The Deanery as an Employer

A Practical Guide by TUG Wilson

FOREWORD

In the past very few Deaneries have embarked on employing people directly. On closer examination, where they have Deanery workers of some description, they are embedded for employment purposes in a Parish or Diocese. This is primarily because the Deanery is not a legal entity and, as a result, cannot act as an employer. The Deanery therefore, has to find another body to fulfil this function.

Increasingly deaneries are looking to support, enhance or extend specific ministries or initiatives in the deanery by engaging specialists or people that can provide additional expertise. The approach that is often used is to consider pooling resources from all or a number of parishes in the Deanery to employ people for specific activities or support in the Deanery.

Another and more pressing need is to look creatively at how existing stipendiary budgets can be used to provide resources when it is difficult to fill parochial posts. This may mean for example a Non-Stipendiary clergy person being licensed as the Minister and using money from the unused stipend to fund a Lay Administrator to "run" the parish. Other employment scenarios include deanery initiatives for Deanery Families and Youth and Children's Workers or pastoral care for older or housebound members of the community.

The question is how to go about employing people without tripping over all the legislation. This short booklet provides an overview of what needs to be in place and how to set about engaging that all important new deanery worker. The booklet deals with the question of the deanery as the employer and addresses the practical considerations of employing people.

I am extremely grateful to Canon Niccy Fisher, Chair of the HR Committee in the Lincoln Diocese, for the input based on the work being undertaken by the committee on Employment of Lay Staff in Deaneries that has helped shape the booklet.

John (Tug) Wilson August 2008

FIRST THINGS FIRST: -

WHO IS THE GOING TO BE THE EMPLOYER?

Many Dioceses have given responsibility for the development of mission area or mission action plans together with the funding and deployment of staff, both stipendiary and lay to the Deaneries. Where the Deanery identifies a need to employ additional or specialist resources in roles identified buy the Mission Action Plan it is faced with "Who is the Employer". As a deanery is not a legal entity, it cannot act as an employer and consequently another body needs to fulfil this function.

Employment carries legal responsibilities and the regulations are fast changing. Therefore, it is important to get this right - to make certain the legal responsibility and protection is with the right organisation or body whilst ensuring best practice for the employment of staff.

A: STAFF EMPLOYED BY THE DIOCESE, BUT LOCALLY MANAGED

Some Dioceses facilitate the employment of lay staff by acting as the 'employer'. For example this could be a Part-time Administrator or a Full-time Community Worker in a Deanery.

In this scenario in addition to providing a payroll facility, the Diocese carries all the responsibilities of an employer but has no control over the arrangements under which the member of staff is employed, managed or reviewed. If the deanery did not have sufficient funds to continue employing a person, the Diocese as 'employer' would have responsibility for redundancy and associated issues. In the event of an employment problem, the Diocese is likely to be answerable, for example, to an employment tribunal. There are also risks to the reputation of the Church should the employment not go smoothly.

B: STAFF EMPLOYED BY A PARISH

A Parochial Church Council is a legal entity and can act as an employer. In such cases the local PCC is responsible for all employment arrangements, for ensuring satisfactory policies and procedures are in place for managing staff and for dealing with any matters arising, such as grievances, etc. Although the diocese may act in a purely administrative capacity and provide payroll facilities for local staff employed by a parish it bears no responsibility as 'employer'. Examples where staff are employed by a PCC are a Parish Community Worker or Parish Youth Worker.

If a PCC is to be the employer on behalf of the Deanery it does mean that it needs to be fully aware of all the implications of acting as such, and have all the necessary policies and procedures in place. Most parishes would find this requirement onerous, whereas this infrastructure is available at diocesan level.

The increased risk to the diocesan reputation of any poor employment practice is only marginally altered by employment by a PCC, because whilst the church may recognise the difference between the diocese and the PCC as employer, as far as the wider world is concerned, the Church will be seen as the employer in all such cases.

Dioceses are not normally involved when parishes employ secretarial assistance, vergers, and caretakers.

C: STAFF EMPLOYED BY A DEANERY

The other mechanism for employing lay staff in a deanery is by the deanery itself becoming a Company Limited by Guarantee. This issue has been discussed over the past ten years as more dioceses have devolved some responsibility to deaneries for managing their own affairs.

The Church House Deaneries Group - The National Deaneries Network - were asked recently about how other dioceses employed lay staff in deaneries. There was no clear trend - some had pursued the 'parish' employer route, others had the diocese acting as employer, but there were one or two examples where deaneries had taken the step to become Companies Limited by Guarantee.

This mechanism is the most direct way of aligning decision making and responsibility but has a number of other implications.

- There is a requirement for the appointment of Members and Directors of the Company, as well as a Company Secretary (see side bar Explanatory Note) plus the development of 'responsibilities of Directors of the Company' and for the production of Company accounts.
- The cost of establishing a deanery as a company limited by guarantee - drafting Memorandum and Articles of Association and register the 'company' - could be £100 plus around £250 to draw up general regulations to satisfy the requirements of the charity commissioners. Model Memorandum and Articles of Association that meet the requirements of the Charity Commission could be available to be used by deaneries that would simplify the registration process and reduce the costs involved.
- There are elections of Deanery Synods every three years, but membership can also change within that period, thus adding to the complexity of accountability and administrative requirements; whereas the 'Diocese' (Board of Finance or Diocesan Trust) is a more permanent body with employed staff dealing with the associated administration and accountability.

Another concern about following this route is that it militates against the interdependence and catholicity of the church and might lead to a feeling of the 'Deanery Ltd'.

SO WHO WILL BE THE EMPLOYER?

Where the diocese has the resources and is willing to act as the employer there should be clear guidelines, process and procedures in place to be followed by deaneries when employing staff. This could be encompassed in the form of an agreement that also covers finance for the post and responsibilities for managing and supervision of the staff.

If the diocese cannot provide this function, or the deanery wants to be independent and manage its own affairs then it is the Company Limited by Guarantee route.

Company Limited by Guarantee

A Company Limited by guarantee is normally registered for non-profit making organisations requiring legal personality. The company has no share capital. The members undertake to contribute a nominal amount (typically £1) towards the winding up of the company in the event of a shortfall upon cessation of business. It cannot distribute its profits to its members and is, therefore, eligible to apply for charitable status.

Management/Governance Structure is usually two-tier, with a Board of Directors accountable to a wider membership, or can be single-tier with the Members also being the Directors. All companies are required to have a Secretary.

BEFORE YOU START RECRUITING ...

Employing staff brings with it a whole raft of legal responsibilities that at times can feel like shifting sand as it is always changing or being updated. There is greater obligation on meeting these responsibilities for the deanery "doing it themselves". That does not mean, though, that if the diocese is acting as the employer the deanery's obligations are any less. They must be a "responsible employer" implementing best practice. Therefore, much of the following equally applies where the diocese is the employer on behalf of the deanery.

AT A GLANCE:

When you start employing people you need to:

Q Set up working time records for the employee. Most workers have the maximum hours they should work set down in law. This law covers:

> how long they should work during a shift without a break

^ how long they should work in any one week

> what rest periods should be taken between days or nights of work

Q Set up a PAYE (Pay As You Earn) scheme with the HM Revenue & Customs and issue employees with detailed pay statements

Q Ensure that you have adequate employer's liability insurance

Q Provide your workers with a secure, safe and healthy working environment; including adequate toilet, washing and, if necessary changing facilities for your staff.

There are many more regulations that cover discrimination (at every stage of employment from recruitment to dismissal), the minimum rates of pay (National Minimum Wage), statutory sick pay, written statements of employment itemised pay statements, what can and cannot be deducted from workers wages; the average hours in a working week, holiday entitlement and time off for a variety of circumstances including Maternity leave.

Also legislated for is access to stakeholder pensions in certain circumstances, consideration of requests for flexible working and equal pay and conditions for all employees whether full time or part-time workers or fixed term contract employees. Reasonable adjustments should be made to enable people with disabilities to work.

You must ensure that you implement disciplinary and grievance procedures that comply with minimum statutory requirements and that these are specified in the statement of employment particulars. Employees who are dismissed must be given the correct notice period and any dismissals are lawful and not unfair. Redundancy is when you dismiss an employee because you close your business, you close the employee's workplace, or there is a diminishing need for the employee to do work of a particular type.

Whilst it may seem daunting there are some excellent sources of help and guidance particularly on the web. One such source is Business Link at www. businesslink.gov.uk.

RECRUITMENT

In other words: the process of identifying the needs for a new employee, defining the job, attracting candidates and selecting those best suited to the job.

AT A GLANCE:

Different types of employment policies and whether they have minimum legal requirements.

Policy Topic	**Minimum legal requirement**	
	YES	**NO**
Maternity/paternity/adoptio	X	
Leave and absence	X	
Equal opportunities	X	
Working hours and overtime	X	
Health and safety	X	
Pay	X	
harassment, victimisation and bullying	X	
Conduct, discipline procedures	X	
Rewards, benefits and expenses		X
Performance and change management		X

Use of company facilities e.g email, internet and phone		X
Training		X
Right of search		X
External work		X
Patents and copyrights		X
Confidentiality		X
Whistle blowing		X
Drugs and alcohol		X

FINDING THE RIGHT PERSON

Having done all that needs to be done in terms of preparing to be an "employer" now to start the process of finding the person or people you need to take on. Whether you are appointing from within your known networks - say the parishes within the Deanery - or wider afield, making a wrong decision can be costly, not just in legal terms, but in appointing an inappropriate person to a post.

The recruitment process begins when you identify that you need additional human resources to expand your team to cope with an increasing work load or more probably when there is new work to be done. The process finishes once the appointment has been made and you have reflected on any changes you would make to future recruitments.

JOB DESCRIPTIONS & PERSON SPECIFICATIONS

Your recruitment procedures must be robust and justifiable and should stand up to external scrutiny. The Job Description and the Person Specification form the basic foundations of a good process. These documents outline the duties of the post and the skills required to do a job. Candidates will be measured against the criteria written in these documents, so they should be well written, accurate, clear and unambiguous.

The job description provides the employing organisation, potential applicants and the eventual post holder with a clear outline of what is required in the job. It should specify:

Title: The title of the post

Grade: The salary or grade which is attached to the post.

Purpose or aim: A brief description of the purpose of the job. This can probably be limited to one sentence.

Responsible to (Person): Title of the post(s) to which the post holder will be immediately and ultimately responsible.

Responsible for (Person): Title of post(s) (i.e. other staff) the post holder will be responsible for. The numbers and grades of other posts formally supervised by the post holder should be specified, and the relevant supervisory relationships within the Deanery or organisation generally could usefully be expressed in the form of a family tree.

Duties: Start with the elements that take up most of the post holder's time. It may be helpful to distinguish between regular, intermittent, and emergency duties, and/or to assign an approximate percentage of time to each specific duty.

It is important to make clear those tasks or activities for which the post holder has ultimate responsibility. These should be clearly distinguished from those tasks and activities in which the post holder has involvement but not responsibility.

In order to avoid misunderstanding of the post holder, it is suggested that the words "Responsible for" are used with care and only where responsibility does rest with that post holder. E.g.: a typist might be considered to be responsible for the accuracy of the typing of a document whereas the author of the document is responsible for its content.

It is advisable to specify as the last itemised duty 'such other comparable duties as may be required from time to time to provide scope for the changing requirements of the job..

Equipment: It may be appropriate to outline the principal equipment to be used by the post holder.

Any special conditions: This might include such things as the need for foreign travel, or to work shifts etc.

The Person Specification is a profile of the personal skills, qualifications, abilities and experiences you will look for in the recruitment and selection process. The criteria you decided on should relate directly to the duties of the job description and contain the minimum requirements essential to do the job effectively. These criteria should then form the basis of the advert in order to attract the most suitable candidates and the basis of the selection criteria.

THE APPLICATION PROCESS

You are probably keen now to get on with advertising the job and getting some interested applicants. Before placing the adverts, whether in the press on online, make sure you have an "Application Pack" ready. This should contain the Job Description, Person Specification, and if not covered in the Job Description, details of the organisation. The accompanying letter should include instructions about how to apply (using an application form or by letter with CV), the closing date for applications, how the application will be processed and details of the interviews. If possible make the Application Pack downloadable and available online.

Some people do not like downloading the pack so have hard copies available. Be prepared for a large number of enquires. A small two line advertisement recently produced over 200 enquiries; so have the facility to be able to make up more packs as needed. Also consider how you are going to collect the enquirers' details. Consider setting up a simple database that you can use to keep track of progress with each candidate and to use with mail merge standard template letters etc.

THE APPLICATION FORM

Why have an application form? Would it not be easier to let people write in with their CV? In some cases this may be appropriate however, more often than not a standard form of application enables you to ask for information that is needed for you to assess against the criteria for short listing and interviewing based on the job Description and Person Specification. It also enables you to find the information you want quickly as it is always in the same place.

The application form should have sections for:

- **Basic Personal Details** Name and contact details; more comprehensive personal information should be easily separated from the main application to ensure it is not possible to favour applicants from certain backgrounds, age or gender during short listing.
- **Specific Information related to the job -** qualifications; driving licence etc.
- **Academic details and employment history**
- **References** - normally two
- **Space** for the applicant to explain how or why their experience will enable them to succeed in the job.
- **Equal Opportunity monitoring information** - submitted separately or in a separate envelope and kept confidential.

ADVERTISING THE POST

Now to tell the world that you are looking for someone to work for you. Where to advertise and how much to spend will depend on the job and how deep are your pockets. Do you need a display advert or will semi or lineage in the local press be more appropriate. For more specialist jobs there are probably specialist professional journals and trade magazines, or specialist recruitment websites. What about local radio community slots or there may be networks you can plug into that do email bulletins. The key is to target your advert. In the Deanery consider Parish Magazines or the Diocesan Bulletin.

As well as details about the job include instructions on how to apply, request the application pack or down load it. Do not forget the closing dates for applications and when and where the interviews will take place.

Allow sufficient time after last advert for applicants to apply. Bear in mind the whole recruitment process can take several weeks. Say advertising four weeks; then up to four weeks till the closing date for applications; short listing say another week then a further week for the interviews. Then when you have made an offer to the successful candidate they may have to give notice to their current employer. For some posts the notice period could be three months but more likely to just a month.

SHORT-LISTING

The purpose of short-listing is to produce a set of candidates who appear, on the evidence so far obtained, to be capable of carrying out the duties of the job and about whom you wish to find out more. Short-listing should be carried out in relation to the selection criteria drawn up at the beginning of the process. New criteria should not be introduced at this or any subsequent stage.

A detailed job description should be used as the basis for drawing up selection criteria, so that all criteria relate to the post in question and not, for example, to the qualities of the previous post-holder. Selection criteria should include the skills, abilities and qualifications required of the successful candidate. Other requirements, such as availability to work unsociable or long hours, should also be listed.

It can be helpful to make a distinction between essential criteria for the performance of the job and desirable criteria. Criteria should be specific, precise, accurate and quantifiable, e.g. 'English to GCSE (or equivalent) standard', 'at least five years' experience', 'understanding of petty cash system'.

Ideally all criteria should be capable of being measured, either through candidates' CVs, the interview or a selection test. This becomes difficult when qualities such as motivation, enthusiasm or a pleasant personality are included. It is useful to consider carefully how such criteria relate to the job description, what means would be used to assess candidates against them and what kind of evidence would be acceptable.

The Equal Opportunities Commission recommends that candidates should receive as much information as possible about the post for which they are applying. Accordingly, consideration should be given to including the full selection criteria in the information sent to candidates. This is good practice in terms of equal opportunities; it also enables the candidates to make an informed decision about whether or not to apply for the post, thus reducing the likelihood of large numbers of applications from clearly unsuitable candidates.

SHORT LISTING IN PRACTICE

These are the main points to bear in mind when you are assessing candidates against criteria.

- Each candidate should be assessed against all the selection criteria, and not against each other;
- With a large number of applications, it may be more appropriate to select first by reference to the 'essential' criteria, applying the 'desirable' criteria in the course of a second round if it is necessary to reduce the numbers still further;
- The same people should be involved in short-listing and interviewing;
- Records should be kept of the short-listing process, including an indication of the reasons for selection or rejection in each case. An employment tribunal in the case of a complaint of unlawful discrimination may require such records.

IMPORTANCE OF INTERVIEWS

A professional recruitment process is vital, for the validity of the recruitment decision and for the image of the Deanery and Church. All applicants should feel that they have been treated fairly throughout the process and be left with the impression that the Deanery is a fair and just employer - somewhere where it would be good to work.

It is important that recruiting is seen as a marketing exercise. Think about the impact a bad interview might have, not only on the applicant who feels badly treated, but also on those they tell.

SELECTION TESTS

These are useful for a job that involves practical skills. Make sure the tests are related to the job requirements and are not biased. If you decide to use a test with candidates, before they come for the interview tell them what is expected of them, what the test will be, how long it will last.

Types of Tests and Exercises:

Psychometric Tests

There are three types of psychometric test:

- Tests of ability, aptitude or intelligence;
- Questionnaires to measure "personality";
- Questionnaires to establish interests and preferences.

Group Selection Methods

Group selection methods are most frequently used to assess candidates' leadership qualities and their ability to express themselves clearly and get on with and influence colleagues. Group exercises are time consuming and, therefore, can be costly. However, they may be particularly useful for appointments requiring good leadership and communication skills. The types of exercise which are used include:

- Leaderless group discussions;
- Command or executive exercises (e.g. outward bound);
- Group problem solving.

PREPARING FOR THE INTERVIEW

Consider the following issues:

- size and composition of panel
- any exercise or test to be used (ensuring that it is valid and relevant to the job)
- location of interview (privacy, no interruptions, adequate space and light)
- timetable (allowing five minutes before and after each session for preparation and review, and comfort breaks for the panel)
- structure and question strategy
- preferred style of interview (formal or informal)
- note-taking
- information for candidates (structure of organisation, terms of employment, when they can expect to hear result)

SKILLS TESTS

Skills tests are used where candidates need to possess a particular skill in order to perform the job, e.g. typing, driving a motor vehicle, or operating a piece of machinery. Many such skills are taught and tested by outside bodies, in which case candidates are likely to hold certificates of proficiency. Where candidates do not hold such certificates, or where they have been obtained several years ago, it may be appropriate to devise a short skills test.

WRITTEN AND ORAL PRESENTATIONS

Presentations are often used to assess the qualities of candidates applying for posts that require a complex set of skills, together with specific professional/academic knowledge. By asking candidates to prepare and deliver a presentation on a given subject, and in some cases to participate in a discussion afterwards, selectors can see an example of the individual's skills of written or oral presentation, analysis and reasoning, as well as gaining some evidence of their professional/academic knowledge and of their attitudes.

CASE STUDIES AND "IN-TRAY" EXERCISES

As with presentations, these can be a valuable way of assessing a candidate's knowledge of a particular subject area, and their likely approach to handling a particular situation.

STRUCTURING THE INTERVIEW

Every interview should have a structure, which is clear and transparent to both the interviewers and the candidate. A simple structure to follow is GASP:

Greeting
Acquiring information
Supplying information
Parting

GREETING

Interviewers should provide candidates with an outline of the interview process, introduce the participants, tell applicants when they will be able to ask questions and confirm the follow up process. It may help for a panel member to begin by giving some basic information such as the structure of the interview, names of panel members etc. This gives the candidate time to relax. Nerves are not necessarily a reason to mark a candidate down; beware of prejudging the candidate at this early stage.

ACQUIRING INFORMATION

Interviewers should gather information by use of open, closed and probing questions following an agreed question format based on agreed question criteria. Ensure that discriminatory questions are not asked.

SUPPLYING INFORMATION

Interviewers should supply appropriate and accurate information by being aware of the questions and queries that candidates are likely to ask.

PARTING

Interviewers should ensure that candidates are clear on what happens next, in particular how and when they will hear the outcome of their interview. Ensure that any administrative details that are your responsibility have been dealt with. Ensure that the candidate is left with an image of professionalism and courtesy - so that regardless of the outcome in their individual case, they will carry away a good impression of the Deanery and Church and will feel that they have been dealt with fairly.

PREPARING INTERVIEW QUESTIONS

Asking the right questions at the interview is the most obvious task that a Panel Member has to do. It's tempting to assume that asking questions is an easy process, but experienced interviewers will tell you that there is a real art to phrasing questions to gain exactly the information you want. Listening to the answer is the less visible but equally important part of being a Panel Member.

THE QUESTIONING PROCESS

The aim is to help candidates talk freely (they, not the interviewers, should do most of the talking) and with relevance (they should not be allowed to waffle or waste time). This is best achieved by asking open questions followed by probing. An effective form of probing is to keep asking for specific examples from *the candidate's own experience* to support an assertion or claim.

The process can be thought of as a funnel, with probing gradually narrowing down to concrete evidence.

The question funnel

Good listening is vital if the interviewer is to probe effectively. At the end of this "funnel" process the interviewer should test that he or she has correctly understood the candidate by reflecting back a brief summary of the candidate's answers, and then move on to begin the process again with a new area of questioning.

USING FAIR QUESTIONS

Interviewers should not ask questions based on assumptions about candidates' personal circumstances. It is not enough to deal with this issue by asking all candidates such questions: the effect of the question on female, or black candidates, or those who follow a particular religion may be to make them suspect discriminatory intent, or simply to make them feel uncomfortable and damage their interview performance.

AFTER THE INTERVIEW

Once the interview is complete it is easy to feel that the recruitment process is over. It is still important to ensure that the final stages of the process, such as informing the candidate, keeping records of the decision and analysing the process are completed in a fair and just fashion.

MAKING THE DECISION

All panel members should agree the final appointment decision. This should be done in consultation, at the end of all the interviews. Panel members should not discuss the candidates until they have all, individually completed their assessment sheets on each candidate.

INFORMING THE CANDIDATES

Procedures for this might differ according to the post or the organisation but best practice is to phone the successful candidate once the decision has been made.

Unless you are authorised to do so you cannot actually offer them the job. The most you can do is say that you are going to make a recommendation to the Deanery Standing Committee or Management Board that this person be offered the job. Letters of appointment come from this body and include the person's contract and terms and conditions. Unsuccessful candidates should be informed as soon as the appointed candidate has accepted the post.

KEEPING RECORDS

Record keeping is essential to ensure your procedures are robust and comply with external scrutiny.

The main points you need to consider are:

1 Keep all records of decision making, including short listing records and panel members interview notes.

2 An employment tribunal can be brought against an employer up to 6 months after the recruitment process has been completed. Therefore 6 months is the minimum period records should be kept.

3 It is possible to bring a case under the Human Rights Act within a one year period, so it may be more appropriate to keep things for this period of time.

THE DATA PROTECTION ACT

This is currently a complicated area of the law, as the Data Protection Act requires all unnecessary paperwork to be removed after six months. This obviously conflicts with the possible requirement to maintain records for one year to enable you to answer any cases that might arise under the Human Rights Act.

CRB CHECKS

Anyone who is working with children or vulnerable adults, whether in a paid or unpaid capacity, will need to have either a Standard or Enhanced Disclosure check. In addition, if an individual is likely to come into contact with vulnerable people either through the course of their work or for a specific purpose, then it is likely that your organisation will need to ensure a disclosure check is carried out. This includes Trustees of Children's Charities and individuals who sit on the management committees of projects that work with children. A Disclosure may only be requested for those applicants for whom you are offering employment.

AFTER RECRUITMENT

Phew! What a relief we have found a really good candidate, offered them the job and they have accepted. But there is no time to spare. Plans need to be put in place of the person starting the job. However keen the new recruits may be, they will have anxieties about how well they will get on with their co-workers; understand the standards and rules (both written and unwritten) of the organisation; make a good impression on their new boss and will they be able to do the job.

THE INDUCTION PROGRAMME

A good induction programme makes sense, whatever the job and size of organisation and often begins before the person has actually started. The Application Pack, letter with the job offer all contain information about the organisation and the job.

The first day is most important. A good reception with the line manager spending time with the new employee is vital. There will be information to be gathered regarding pay and further personal details for the personnel records.

People can only take in so much information at any given time; therefore, do not cram to much in at the start. The induction may be spread over several days or weeks. There should, therefore, be a timetable and checklist for the induction programme with all those who are going to have input being fully briefed and prepared to do their bit.

ONGOING SUPPORT FOR YOUR NEW EMPLOYEE

Once the induction programme has been completed and the new employee has settled in it the support goes on. There will need to be regular reviews and briefings to ascertain the job is going the way it was expected and if any adjustments are needed. Then there is the question of ongoing training and development - all the ingredients to maintain satisfied, motivated and productive employees.

BEING A LAWFUL EMPLOYER

The laws and best practice relating to employing people are complex with changes and new standards continually being introduced. It is important that if you are new to this or in any doubt then seek advice.

Do not try and "wing it". If you crash the consequences can be expensive. There are some good sources of information and support. Today many dioceses have a dedicated HR professional - or have access to one - who can provide advice or assistance.

Many professional bodies have an advice service as do ACAS (www.acas.org.uk) and Business Link (www.businesslink.gov.uk).

WHERE TO GO FROM HERE?

It is difficult in a short publication to go into great detail. The purpose of the booklet is to give a broad outline of the requirements and processes that need consideration when employing people in Deaneries and similar situations.

Do not be put off by all the legal dos and don'ts. If you need to employ someone to do a specific job that will enable you to your mission and pastoral objectives, then go for it. There is help out there; do not be afraid to ask.

About the Writer

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He has worked in the voluntary sector for more years that he cares to remember as a consultant through his company Charity Support Services (charitysupportonline.co.uk) specialising in developing social enterprises. Currently he is Chief Executive of Link Line (www.linkline.org) a church based social enterprise operating across the West Midlands and in other parts of the UK through a developing social franchise network.