth?

What are the policies for fostering or adoption?

UK government guidance is available here:

<https://www.gov.uk/browse/childcare-parenting>

Probation period procedures

If considered appropriate for a probation period to be included, it must be included in the contract of employment.

It would be important to consider how long the period would be and how completion of the period should be evidenced.

Are there any other policies and procedures affected during this probation period?

Termination of contract procedures

This should be included in the contract of employment although there may be additional issues to consider such as:

What the procedure is for returning employers property at the end of the contract.

Grievance procedure

What is the procedure for resolving a grievance?

This should be included in the contract of employment.

Disciplinary and dismissal procedure

What is the discipline procedure?

This should be included in the contract of employment.

Protection of Vulnerable Persons Policy

If the youth worker will be engaging in work with children, young people and/or vulnerable adults (as defined by the Protection of Vulnerable Groups (Scotland) Act 2007) they should be PVG certified and their contract should specify that. In addition it will be important to clarify:

Who the safeguarding officer for the church is?

Where can the youth worker find the PVG policy?

What training will be expected to be completed in this area by the youth worker?

What checks will need to be completed in this area by the youth worker?

Health and Safety policy

Where can the youth worker find this policy?

What is the accident at work procedure?

What is the First Aid procedure during work events?

Data protection

Where can the youth worker find the Data Protection Policy for the church?

Is there a simple guide for the youth worker?

What procedures have been put in place to ensure the youth worker works within this policy?

Does this contain policies on use of computer equipment, internet or email?

Does this contain policies on use of mobile phones?

Other policies would include:

Insurance of Employees policy details

Equal opportunities policy

Disability Discrimination policy

Sexual Harassment statement

Use of Motor vehicles policy

2.6 Interview process

The interview is the place where you and the applicant will decide if you are right for each other. The applicant is looking for commitment, engagement, interest in what will happen and a safe encouraging workplace. The church is looking for someone who compares well to the person specification, someone who is the right mix of potential as well as experience.

Specific detailed consideration of the interview process is in Appendix C.

2.7 The handbook

Alongside the contract, as a matter of good practice, a congregation can also provide a handbook for the youth worker that will contain policies and procedures as outlined above. Policies and procedures can be changed as required, whereas contracts may not be so easily amended.

A guide to tailoring a contract based on a template from the Law Department is contained in Appendix D.

STAGE 3 – MAKING IT MARVELLOUS AND KEEPING IT GREAT

At this point the job has been offered and (hopefully) been accepted. As an employer all the plans you have put in place are now being activated. Alongside this you need to organise the support structures to give this job the best chance of being marvellous.

3.1 Making it Marvellous

One of the keys to a good working relationship is in the way this relationship starts and is maintained. As the employer, your role is to prepare the youth worker for the job appropriately, monitor what the youth worker is doing and support them as they endeavour to carry out the tasks that the church has asked them to do. There are three key factors involved: firstly, an induction process; secondly, ongoing line management and support structures; and thirdly, a process of reviewing project(s) that are being taken forward and the youth worker's input.

3.1.1 Induction

The aim of the induction process is to ensure that the youth worker is able to become confident in the workplace as soon as possible. Designed to allow the individual to be brought into the world of the job, it means being introduced to the key people, places, resources, policies and procedures that will help the job to function. The induction process is key to the youth worker as they start in the position, but is also important for any stakeholders, in particular any volunteers the youth worker will be serving alongside. It should be planned, and cover the relevant areas of knowledge for the youth worker and the stakeholders.

Appendix E contains a suggested checklist of what needs to be done and when. It is not exhaustive and you may need to add other events for your own induction process. Other issues could impact upon the youth worker during this process, for example, moving house to be nearer the workplace, or building a relationship with existing staff. These and other considerations are issues that can create pressure for the youth worker during the induction time period; your induction process should have the scope to enable you to respond to each of these and other issues.

The induction period should begin before the youth worker starts work, with the employee being sent important information, including a start date, and some induction information. At this time, it may be worth asking for a PVG form to be completed and sent back so that you can PVG check the youth worker in advance of the starting date. You should also ask for the bank details of the youth worker in order to set up a payroll system and register the youth worker within the tax system. A guide to your responsibilities within the UK tax system as an employer can be found here: <https://www.gov.uk/payee-for-employers/payee-and-payroll>

The induction process should be planned in such a way as to acknowledge that some events into which the youth worker has to be inducted may not be available until several months after they start. For example, a chaplaincy team arrangement at a primary school may mean a youth worker who starts in July is not involved with religious observance in the school until the end of September.

When planning an induction process it is important to bear in mind the experience of the person you are employing. If this will be their first position it will be beneficial not to overload their first few weeks with a large number of groups that they have to run, but to give them time to get to know people and how the existing groups run before giving them the responsibility of running the groups themselves. If your youth worker has experience in other similar positions then they will need time to get to know the groups they will be involved in but will find it easier to be given at least some responsibility from the beginning.

3.1.2 Line management

We talked earlier about line management. In order to keep it great, the line management arrangements need to be maintained. The line manager should be identified in the contract and the line manager and youth worker should meet on a regular basis. If both are working closely together on projects with daily discussion and good knowledge of ongoing projects, then line management may be as rare as once a month. If, however, the youth worker is working on projects where the line manager is not involved or the line manager is not seeing the youth worker except at line management meetings, a weekly meeting may be advisable.

The line manager is responsible for overseeing the aims, objectives and priorities of the project. Depending on the skill level of the youth worker you have employed this could be at a micro level of detail (perhaps helping the youth worker shape a working week). It could also be at a macro objectives level. Line management is primarily concerned with what should be happening and why it should be happening. It should share knowledge, facilitate good performance and be a place that clarifies work expectations.

It also has a supportive function ensuring that the youth worker can talk about where they are struggling and expect to receive some assurance of support; it should be a space where the youth worker can ask for support, training or extra resources. It should also be a space where the youth worker can suggest changes and improvements within wider practice, (perhaps a change in how the church does something on a Sunday morning). It is a vital part of the conversation between employer and youth worker in which both are changed as a result. Practically, you will need to keep a written record of supervision sessions.

Further reading on this can be found at: <https://jamesballantyneyouthworker.wordpress.com/tag/management/>

James Ballantyne is a youth worker in the north east of England who has worked and trained in Scotland. His blog often deals with the line management of church based youth work.

3.1.3 Support

As well as needing a line manager, employees can benefit from a structure put in place to offer them support. Working for the church is intense so it is wise to provide a youth worker with someone with whom they can confidentially let off steam; this is particularly the case if the minister of the congregation is going to be the line manager. This person should also be someone who will encourage the youth worker to keep developing spiritually. Such support should be seen as integral to the working hours of the youth worker not as an addition.

3.1.4 Reviews and Assessment

As part of the ongoing management of the youth worker it is helpful to undertake a longer review at regular intervals. The point of the review is not to concentrate on the performance of the youth worker primarily, but should allow you to see and discuss what has occurred to-date in the project(s) that they are providing input to and future plans for the project(s). This review should reflect the direction the work is taking, look at the history of the development of the project and consider where it is going critically and hopefully. It can also review youth worker performance over a longer time frame and allow for consideration of a pay increase, although that is not the central focus.

This review usually will include a few more people than just the line manager and the youth worker - often at least one person who doesn't work directly on any of the projects of the youth worker. A suggested time frame for assessment could be:

- 3 months
- 6 months
- 1 year
- ongoing yearly reviews and assessment.

3.2 Keeping it great

Proactively seeking to keep the job great is as important as ensuring that the essential documentation is in place. The wish must be to go beyond providing essential information to planning how to make the job be the best that it can be. Three features that play into this, and should be considered by the youth worker and employer on an ongoing basis are detailed below:

3.2.1 Resources

The youth worker will need resources. Which resources will vary for each context but the following key areas should be considered.

Equipment

It is important to provide the youth worker with the tools they will need to carry out the job. When it comes to items such as phones, computers, tablets and office space, it is wise to treat the youth worker in the same way you would other similar employees, in particular the minister.

Technology has become key to modern communication, and the new youth worker will probably wish to utilise these methods. Practical considerations include asking how easy it is to use technology within your church context, through to discussing the strategy for maintenance of equipment and purchasing new technology as the work develops.

People

For a new youth worker to walk into a new job is hard enough. If the first question that the youth worker asks is "where are the volunteers for this work?" - that is not a great start. If you have gone through a process of discerning the need for the post then you should have also considered what support is available from others within the congregation. Outline the process that is in place which allows the youth worker to get to know current volunteers, potential new volunteers and key community contacts.

Tradition

Every church has a history. It has a story of what it has done and how it got there. It could be a church with a long history, one that is a product of a union or linkage, one that is a relatively newly developed charge, you will know your churches history. The youth worker needs to know the story, what the events of the last 40 years were, what worked and what didn't. How will this be story be told?

The youth worker may be coming in from a church tradition which is not Church of Scotland. If this is the case there are likely to be theological and practical differences that may affect the workers practice. How will the Church of Scotland's story be told and how will differences in tradition be handled?

3.2.2 Training

Every youth worker should be given opportunities to train and develop and it is your responsibility, as the employer, to discuss, assess and seek to meet appropriate training and development needs.

Training usually requires further reading, further education, or conference attendance. Training should be planned for and a reserved budget set aside for this specific purpose.

The Church of Scotland held in March 2017 its first conference for employed children/youth/family workers. It is possible this could become a regular event and your youth worker should be encouraged to attend. The cost, for each youth worker, of this two day event (including accommodation) was £160³, a cost which was subsidised by the Mission and Discipleship Council.

There are many organisations that provide training opportunities, details of which can be found on our website. How you plan for this is a local decision and should be discussed with the youth worker to ensure the training is appropriate to their skillset, the job role and training needs.

Forms of training that other children's/youth/family's workers within the Church of Scotland have undertaken include: further study at university level; reading literature in their area of work; attending relevant conferences; visiting other projects to see good practice, both nationally and internationally; and forming a local network of experienced workers in the area. Each of these has a time and/or financial implication for the youth worker and the church, but should be encouraged.

3.2.3 Budget

Money is a significant matter for workers. Part of keeping this job great is giving the youth worker the tools not just to work but to do a fine job. A clear budgeting procedure, outlining what money can and can't be spent on, will be a benefit to the youth worker and the employer. The level of an appropriate budget is a local decision. The budget should include enough money to cover project spending, daily spending, and training resources. It is worth reviewing who holds and is responsible for each budget line on a regular basis.

Budgeting procedure

There are three types of funds that the youth worker should make use of. The first is project spending. This is spending specifically on large resources for a project. If the youth worker wants £500 to buy an old car to develop a car mechanics programme, what is the procedure to get that money? It may be appropriate for the line manager to be responsible for this budget line initially. It is important to outline to the youth worker if there is a limit above which any spending would require approval and the procedures associated with this.

The second type of funding is daily spending. The youth worker will often need to spend cash as part of their work. It is important, for both the youth worker and the employer, to keep track of this low level spending. Tasks requiring such spending include: buying new tuck shop supplies, travelling to meetings/events, takeaway pizza for the youth group or buying diesel for the church minibus. This spending is ongoing and daily in some cases. A system of petty cash or a system of receipted expenses may be appropriate for this budget line.

At the outset it is important to outline to the youth worker what daily spending will be covered by church funds and what won't, for example if they go for a coffee with young people or volunteers will they be able to buy that out of church funds or will that need to be out of their own pocket? You will also need to make the decision as to whether the church will cover the cost of attendance of the youth

worker at events they attend as part of their work (weekends away, summer camps, youth group social trips, worship events, international mission trips) or if they have to contribute in some way to those costs.

The third type of spending is training resources (as outlined in section 3.2.2). It will be worth agreeing with the youth worker what that budget should be spent on. An appropriate amount for buying books, per year, could be £100. For training, an amount of £400 could be appropriate to participate in one or two conferences.

Cash handling

Peoples' experiences can vary as illustrated in the examples below:

"At one job I had no responsibility for money generally. And no policies for handling money were established. During a mission week, to my surprise, I was put in charge of the money; that meant I had to carry just over £3500 in my bag at all times as we were in a rural location with no access to banking facilities. Thankfully I didn't lose the money. In another job I was paid well, given training and travel expenses, but my youth work budget for the year was £50. That was a real struggle; fortunately we managed to do some fundraising within the project, and the work didn't suffer as a consequence of this small budget."

There are two main ways to receive money: the first is through regular giving and the second is through fundraising. Your church will have set procedures for handling money given as an offering on a Sunday morning. The youth worker will need to be made aware of these arrangements and a set of arrangements appropriate to the work clarified.

CONCLUSION

By now you will be an employer of a youth worker. Congratulations, it has taken a lot of hard work to get here. Thank you for the time and effort you have put into trying to make this position happen. The youth worker will have a much better chance of being successful due to the work you have put in. Your aim will now be to keep this job the best it can be so you will have a number of other tasks in order to keep this role developing, funded and marvellous.

Now you have a youth worker, please advise us of their details so we can add them to our records and offer them extra support. Send details to mandd@churchofscotland.org.uk.

It is worth making sure that your youth worker adds themselves to our children and youth mailing list if they are not already and connects with us on our social media channels. http://www.churchofscotland.org.uk/resources/children_and_youth/connect

Finishing well

Part of making the employment a successful one is enabling things to finish well. If the youth worker is on a fixed term contract then there may be a natural conclusion to the appointment, although as the non-renewal of a fixed term contract amounts to a dismissal a redundancy process would need to be followed. Clear communication regarding expectations in this case is very important; if you are thinking about extending or concluding the contract the youth worker will need to know in good time in order to plan for their future and the future of the work.

If the youth worker is on a permanent contract and decides the time is right to move on, make sure clear processes are in place and they are clearly communicated. It will be vital to work out together when and how it is appropriate to tell the children and young people, the Kirk Session, the congregation and other stakeholders.

As with the departure of any youth worker it will be important to mark the occasion in some way, perhaps with a time for celebration and the giving of a token of appreciation. It will also be beneficial to arrange an exit interview in order to capture any learning from the youth worker and their experience which will help as you plan for the future.

It is also worth acknowledging that not all employment relationships end amicably and, in addition to the non-renewal of a fixed term contract, it may be necessary to make the post redundant for a wide variety of reasons. The Law Department would be happy to assist congregations with any local employment issues.

ACKNOWLEDGEMENTS

The Council appreciates the assistance that Scott Paget has provided in developing this guide.

APPENDIX A – QUESTIONS

Individual vision questions

As you look out upon the parish, what do you see?

Where are the spaces that the Holy Spirit provokes you?

Is there a subject or a situation where you regularly detect some divine discontent?

Where were you when you first noticed it?

What is the difference that this vision can make?

Informal small group questions

How would you explain it to someone out with the church?

What is the key thing you want others to hear?

What needs to happen to allow the church do something marvellous as a result of this position?

What are the things that the church may lose as a result of this development?

Kirk Session appointed group questions

How does this new role interact with the existing events within the church?

Does this new role replace an existing event or complement our current programme?

How does this new role allow the church to interact with a wider community?

Who are the natural partners in this project?

What avenues of funding are realistic for this role?

Questions for those replacing a youth worker

Why do we do this? (Do we want to do something else?)

Why do we do this in this way? (Is there a better way to do this?)

How much does the church own this work?

To what extent do we want to maintain the existing schedule of work vs developing a new emphasis for the new youth worker?

APPENDIX B – CREATING A JOB DESCRIPTION

The job description is where you get to tell your story in a brief and coherent way. It gives the vision, the difference you want to make, along with practicalities such as job duties; pay scale; management arrangements; training opportunities; and any application requirements including a PVG check or a Genuine Occupational Requirement in terms of the Equality Act 2010. Each one of these details is important to someone who is looking at your job. Any potential applicant should get a real sense of what the job is and whether this job is ideal for the potential applicant from this document alone.

The job description is often included as an appendix to the contract of employment and should answer the following questions:

- What is the job for?
- What does it contribute to the organisation's aims and objectives?
- How and where does it fit into the current organisation?
- What are the job's main duties and responsibilities and/or accountabilities?

The following sections will consider the key pieces of information that need to be thought through and included in the job description.

1 Job title

The first thing that will be considered by a potential youth worker is the job title. The job title will have a determining quality to it; the title will shape what the job is, and, having read it, someone looking for a job will make an initial assessment as to whether to find out more. You have freedom to create your vision for the youth worker; you also have a lot of freedom to create a job title.

Careful consideration should be exercised here as the job title will influence the applicant's decision. Research into Scottish church youth workers compared how the job title matched the way of working and found 80% of respondents (including volunteers and employees) were working in ways that were in conflict with the job title⁴. An example of this is given below:

"I once held the position of Youth Work Co-ordinator. When I applied for the job, based on the advertised job title, I assumed the 'Youth Work' aspect of the title meant that I would be working mostly in and with the local community rather than the church community. On reading 'Co-ordinator' I concluded that it meant I would be co-ordinating a schedule of pre-existing events, managing a team and helping develop that existing vision. In reality this was not the case. I was starting a new project from scratch. I enjoyed and developed that job, but I was conscious that I would not call the role 'Youth Work Co-ordinator' and did not refer to myself using that title."

Looking at jobs that Scottish churches are advertising, (one day in November 2016), the job titles used included:

- Christian youth worker (part-time)
- Youth and children's worker (part-time)
- Youth worker
- Children's, youth and family worker

The list above is significant as each title points to different jobs.

Age range

In thinking about the job title it is important that whatever you choose accurately reflects the age range of those you are expecting the youth worker to be involved with. For example if you are wanting someone to

⁴ Clyne, A. 2012. "Towards an Understanding of Christian Faith-Based Work with Young People: The Methodologies and Purposes Underpinning Christian Work with Young People in Scotland." *Journal of Youth Work*, 9

work only with people of secondary school age then having children in the job title wouldn't be appropriate. In general terms the word "children" is used to describe 0-11 year olds, those in pre-school and primary school. Young People is used to describe those in secondary school, generally 11-18 year olds and Young Adults is used to describe 18-25 year olds. Use of the term Youth is more complicated because it means different things to different people; some use it to describe all those under 18, some use it to describe all those under 25 and some use it interchangeably with Young People. Generally speaking though, it is a term that is used to describe 11-25 year olds.

Type of youth worker

In thinking about the job title it is important that whatever you choose accurately reflects the type of work you will be expecting the youth worker to be involved with. Consider for example how using the following words change the impression of what the role will entail:

- Minister
- Youth Worker
- Co-ordinator
- Youth Development Worker
- Facilitator

Youth Ministry and Ministry of Word and Sacrament

The 2016 General Assembly of the Church of Scotland tasked the Ministries Council with considering if Youth Ministry should become a recognised ministry and in particular whether it should be a strand of the Ministry of Word and Sacrament. Ministries Council is due to report on this matter to General Assembly in 2018. At that point the use of the title *Youth Minister* may become reserved for specific positions to which only certain people can apply. Until the report in 2018, we will not know if this will happen or not.

Accordingly, in the future it may be useful to consider children/youth/family ministry rather than children/youth/family work. The Church of Scotland practices youth ministry. The term ministry is important as it is a sign of respect for youth and community work, whilst indicating that the church is doing something different. The church is operating from a different value and belief set as expressed below:

Youth ministry in this sense is an attempt to express that there is an approach to youth work which operates within a different code to that developed within secular youth work which is nevertheless also professional. This method of work should be called 'ministry' because its closest partner remains the clergy who also refer to their practice as ministry.⁵

2 Job remit

The job remit is key to describing what you want the youth worker to do. The process of initially working out the role is vital to shaping the job, but you would also expect that the youth worker would develop the role and the work within it.

Below are two recent job remits from two job descriptions within the Church of Scotland.

Job remit 1, from a part time youth and children's youth worker job in Glasgow

Schools Involvement:

Is desirable. Our local schools are [one] Primary, [two] Primary, [three] Primary and [one] Academy and [one] Secondary Schools

The Children and Youth youth worker will report to their Line Manager and will take part in designated

staff meetings and local community networking meetings throughout the area where this pertains to their specific role within the post.

Responsibilities:

Assess the needs of children and young people in our region, planning and delivering programmes related to areas of greatest need and interest. These will include:

- Youth Café' – 1st two Saturday's of the Month presently 7-9:00 pm
- Youth Worship – Tuesday evenings from 7-8 pm. Time somewhat flexible
- Kids Café – Tuesday afternoons Term time
- Family Fun Nights 4-6 times a year takes the place of Tuesday Youth Worship
- Plan at least one residential trip with eligible Youth per year.
- Sunday's at this time not required

Job Description

This post aims to provide tools for both personal and community transformation using a holistic approach which brings together schools, community groups and church in a local area. Therefore, the Children and Youth worker will have an ease within a Church and community environment and be confident teaching scripture to children and youth as well as supporting children and young people. They will have an ability to build relationships with children, youth and their parents and develop, in consultation with them, extra-curricular activities.

The post holder will also have experience in establishing community activities and working with young people in this setting. In addition, they should have excellent communication skills with church leadership teams and church congregations and have a passion for seeing young people come into the fullness of their God-given potential. The Children and Youth worker will also be responsible for leading volunteers in project activities and, where necessary, leading volunteer training.

Job remit 2, from a full time outreach youth worker job in Ayrshire in (in conjunction with Ministries Council)

1. Identify and assess the needs of the community in relation to [the parish] Church and in partnership with the Kirk Session, develop and continually review a strategic plan
2. To develop effective working partnerships with other agencies
3. To develop relevant expressions of Christian community/Christian church within the community.
4. To plan and deliver "Messy Church" and other initiatives with the minister and others
5. To liaise with Church organisations and provide support where necessary
6. To build bridges between the parish church and the local community and supporting ecumenical initiatives
7. To assist in worship leadership from time to time at the request of the Minister
8. To attend Congregational Board, Kirk Session, Committee and Presbytery meetings as appropriate
9. To undertake such other duties as may be required by the Parish Minister from time to time.
10. To communicate to the Kirk Session and congregation information and vision for the work regularly.
11. To contribute fully to the Ministries Council appraisal process

Both these job remits clearly set out the structure of the job, what the youth worker will be required to do, key events and involvement with the church, as should yours.

3 Pay scale

If you have decided that you need to employ someone, then you need to decide an appropriate pay level. One reference point is the General Assembly agreed pay scales for the Ministries Council appointed Mission Development Staff (MDS) and Team Leaders. (The information is in the Ministries Council report to General

Assembly that can be found in the Blue Book which is available on line at: http://www.churchofscotland.org.uk/about_us/general_assembly)

The rates specified for full time mission development staff and team leaders in 2017 were:

MDS General Scale 2017

Point 1 £24,266

Point 2 £25,059

Point 3 £25,849

Point 4 £26,642

Point 5 £27,432

MDS Team Leader Scale 2017

Point 1 £29,542

Point 2 £30,202

Point 3 £30,861

Point 4 £31,520

Point 5 £32,180

In England and Wales, the JNC, (a Joint Negotiating Committee of various employment unions), negotiates salary scales for youth and community workers with the Local Government bodies. The JNC scale is very large, with 48 different levels, and can be viewed here: (<http://www.unitefoursociety.org/page/-/docs/No205%20-%20JNC%20Youth%20%20Community%20Workers%20Pay%20Agreement%202016%20%202017.pdf>). The JNC has two categories of youth worker: youth work support youth worker and a professional youth worker. The minimum salary for a youth work support youth worker in 2017 is £15,807. The minimum for a professional youth worker is £23,679.

Below is a selection of four levels which correspond to four different job adverts advertised in November 2016, which give a sense of the level of pay on offer.

| <i>Scale</i> | <i>01/04/2016</i> | <i>01/04/2017</i> | <i>Type of role</i> |
|--------------|-------------------|-------------------|--|
| 6 | £14,514 | £15,014 | <i>Sessional youth worker, Essex (pro rata)</i> |
| 18 | £17,891 | £18,070 | <i>Entry level youth worker, Manchester</i> |
| 30 | £26,556 | £26,822 | <i>experienced youth worker, Yorkshire (part time, pro rata)</i> |
| 48 | £42,474 | £42,899 | <i>Head of youth centre, Buckinghamshire</i> |

These figures are only a guide. As an employer your legal duty is to pay at least the minimum wage. If you want the best person for the job the pay should be commensurate with the role and your expectations. If you want someone with a community work PhD to develop the project for your church, the pay level would need to reflect this desire or that candidate is unlikely to apply. Please remember that you will usually also have to factor in national insurance and pensions contributions on top of this figure.

4 Type of contract

The role can be offered on a number of different bases. You will need to consider if you wish to offer it on a permanent or fixed term basis, a full time or part time basis and if you are willing to accept a job share basis.

- Permanent - this type of contract runs until it is terminated, by for example, one party giving notice.
- Fixed term - a contract with a specified start and end date. If the contract comes to an end, but there are still funds available for the role and there is still work to be done, then the youth worker could be kept on. This is an extension to the contract. If this continues beyond four years, then the fixed term contract youth worker is treated legally as if they are on a full time open ended contract, unless the continued use of a fixed-term contract can be objectively justified. Where a fixed term contract comes to an end and is not renewed, that is considered a redundancy under employment law and a redundancy procedure needs to be

followed. If a fixed term contract will not be renewed contact the Law Department at least 3 months in advance of the end date of the contract and they will assist with the redundancy.

- Part time contract - a contract that specifies the number of hours to achieve the work. This contract will generally have a per hour figure for payment or a bigger pro rata figure.
- Job sharing - a dual contract issued to two-part time workers covering one full time job.

In making the decision as to whether to offer a fixed term or permanent contract it will be worth thinking about what message each type will give. Permanent contracts offer employees stability in an uncertain economy and give the message that the church really wants to invest in the youth worker and the work, recognising the long term nature of the ministry. Fixed term contracts may be easier for churches to finance but can unfortunately give the message that the church is after unachievable short term gains so it may not be the best place to work.

5 Person specification

The person specification will help you to measure the candidates against the skills, knowledge, attributes and experience that you think a dream candidate would possess. It generally answers the following four questions:

What skills should the youth worker have?

What knowledge should the youth worker have?

What attributes should the youth worker have?

What experience should the youth worker have?

These skills, knowledge and attributes should be split into two groups: essential and desirable. The skills in the *essential* category are the 'non-negotiables' that are essential to do the job. The skills in the *desirable* category are the ones that will provide an added extra layer of desirability to the candidate's application. If you want someone educated to degree level then an example of how to differentiate between essential and desirable would be as follows: essential - "holding a degree level qualification"; desirable - "holding a degree level qualification that specialised in children's ministry."

Some things you may wish to include in your personal specification:

Key skills which are essential to completing the job

Education level (and whether a certain level of experience would count as equivalent to education)

Key abilities, such as being a good listener, may be on the list

Key experience within the work area

6 Genuine occupational requirement

Some positions within a religious organisation could carry a genuine occupational requirement (GOR) to have a religious faith in order to carry out the post. Each role has to be looked at and assessed to see if it does have this genuine requirement. The regulations require you to consider the nature of the job and the context within which it is carried out when considering whether the job holder needs to practice a specific religion in order to undertake the role within the ethos of the organisation. Staff can only be recruited on the basis of their religion or belief where this genuine occupational requirement for the job can be proved. Legally the burden of proof lies with the employer.

Organisations should not expect to apply a blanket requirement to all its posts even if it has a religious ethos⁶. When considering the inclusion of such a requirement, look at each post individually, both in terms of the duties of the job and the context within which it is carried out. Generally it would be hard to prove a GOR exists for cleaner and administrator positions, but it would be much easier to prove a GOR exists for youth worker posts as they are part of the ministry team. The Law Department of the Church of Scotland can offer expert legal advice on this matter to Church of Scotland churches.

7 Management structure

Every job has its own management structure. This has a twofold purpose: to supervise the youth worker and to support the youth worker. Managing a youth worker requires time and interest. The possession of an intricate knowledge of the work area and technical expertise is an advantage but is not necessary. What is necessary is the ability to purposefully talk to people and also actively listen. Managing a youth worker requires the ability to ask questions in order to check how the youth worker is doing in the task they have been assigned. There are various ways this can be structured.

Single line manager

The line manager is someone who can keep an eye on day to day project work. Line manager meetings may happen weekly or fortnightly, with the line manager specifically focusing on the tasks in progress and ensuring appropriate support is given.

Within the Church of Scotland this is usually a role undertaken by the minister, but it doesn't need to be, indeed it can sometimes be better for it not to be. The reality is that the line manager role is time consuming. If the minister does this role, the minister's work schedule for the week will need to be changed in order to accommodate this extra task and if someone other than the minister has this role, that person needs to be available to give the role the time it needs.

Small management group

The small management group is usually a mix of stakeholders and can have a role ensuring the church is adequately supporting the youth worker, a role in reviewing the work and a role in shaping future developments. Usually one person from this group would be given the task of line managing the youth worker.

Kirk Session

The Kirk Session has a very specific position within the life of the parish church. If the church is the employing agency, the Kirk Session will also have a role in managing the youth worker. The youth worker may report back and ask for advice from the Kirk Session as a matter of course, but it is strongly suggested that the Kirk Session should not be preoccupied with the day to day line management role, because that is highly impractical.

The management structure for this job should be agreed in advance of the job being advertised. It would be helpful to include a diagram with the job application pack that shows clearly the management structure that the youth worker will work within.

8 Job location

One important consideration is where the youth worker will work from. In many churches there is an office in which the youth worker can be based; for other situations the youth worker will be based at home. This is an important consideration as it has implications for policies and procedures that will need to be developed and also upon the equipment that the youth worker will need. For example, how does working from home relate to the church's data protection policy?

Whether or not you are providing a space for the youth worker you will need to consider what equipment the youth worker will require. Depending on your data protection policy you may need to provide the youth worker with a computer or access to a shared church computer. The youth worker will need access to a desk and chair, a toilet, email account, a phone, a kettle, a fridge and other similar equipment. The following example illustrates a less than ideal and yet not uncommon set-up:

One church had a youth work office. Over the years the office had turned into a store room although it did contain a desk and a filing cabinet, along with the Christmas decorations for the church. It was very hard to see how this would work as a youth work office space for the church. It was cleared, but didn't ever feel like the welcoming office that the youth worker would have benefitted from.

APPENDIX C - INTERVIEW PROCESS

The interview is the place where you and the applicant will decide if you are both right for each other. The applicant will be looking for commitment, engagement, interest in what will happen and a safe encouraging workplace. The church is looking for someone who compares well to the person specification, someone who is the right mix of potential as well as experience.

1 Selecting candidates for interview

Depending on the amount of applications that you receive, the process you go through here will slightly change. The central process is firstly longlisting and then shortlisting.

Longlisting

All members of the interview panel will agree in advance on eligibility criteria for the longlist. This should be based on the essential items contained within the personal specification. This agreement should be reached and recorded before any discussion of the applications in order to ensure decisions are made based solely on these agreed criteria. Once you have done this you can impartially ensure all applications which meet each criterion are on the longlist. Sheffield University suggests that you use a "scoring system that measures against the Person Specification criteria [that is] easily explainable with notes if a decision is challenged, [this will have the effect of] preventing unreasonable accusations of discrimination from being levelled at the panel".

Shortlisting

Once you have this longlist the interview panel should agree a shortlist criteria. This will be devised from both the essential and the desired criteria within the personal specification. Again, keep a note of this decision and use a scoring process to score each longlist candidate against the criteria fairly. This will then allow for a shortlist to be agreed upon and interviews to take place.

Additional selection process

If you have a large number of similarly scoring candidates, you may wish to have an additional process at this stage to differentiate the applicants. One way to do this is to write to the candidates providing five realistic scenarios for the work context of the new youth worker, asking for five written answers to the question "What would you do in this situation?" The applicant can then provide written responses that demonstrate the use of key skills and knowledge, showing differences in approach within the practice of each youth worker. The panel can then select applicants for interview based on the differences that have become apparent in this exercise. Alternatively you may wish to take up references at this point and use them to help make your selection.

2 Interview set up

Coming to an interview is often a nerve-wracking experience. Interviews can take all sorts of forms and even the most confident of people can be nervous. Interviews are a construct, set up to assess and test each person. In your experience, you may well have enjoyed some and disliked others. It is not unusual to have quite different interview experiences, despite there being close similarities between the posts applied for. Below are descriptions of four interviews for different but comparable posts:

1. A twenty minute tour of the building with the minister, followed by a two hour interview in the sanctuary of the church with a panel comprising the minister, the head of HR for the church, a local youth worker and the denomination's youth work advisor.
2. A full day interview in the church of a neighbouring denomination, that included: an interview in a

large room with a panel of nine people from the church at local, national and senior management level; lunch at a local pub with the interview panel, other applicants and a group of young adults from the church; and then a forty-five minute presentation in a small hall to a small group of young adults, on a relevant topic chosen by the applicant.

3. A forty-five minute interview in the vestry of the church with the minister, session clerk and an elder.
4. A forty-five minute interview in a board room with nine members of a youth work advisory group.

These approaches are quite varied, but is there an ideal way? The results of an unscientific poll, of some youth workers within one online Scottish youth work forum, identified that thirteen out of twenty-six respondents had taken part in an interview that involved them giving a presentation. Five respondents had an interview of longer than one hour, three had an interview of less than one hour, three had another process and two had an interview and some group work with some young people⁸.

From this real life Scottish experience, the standard type of interview process appears to be an interview which included the candidate giving a presentation. This may be the de facto standard process but does it allow for the voices and wisdom of community members, young people and children to be heard within the process? When an applicant comes for an interview the way you organise the interview tells each applicant something about your church and the position itself.

A story:

On arrival for an interview at a church in central Scotland, an applicant to a post witnessed the minister asking some young people from the local community to leave the church property. The interview process was a meeting and discussion with the minister. The interview lasted several hours, mostly taking place in the vestry of the church, but including a brief tour of the local area. On being offered the position the applicant decided to turn down the offer. This was because of what was seen, heard and felt as part of the whole interview process. The absence of certain things, such as the opportunity to meet some of the young people who were a part of the church, contributed significantly to the applicant's decision-making, alongside what happened within the actual interview.

3 Preparing for interviews

Before any interview it is important to think through the questions you wish to ask of the candidate. The *first set* of questions should relate to the person specification directly. These questions should be specific and tell you more about the how the candidate meets different parts of the person specification criteria. These questions should be in place for all candidates to enable all candidates to be assessed fairly. The *second set* of questions will reveal information specific to each candidate; these questions are based on an individual's application and provide an opportunity for you to seek clarification on information they have given or that you believe is lacking in some way. The *third set* of questions is probing ones. The role of these questions is to allow the candidate to give a fuller explanation or clarify where there is any dubiety either in their application form or any verbal answers.

The type of question is also a significant consideration as there should be a balance between different question types used on the day. Open-ended questions, scenario based questions, character based questions, closed questions, knowledge questions, and follow up questions can all be used to find out different pieces of information.

The interview panel should prepare a number of different questions to ensure that the candidate meets the criteria of the person specification; and, before the interview takes place, decide who on the panel is best placed to ask those questions. Once you have agreed on the questions to be asked you will need to make a judgement as to whether the time you have scheduled for the interview will allow for all the questions to be asked and answered. Ensure you have enough time between each interview for the panel to have a brief discussion, perhaps a comfort break, and also take notes on each candidate.

4 Interview practicalities

Below is a brief checklist of some of the practicalities for holding formal interviews. It will provide a solid basis from which to plan your interview. Feel free to consider other issues not listed here and make your interview the best it can be.

Setting

- Pick an appropriate room. Most churches have a range of rooms and spaces that can be used for interviews. The room you pick should be well lit, warm, and large enough to seat everyone at the interview comfortably. It should be private enough that you will not be disturbed during the interview.

When the candidate arrives

- Signpost which door the candidate should arrive at.
- If the candidate is five minutes early, is there a waiting/reception space that is appropriate to use?
- Is this waiting space close to a well signposted toilet?

Basic considerations

- Arrange the room so everyone can sit comfortably and see each other.
- Ensure there are name badges for the interview panel that the candidate can read.
- Having a table makes it easier to take notes but also makes the interview more formal.
- If the interview panel has water have you provided some for the candidate?

Beginning the interview

- Collect the candidate from the waiting area.
- Introduce everyone on the panel.
- Give a brief overview of what your church is about, in particular with regards to the post. (If it is about children's work, detail what children's work goes on currently.)
- Outline the vision for the job,
- If water is provided for the candidate, point it out.

During the interview

- Listen to the answers given; resist the temptation to finish sentences.
- Allow the candidate silences and thinking time.
- Keep a note of specific points to mention in feedback to the candidate.
- Ensure there is enough time for the candidate to ask questions of the panel.

At the end of the interview

- Outline the process and timescale for giving feedback to the candidates.
- Thank the candidate, stand up and shake hands if you are able.
- Ensure the candidate is walked out to the door/ waiting area as appropriate.

After the interview the panel should record their thoughts about the candidate, and detail any points for feedback.

5 Offering the job

At the end of the interview process the interview panel should meet to discuss each candidate and, based on the scoring of each candidate, decide which candidate is the most ideal for the post, and what offer of employment should be made.

Once this has taken place one person, usually the chair of the interview panel, should contact all interviewees and inform them if they will be offered the position or not. It is important to communicate clearly that the successful candidate is being offered the post subject to you receiving references and carrying out any other relevant checks. You should be ready to offer feedback to all candidates. This can be done by phone, email or letter. Feedback can

be incredibly useful to candidates, whether they were successful or unsuccessful.

You will then need to contact the referees of the successful candidate to secure references for them.

5.1 Employing a non UK youth worker from within the European Economic Area or Switzerland

Following the decision to leave the EU, the UK's membership of the EEA (European Economic area and Switzerland) is uncertain. However, employment law is currently unchanged and UK employers can employ EEA citizens who will have the right to work in the UK. This might change however and if you are in any doubt contact the Church of Scotland Law Department.

5.2 Employing a non-UK citizen from outwith the European Economic Area or Switzerland.

Various churches within Scotland have employed workers from across the world in various roles, including youth work, children's work and community work. You cannot discriminate against anyone because of their race. If an applicant from Tanzania is the best candidate for the job after selection and interview process, the church will need to contend with the realities of employing a youth worker from outwith the EEA.

The prospective youth worker has to apply for a visa for work and the employing church will need to be involved with sponsoring the visa. (Sponsoring is the term for assuring the government that the employer and the job for which the visa is issued does exist.) This may also need to happen for non EEA volunteers as well as paid employees. A guide to sponsorship is available from the UK Government's Home Office, which can be found at: <https://www.gov.uk/uk-visa-sponsorship-employers>

It is the responsibility of each employer to carry out checks in order to ensure that the youth worker has the right to work in the UK. There is a downloadable guide to checking rights to work in the UK, which can be found at: <https://www.gov.uk/government/publications/right-to-work-checks-employers-guide>

This is governed by the UK Borders Agency and the Immigration, Asylum and Nationality Act of 2006. As an employer you need to see specific documents in order to check the youth worker has the right to work in the UK. You will need to keep copies of the documents and record the date on which you checked them. There is a downloadable guide to the acceptable right to work documents, which can be found at: <https://www.gov.uk/government/publications/acceptable-right-to-work-documents-an-employers-guide>

This visa process does require a significant amount of communication between the prospective employee and employer. Visas also may need to be renewed, and previous behaviours, such as overstaying a previous visa, can cause issues with the new application. There are penalties for the employer if workers are employed illegally. Church of Scotland congregations are fortunate since they can, and should, access expert legal advice from the Church of Scotland Law Department to support this type of appointment.

APPENDIX D - THE CONTRACT

The Law Department of the Church of Scotland has a contract of employment template for employing a youth worker, which can be found at: http://www.churchofscotland.org.uk/resources/subjects/law_circulars#employment_law

A contract is a legally binding agreement between the employer and employee, setting out the key terms and conditions. Alongside this contract an employer may also provide a handbook that will contain policies and procedures (detailed in section 2.6.2). Policies and procedures can be updated as required whereas contracts may not be changed as easily.

Legally speaking, as soon as the youth worker accepts a job offer they have a contract with the employer; this contract does not need to be written down in order to be valid. However, there is a legal requirement for employers to provide employees with a written statement of employment and accordingly best practice is to send two copies of the contract to the successful applicant and ask them to return a copy, signed by them, to you. The contract particulars must include details of employment conditions, rights, responsibilities and duties⁹. Your contract should detail:

- Employer name
- Youth worker name
- Job Title
- Date employment begins
- Remuneration
- Payment details and procedures (when, how much, how often,)
- Hours of work (work on Sundays, night working and overtime need to be specified.)
- Holiday entitlement
- If necessary, details of any relocation package
- Address of main working location
- Notice periods
- Pensions

If it is a temporary or fixed term contract it should also contain information about an employment end date. Templates for contracts are available from the Church of Scotland website here: http://www.churchofscotland.org.uk/resources/subjects/law_circulars#employment_law.

APPENDIX E - INDUCTION CHECKLIST

It should be documented that the youth worker has received induction training along the lines of what is suggested below.

Before the start date:

- Job description
- Terms and Conditions of employment
- PVG form and information about returning
- Starting information – date, place, time
- Induction timetable
- Welcome from the church
- A request to provide the details necessary to enable the church to register the job and the youth worker within the tax system

Day one:

- Welcome the new youth worker; meet at the door and bring them into the church
- Talk through the induction timetable and agree any necessary changes
- Tour of working environment
- Introduction to other staff members
- List of existing staff and job titles
- Invite the youth worker out for lunch
- Time with the line manager chatting about the job
- Employment details, contract of employment
- Details of where to find policies and procedures
- Details of remuneration
- Details of pension policy
- Complete paperwork - youth worker information sheet, emergency contact info; check all information is accurate
- Procedure for absences
- Give the youth worker time just to stop and familiarise themselves with whatever aspect they choose
- Information to enable access to email, other IT facilities and the internet

Within two weeks:

Things to talk about

- Provide a copy of texts relevant to the work, for example the Church of Scotland publication *Learn: How will our children and young people have faith?*
- Introduction to all policies and procedures.
- Relevant history of community work within the church (what do we do, and why do we do it that way.)
- Details of the local authority and other agencies who also provide for youth work in the local area; what resources are available from these potential partners

Arrangements to be made

- Management structures and procedures (arrange locations, dates and time of meetings for the next few months)
- Half-year review date to be set (this may coincide with the ending of a probation period)
- Petty cash arrangements. Cash and carry access arrangements if necessary
- Introduction to available resources, IT equipment, screen, sports equipment for games; including instructions on how to use anything that needs instructions

Commitments and practice

- Outline of existing commitments that need to be met, e.g. Boys Brigade, Girls Brigade, school clubs, community music tuition night
- Meet with the people they will work with, e.g. youth, children, community members
- Guidelines for undertaking and planning activities
- Arrangements for staff meetings
- Meeting with relevant local workers from neighbouring churches or the Local Authority
- Familiarisation with local area (time to walk around)
- Developing a map of all community work projects and events in the church's area (who is doing work, what are they doing, when are they doing it and where is it happening?)

Within two months

- Introduce the youth worker to support staff based at the Church of Scotland's headquarters and other church support networks
- Introduce the youth worker to support staff in other partner denominations, as appropriate
- Continue the mapping exercise
- Continue meeting with local youth workers and join support groups, if they exist
- Visit local schools
- Engage with resources/ key projects/churches as revealed by the mapping exercise
- Continue to build relationships
- Regular supervision sessions
- Propose targets for the work over the first 6 months

By the end of six months

- Become familiar with the background and history of the project
- Continue building relationships
- Finding out information about training opportunities for workers and volunteers
- Discuss training needs with supervisor
- Set medium and long term goals for the work
- Produce a 6-month report for the Kirk Session
- Regular supervision sessions
- Review probationary period; if all is well, confirm the appointment
- Review the induction programme

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