



# Staff Employment

### **Updates**

Senior person responsible ensuring the following is implemented and kept under review:  
David Bartlett, Managing Director.

### **Reviews**

Reviewed:

June 2017

April 2019

Feb 2020

November 2021

### **Updates**

Rota Policy added 21/02/2020.

1. Staff Employment Policy - Keeping Children safe in education added - 22/06/2020

2. Management Policy - language update - 22/06/2020

3. Recruitment and development - Video Interviews included - 22/06/2020

4. Recruitment and development - staff development - Sleep in duties priority to higher score staff. 05/10/2020

5. Add school assistant job description - 08/03/2021

6. Updated link to 'Keeping children safe in education 2021 Rev September 2021'

7. Updated 3. Recruitment and development in line with current practice. November 21

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# 1. Staff Employment Policy

Pear Tree projects Ltd recognises that its staff are its greatest asset and that quality care practice is based upon a firm foundation of engaging appropriate staff, supporting them, identifying and then meeting their on-going needs.

Pear Tree Projects Ltd is an equal opportunities employer and welcome applications for employment irrespective of race, sex, marital status, disability, religion, age, sexual orientation or political belief.

Pear Tree is committed to safeguarding and promoting the welfare of children and young people, and expects all staff to share this commitment.

Staff recruitment is undertaken in line with Keeping Children Safe in Education:

<https://www.gov.uk/government/publications/keeping-children-safe-in-education--2>

## 2. Management Policy

Pear Tree has developed a well-defined management policy, which is built on a foundation of instilling personal responsibility for the success, or failure, vulnerable people may go through. In short, success or failure is shared by all. Pear Tree is a true meritocracy where individuals can create opportunities for themselves and, likewise, an organisation that creates opportunities for all concerned. Members of staff should feel that they are part of an organisation that is going places on the strengths of the individuals that are employed and, in return, can take rewards in a number of ways.

Importance is placed on having a pleasant working environment and providing a quality of time and experience for both service users and members of staff. Members of staff are regularly encouraged to involve themselves and the people they look after in their particular hobbies. If someone is enjoying their time at work, this is most likely going to be projected onto the people they are caring for and benefits are received all round. Indeed, part of our Employment Policy is that people come with a specific skill or interest or hobby that they can offer on behalf of our clients. Therefore, not only do people get to work in a pleasant home, and working environment, they are actively encouraged to do the things that they enjoy doing at the same time.

Regular supervision is offered and, indeed, the senior members of staff offer an “open door” policy where issues of concern can be discussed whenever it is felt appropriate. Both external and in-house training is provided, though this may vary from time to time depending on the need and resources. There is a strong team spirit and a great deal of job satisfaction in seeing people who come to us improve, whatever their difficulties may be, and opportunities being created for some of society’s most vulnerable people. Young people who have left our residential homes and been provided with housing are a good example of this.

In all, there is a feeling of being a member of an organisation that is going places and creating opportunities for all, not only the people we care for but also the members of staff involved in providing that care.

### **3. Recruitment and development**

Staff recruited to work within Pear Tree Projects Ltd must hold a recent DBS and should reflect the racial, cultural and linguistic background of the children being cared for. As such, staff recruitment may require invoking the genuine occupational qualification exemption to the Race Relations Act 1976 [Section 5(2)(d)] and/or the exemption in the Sex Discrimination Act 1975 [Section 7(2)(e)] to take positive steps in recruitment to ensure the appropriate balance, where it is in the children's best interests to do so.

#### **Staff Vetting**

All members of staff will be subject to a full vetting procedure before such duties can commence. This may include a telephone or video screening interview prior to a formal interview, this may also be done via video.

Checks will be carried out with the Disclosure and Barring Service (DBS).

Two references must also be taken up and such references (which must include last employer and the place where they were involved with children) must specifically enquire as to whether there is any impediment to the prospective staff member being employed in any capacity with access to children. These references are verified by telephone. In addition, the reasons for leaving previous employment with vulnerable clients verified.

Important additional checks to accompany the CRB Disclosure for overseas staff are required. In addition to an Enhanced CRB Disclosure, additional checks such as obtaining certificates of good conduct from relevant embassies or police forces are necessary.

Proof of qualifications must be produced. Any gaps in CVs should be satisfactorily explained.

Prospective employees selected for interview should demonstrate maturity, sound judgement and a realistic understanding of the needs of children, young people and adults. Selection will also test a candidate's ability to withstand personal stress, a willingness to receive support and an acceptance of all Pear Tree's procedures. Of particular importance is the candidate's ability to provide a good example to children or adults, as Pear Tree offers a model of experiential learning in its work.

#### **Staff Support**

All staff will receive individual supervision from their line manager. Supervision is provided on a regular basis, often conducted in an informal and relaxed way. For the first three years of employment an annual formal appraisal is conducted and recorded, for every year after an annual staff performance assessment is completed. Members of staff are given the opportunity to express their feelings regarding the work that they do and helped to understand those feelings. Line managers will ascertain that the staff member's responses to clients are appropriate to the methods employed by Pear Tree Projects Ltd and that their involvement with clients is appropriate.

Staff meetings will also be held where staff members can contribute to decisions made affecting the running of the various projects and encourage a development of a common awareness of the needs of the children or other clients. The frequency and structure of these may vary from time to time.

## **Staff Development**

During a member of staff's first year of employment, the member of staff must receive regular (preferably quarterly) Personal Holistic Competency Assessments. This is to ensure that an accurate evaluation is undertaken to reach the decision about the member of staff's suitability and continued competence.

Residential Social Care Workers are subject to ongoing supervision and annual appraisal. The appraisal considers a member of staff's performance over the course of a year and asks 20 key questions that are directly relevant to their role.

From this, a score of 1- 5 is allocated.

1. Indicates the member of staff is not suitable to the role and should consider other options; action will be taken for dismissal on the grounds of inadequate performance.\*

2. Indicates inadequate performance immediate action is required to improve skill base and performance. Member of staff to be on structured support to help improve performance. Regular monitoring. Action may be taken for dismissal on the grounds of inadequate performance.\*

\* Once out of probation if a member of staff scores 1 or 2 their supervisor must complete monthly Personal Holistic Competency Assessments.

3. Indicates minimum contribution, attention to skill base is required immediately. Response to support is to be monitored. Poor response may indicate a further drop of rating score to 2.\*\*

\*\* Once out of probation if a member of staff scores 3 their supervisor must complete quarterly Personal Holistic Competency Assessments.

4. Indicates the member of staff is able to make a worthwhile contribution but needs to improve skill base.

5. Indicates the member of staff is competent at nearly all or all tasks.

5\*. Indicates the member of staff achieving a score of 5 and scoring 20/20 in the appraisal system are acknowledged as giving 5\* performance.

(This scoring system will be used to allocate sleep-in duties with the highest scoring staff given priority. Any adjustments to this will be at the House Manager's discretion.)

A member of staff who has a score of 5 and 3 years experience at Pear Tree or previous experience as a senior/manager is to be recognised as a Senior Residential Social Care Worker. This level of performance must be maintained at each appraisal to remain a Senior. If the level of performance reduces to a score of 4 or less the title of Senior is withdrawn.

Senior Residential Social Care Workers who meet the following criteria may be called on to provide Acting Duty Manager cover as and when required.

The criteria is:

- A: The ability to be flexible and able to provide sleep-in duties as and when required.
- B: The ability to function in and contribute to each house
- C: Have they displayed leadership and support to other members of staff.
- D: They are up to date with all mandatory training.
- E: They have not been subject to a disciplinary procedure within the last 12 months.
- F. Have they completed all Key Worker Tasks
- G. Have they attended Multi agency meetings

If called on to contribute to the Duty Manager rota they will be paid an allowance on top of their salary for that period of time.

They will be known as Acting Duty Manager.

For the role of Duty Manager the following criteria must be met:

- A: Do they have the ability to remain calm under a stressful situation.
- B: Are they a positive role model.
- C: Do they have the Interpersonal skills which give confidence to both staff and children.
- D: Have they had restraint training and have they the experience to carry this out effectively.
- E: Have they had the experience in de-escalation or are they aware of the importance of this.
- F. Can they demonstrate leadership during a crisis.
- G. Can thy function as part of a team.

Members of staff from the Acting/Duty Manager list may be considered for promotion to the role of Deputy Manager or other senior posts as and when required.

Deputy Managers may be considered for promotion to House Managers, or other senior posts as and when required.

## **Procedures**

Pear Tree Projects Ltd is committed to providing written procedures on all aspects of its work and these procedures must be given to, and understood by, all staff members. A signed copy, indicating receipt, will be placed on each staff member's personal file.

Contributions to the development of procedures are welcomed by Pear Tree Projects Ltd.

### **Child Protection**

In the event of an allegation being made against any member of staff, Pear Tree Projects will immediately notify the Local Authority under its Child Protection procedure. Pear Tree undertakes to co-operate fully with any investigation and enact any recommendations accordingly.

### **Unsuitable staff**

Pear Tree Projects Ltd undertakes to notify the Department of Health and the DBS when inappropriate conduct by a staff member suggests that he/she might not be a suitable person for work involving children.

### **Recruitment process**

Pear Tree is an expanding organisation that is continuing to seek appropriate people to work with clients. We are constantly looking for people who display the personal qualities, empathy and caring attributes required to work with vulnerable people. Potential candidates should have a particular skill or interest, which can be utilised within the organisation on the client's behalf.

Potential candidates will be vetted via DBS prior to employment.

### **When a vacancy occurs**

Whenever a specific vacancy occurs the advertisements are placed on the Indeed website.

### **Job description**

All members of staff are issued with a job description, which outlines the main purpose or function of the post. It lists the main duties and informs of the level of responsibility that the member of staff is undertaking.

### **Person specification**

As identified previously, Pear Tree is seeking to employ people who demonstrate the personal qualities, empathy and caring attributes required to work with vulnerable people. Potential candidates should have a particular skill or interest, which can be utilised within the organisation on the client's behalf. In addition, experience, or an association with, the caring professions is required. Formal qualifications are an advantage.

### **Short listing**

On receiving application forms, persons who demonstrate that they have the above attributes will be invited for interviews.

## References

References are taken up on all candidates who have been invited to join Pear Tree, whose offer of employment is being considered. Referees must include the last employer.

## The interview

The interview will take place at on a digital platform or at one of our main offices with least two senior members of staff, when the prospective candidate will be asked a number of questions, which are designed to give the prospective employee the opportunity to elaborate on the attributes, and skills that they may possess and how they may be utilised within the organisation.

## Selection process

Members of staff will be selected on their performance and their ability to demonstrate that they have the necessary attributes outlined above. Potential candidates will be marked on their personal qualities, self-presentation, empathy, working knowledge of client group, and working input of the specific skill they wish to contribute to the organisation.

Once successfully through an interview, a prospective candidate will be invited to visit our homes, to meet children and staff. During this process an assessment will be made taking into account observations by the senior Members of Staff conducting the visit on:

- interactions with staff and children
- response to environment and the kind of service required
- overall presentation throughout

Children and staff at all levels will be asked to contribute their view on the visit, which will be given careful consideration.

This process will be used to clarify one of three issues:

- proceed with job offer
- second interviews to clarify specific issues
- decline job offer

If candidate is successful through these stages, they will have been considered suitable to be employed by the company.

Once in post new member of staff will undergo their induction procedure, which will involve working at different locations. Home Managers will be consulted on a regular basis as to the success or difficulties in their specific setting and changes made where necessary.

## Selection Process for Residential Social Care Worker/Teaching Posts

Advertisement: 'Invite' letters requesting application form

Application received: Screened to ensure:-

- a) previous experience
- b) suitable qualifications
- c) car for work
- d) applied to Pear Tree before
- e) address known to us for any reason
- f) clean driving licence
- g) does the applicant smoke
- h) fully completed record of education
- i) there is a complete history of employment
- j) has relevant qualifications
- k) has relevant experience
- l) any disciplinary hearings/suspensions
- m) subject to any investigations
- n) any children ever placed in the care of LA
- o) any criminal records

Invited for initial interview, chaired by David Bartlett (MD) and at least 2 other, senior members of staff (to include the House Manager of the Home where the vacancy exists, or from school.)

Candidates scored on:

- Presentation
- Empathy
- Enthusiasm
- Skills to offer
- Self-expression
- Influencing factors
- Maturity
- Working knowledge

If successful at initial interview, invite to visit Homes to see facilities and meet young people.

If issues that need exploring are identified, returned for second interview – Decision made.

If Assessor is completely satisfied and passed documentation to HR, confirm offer of post, after visits, subject to satisfactory DBS checks and references received.

Above received – post confirmed

If unsuccessful at any stage, decline job offer

Selection Process for other posts

Advertisement

Application Form

Initial interview – chaired by David Bartlett (MD) with at least one other senior member of staff – visit to working environment

Offer of post, subject to satisfactory references and checks (decline letter if unsuccessful)

## **Satisfactory service**

All members of staff joining the organisation will be offered a contract of employment, which includes a probationary period which maybe from six to twelve months.

## **Profile of a successful member of staff**

Empathy, Skills to offer, Enthusiasm, Relationship building skills, Strength of character, Sense of humour, Committed, Sensible, Determined, Best of intentions, Ability to engage children, Professional/business like, Ability to change roles ("hats") and dress accordingly, Effective team member, Self motivated, Ability to evaluate own performance, Evidence of tact, discretion, sensitivity, Awareness of skills and approaches and willingness to use them, Being able to learn from experience, Ability to design strategies

## 4. Training and Induction Procedure

### Training

All training requirements will be explained to staff during their induction meeting with Human Resources. Training Assessor Denise Ferguson, First In Training will register and support staff to complete CWDC and QCF Level 3 training.

#### CWDC:

All employees (with no history of working with children / young people) are enrolled onto CWDC Induction training within 7 days of their start date. The CWDC training is to be completed within 24 weeks.

#### QCF Level 3 Diploma Children and Young People Workforce Social Care:

If not previously achieved all staff must complete QCF Level 3 Diploma Children and Young People Workforce Social Care within 12 months of their start date.

The diploma has a total of 18 units. Members of staff should aim to complete at least 4-5 units per quarter.

In addition the following training is to be completed within 12 months of their start date:

#### Safeguarding / Child Protection

Safeguarding Children from Abuse by Sexual Exploitation

Health and Safety in Care Environments (to include manual handling and fire)

First Aid

Control and Administration of Medication

Food Hygiene

All the above are completed online.

Team Teach - Control and Restraint - A 2 day training course delivered by Steve Cahill, Behaviour Specialist, Elements North East, in the reduction of risk, restraint and restriction.

First Aid - Full day training in Emergency First Aid at Work.

The following training is refreshed in the timescales stated:

Safeguarding - refreshed every 2 years

Health and Safety in Care Environments - whenever possible, refreshed every 3 years

First Aid - At least one member of staff on duty must have current first aid training.

However, every member of staff will be refreshed every 3 years, when possible.

### Induction

At the beginning of a member of staffs career at Pear Tree, they are guided through our induction procedure by our Human Resource Department.

The staff development programme can be found in Admin section.

During the first few days, it is important that new members of staff are made aware of the household routine and domestic duties that are involved in running the household. During their first few shifts on duty, they should be made aware of Health and Safety issues, fire procedures and know where the First Aid Kit and fire extinguishers etc are kept. They also need to have time spent with them covering nighttime procedures, night checks and morning routines. The Registered Manager or Deputy Manager will also, in conjunction with our Human Resources Department, help new members of staff through a guided tour of the children's files. At a later date, it is hoped that members of staff will be given the opportunity to have an in-depth study in respect of the children we look after.

## 5. Personal Specification

Desirable qualifications for Residential Social Care Workers

### **Essential**

Some relevant qualification or experience

Full, clean driving licence.

Commitment to client group.

Good health record.

No related convictions or cautions

### **Desirable**

CSS, SQSW, or equivalent, NVQ 3-4

Teaching/Nursing qualification

Post qualification courses

### **Experience**

Work with client group in a residential or day care setting.

Educational settings

Short term assessments

Any experience with caring professions generally.

### **Skills/responsibilities**

Ability to work as a member of a team in an innovative setting.

Skills in direct work with client group.

Good communication and interpersonal skills.

Organisational skills.

Personal interests which can be shared with the client group.

Report writing skills

Counselling skills

Experience of conference and reviews.

Trade/Practice skills.

Applicants for the position of Residential Social Care Workers must have experience in working with young people with difficulties, either in the public or voluntary sector, or an association with the caring professions, or the Forces.

### **Other skills will include:**

- Carrying out ordinary daily routines (e.g. meal times) in a meaningful and constructive manner rather than providing a domestic service.
- Recognition that, beyond the meeting of basic human needs, children need to be treated as individuals and given proper indication of their uniqueness within a group.
- Provide opportunities for creative group expression and activity.
- Resolve conflicts by promoting discussion and the expression of feelings.

- Boundary setting – by using control and discipline in such a way as to protect children from harming themselves and/or others.
- Promoting peer relationships in the residential setting and in school life.
- Ensuring the child has a special bond with someone in the daily setting to whom they can turn to in distress.
- Nurturing

Consideration will also be given to:

1. Employing staff who are sufficiently skilled, or with training opportunities to become skilled, in order that they can objectively observe behaviour of children, interpret it correctly and communicate information effectively to others within a proper timescale.
2. A suitable and effective system of staff supervision, which the member of staff is responsive to.
3. The need for a system of planning and decision making which allows the views of staff to be heard and which enables the observations and judgements about children to be incorporated into clear, targeted individual care plans, as a result of contributions made by the member of staff.
4. Staff need to be able to work with, and understand, families and networks of children in their care.
5. Staff need to develop and maintain effective working relations with other agencies in the community.

The need to understand that childhood is a journey towards future adulthood and preparation for this should always be borne in mind by the staff when carrying out care plans.

Job Descriptions for all posts are shown on the following pages.

## **6: Job Descriptions: Maintenance / Farm worker**

Pear Tree is committed to safeguarding and promoting the welfare of children and young people, and expects all staff to share this commitment.

Maintenance / Farm worker will be responsible to the Company's Managing Director.

### **Their main responsibilities are:**

1. General Farm Maintenance including minor repairs
2. Mending fences, digging ditches and cutting hedges
3. Feeding animals, keeping them clean and looking after them
4. Helping with yard routine

It is the nature of the organisation's work that tasks and responsibilities are, in many circumstances, unpredictable and varied. All staff are expected to work in a flexible way when the occasion arises, and tasks which are not specifically covered in job descriptions may have to be undertaken from time to time as prescribed by the Managing Director.

## 7. Job Descriptions: Training Instructor/Instructor

Duties will include working with young people known to Local Authorities or Health Departments in order to support them whilst they are away from their families and communities. This involves befriending identified young people, engaging them in a range of activities, helping to identify problems they may be encountering and devising programmes to resolve these difficulties.

Pear Tree is committed to safeguarding and promoting the welfare of children and young people, and expects all staff to share this commitment.

Training Instructors will be responsible to the Company's Managing Director.

### **Their main responsibilities are:**

1. To provide tasks for young people in a residential setting, school or on a community support basis, and/or adults with mental health difficulties that will give them the opportunity to experience, and develop an understanding of the working world. These tasks should be learning experiences that help to develop skills where possible.
2. To provide instruction during these tasks to increase their skills and transfer knowledge appropriately.
3. To be aware of your role within the organisation.
4. To be aware of your role as responsible carer for the period of time the programme occupies.
5. To carry out practice in line with Pear Tree's current Policy Document/ Health and Safety Policy.
6. To demonstrate an acceptance of Pear Tree policies and procedures.
7. To promote and encourage an acceptance of Pear Tree policies and procedures.
8. To set a positive attitude and example to colleagues and clients.
9. To demonstrate the ability to make sound assessments and judgments, and act accordingly.
10. To be open-minded and objective in assessing situations and decision-making.
11. To keep yourself updated at all times.
12. To promote professionalism in all areas

It is the nature of the organisation's work that tasks and responsibilities are, in many circumstances, unpredictable and varied. All staff are expected to work in a flexible way when the occasion arises, and tasks which are not specifically covered in job descriptions may have to be undertaken from time to time as prescribed by the Managing Director.

## 8. Job Descriptions: School Assistant

Pear Tree is committed to safeguarding and promoting the welfare of children and young people, and expects all staff to share this commitment.

School Assistants will be responsible to the Company's Managing Director.

### **Their main responsibilities are:**

1. Washing and appropriately storing all cooking appliances, instruments, utensils, cutting boards, and dishes.
2. Assisting the Cook with the preparation of meal ingredients.
3. Assisting with serving meals
4. Assisting with the unloading of delivered food supplies.
5. Organizing and correctly storing food supplies.
6. To help maintain the school to a high standard and provide appropriate domestic duties as part of a team member.
7. To ensure domestic duties are in line with health and hygiene expectations
8. In the absence of the Cook, To be able to provide appropriate meals at appropriate times in line with Health and Hygiene requirements
9. Assisting with administration tasks
10. To raise the children's self-esteem and give a feeling of self worth through work suited to their ability.
11. To write reports when requested.
12. Assist in classroom based activities.

It is the nature of the organisation's work that tasks and responsibilities are, in many circumstances, unpredictable and varied. All staff are expected to work in a flexible way when the occasion arises, and tasks which are not specifically covered in job descriptions may have to be undertaken from time to time as prescribed by the Managing Director.

## 9. Job Descriptions: Teacher

Duties will include working with young people known to Local Authorities or Health Departments in order to support them whilst they are away from their families and communities. This involves engaging young people in a range of educational and therapeutic activities, helping to identify problems they may be encountering and devising programmes and strategies to resolve these difficulties.

Pear Tree is committed to safeguarding and promoting the welfare of children and young people, and expects all staff to share this commitment.

Teachers will be responsible to the Company's Managing Director.

### **Their main responsibilities are:**

1. To develop curriculum suited to the individual child's emotional and academic needs with emphasis on the core subjects in line with the National Curriculum.
2. To raise the children's self esteem and give a feeling of self worth through work suited to their ability.
3. To provide a level of care conducive to the organisation.
4. To liaise with other staff to coordinate visits and subsequent project work.
5. To write reports when requested.
6. To attend Case Conferences if requested.
7. To recognise and promote the role within Pear Tree's treatment programme.
8. To carry out practice in line with Pear Tree's current Policy Document.
9. To be able to provide appropriate meals at appropriate times in line with health and hygiene requirements.
10. To identify your role within the recovery programme and to promote this role.
11. To demonstrate an acceptance of Pear Tree policies and procedures.
12. To promote and encourage an acceptance of Pear Tree policies and procedures.
13. To set a positive attitude and example to colleagues and clients.
14. To demonstrate the ability to make sound assessments and judgements, and act accordingly.
15. To be open-minded and objective in assessing situations and decision-making.
16. To keep yourself updated at all times.
17. To promote professionalism in all areas
18. To help young people achieve recognition/Awards etc., whenever possible.

It is the nature of the organisation's work that tasks and responsibilities are, in many circumstances, unpredictable and varied. All staff are expected to work in a flexible way when the occasion arises, and tasks which are not specifically covered in job descriptions may have to be undertaken from time to time as prescribed by the Managing Director.

## **10. Job Descriptions: Education Co-ordinator**

The Education Co-ordinators role is to have an overview of the educational programme offered by teachers employed by Pear Tree and to advise on the effectiveness within the total learning programme.

The Education Co-ordinator will:

1. Support teachers.
2. Provide supervision where necessary.
3. Make recommendations in terms of resources when necessary.

As the Education Co-ordinator is first and foremost a teacher, that Job Description also applies.

## 11. Job Descriptions: Residential Support Worker

Support Workers will be employed within one of the organisation's homes. Duties will include working with young people known to Local Authorities in order to support them whilst they are away from their families and communities. This involves befriending identified young people, engaging them in a range of activities, helping to identify problems they may be encountering and devising programmes and strategies to resolve these difficulties. Other duties may include escorts, attending police interviews and other related childcare tasks that may be required by the Agencies we serve. Training and advice will be given where appropriate.

Pear Tree is committed to safeguarding and promoting the welfare of children and young people, and expects all staff to share this commitment.

Support Social Care Workers will be responsible to the Company's Managing Director.

### **Main tasks include:**

1. To work as a member of a team to promote the welfare of young people living with Pear Tree.
2. To assist in identifying each young person's needs and then, with others, planning a programme of activities and other inputs to meet those needs within an agreed budget in consultation with the Managing Director.
3. To care for nominated children and ensure, in conjunction with others, that work programmes are being effected. To act as an advocate for a young person where appropriate.
4. To ensure quality written records are maintained in line with Pear Tree's policies and procedures.
5. To assist in the continuing development of the organisation.
6. To liaise and develop relationships with user authorities, to ensure that procedures are followed, and the aims of the organisation are achieved.
7. To undertake such reviews and write reports as may be required for external agencies, including the Courts.
8. To be engaged in the monitoring, reviewing and evaluation of the organisation, to ensure good practice taking into account Pear Tree's policies and procedures.
9. On behalf of Pear Tree, to attend such meetings or conferences as can contribute to its total work.
10. To participate in such training sessions as may be required.
11. To attend staff meetings on a regular basis.
12. To recognise your role within the context of Pear Tree's recovery programme, to promote that role and work with other team members to promote the whole recovery process.
13. To help maintain the home to a high standard and provide appropriate domestic duties as part of a team member.
14. To ensure domestic duties are in line with health and hygiene expectations.
15. To be able to provide appropriate meals at appropriate times in line with Health and Hygiene requirements.

16. To carry out practice in line with Pear Tree's current Policy Documents.
17. To demonstrate an acceptance of Pear Tree policies and procedures.
18. To promote and encourage an acceptance of Pear Tree policies and procedures.
19. To set a positive attitude and example to colleagues and clients.
20. To demonstrate the ability to make sound assessments and judgements, and act accordingly.
21. To be open-minded and objective in assessing situations and decision-making.
22. To keep yourself updated at all times.
23. To be flexible.
24. To promote professionalism in all areas

It is the nature of the organisation's work that tasks and responsibilities are, in many circumstances, unpredictable and varied. All staff are expected to work in a flexible way when the occasion arises, and tasks which are not specifically covered in job descriptions may have to be undertaken from time to time as prescribed by the Managing Director.

## 12. Job Descriptions: Senior/Residential Social Care Worker

Residential Social Care Workers will be employed within one of the organisation's homes. Duties will include working with young people known to Local Authorities or Health Departments in order to support them whilst they are away from their families and communities. This involves befriending identified young people, engaging them in a range of activities, helping to identify problems they may be encountering and devising programmes and strategies to resolve these difficulties. Other duties may include escorts, attending police interviews and other related childcare tasks that may be required by the Agencies we serve. Training and advice will be given where appropriate.

Pear Tree is committed to safeguarding and promoting the welfare of children and young people, and expects all staff to share this commitment.

Residential Social Care Workers will be responsible to the Company's Managing Director.

### **Main tasks include:**

1. To work as a member of a team to promote the welfare of young people living with Pear Tree.
2. To assist in identifying each young person's needs and then, with others, planning a programme of activities and other inputs to meet those needs within an agreed budget in consultation with the Managing Director.
3. To care for nominated children and ensure, in conjunction with others, that work programmes are being effected. To act as an advocate for a young person where appropriate.
4. To ensure quality written records are maintained in line with Pear Tree's policies and procedures.
5. To assist in the continuing development of the organisation.
6. To liaise and develop relationships with user authorities, to ensure that procedures are followed, and the aims of the organisation are achieved.
7. To undertake such reviews and write reports as may be required for external agencies, including the Courts.
8. To be engaged in the monitoring, reviewing and evaluation of the organisation, to ensure good practice taking into account Pear Tree's policies and procedures.
9. On behalf of Pear Tree, to attend such meetings or conferences as can contribute to its total work.
10. To participate in such training sessions as may be required.
11. To attend staff meetings on a regular basis.
12. To recognise your role within the context of Pear Tree's recovery programme, to promote that role and work with other team members to promote the whole recovery process.
13. To help maintain the home to a high standard and provide appropriate domestic duties as part of a team member.
14. To ensure domestic duties are in line with health and hygiene expectations.
15. To carry out regular sleep-in duties.

16. To be able to provide appropriate meals at appropriate times in line with Health and Hygiene requirements.
17. To carry out practice in line with Pear Tree's current Policy Document.
18. To demonstrate an acceptance of Pear Tree policies and procedures.
19. To promote and encourage an acceptance of Pear Tree policies and procedures.
20. To set a positive attitude and example to colleagues and clients.
21. To demonstrate the ability to make sound assessments and judgments, and act accordingly.
22. To be open-minded and objective in assessing situations and decision-making.
23. To keep yourself updated at all times.
24. To be flexible.
25. To promote professionalism in all areas

It is the nature of the organisation's work that tasks and responsibilities are, in many circumstances, unpredictable and varied. All staff are expected to work in a flexible way when the occasion arises, and tasks which are not specifically covered in job descriptions may have to be undertaken from time to time as prescribed by the Managing Director.

## **13. Job Descriptions: Acting/Duty Manager**

To have an overview of all activities and whereabouts of staff and children during the time that you are Duty Manager. (This part of the job has often been referred to as, 'air traffic control', for obvious reasons).

### **Their main responsibilities are:**

1. To visit Pear Tree homes, unannounced, to provide a quality control system to the Company and also a safety system for staff who may, at times, be working in vulnerable situations.
2. To provide welfare checks for children, young people who have, a) been restrained, b) been held, c) returned from absconding.
3. To provide a point of contact to follow through Pear Tree's Complaints Procedure.
4. To provide support to staff, in the form of physical presence, emotional support, knowledge and practical advice, who are on duty during the period of time that you are Duty Manager.
5. To be involved in undertaking appropriate 'one-to-one' work, as is deemed necessary.
6. To facilitate or have an overview of contact arrangements.
7. To pursue individual 'pet projects' that may be of particular interest to yourself, to look to develop on behalf the young people

## 14. Job Descriptions: Registered (House) Manager/Deputy Manager

Registered (House) Manager/Deputy Manager need to be committed individuals who are prepared to give above and beyond the call of duty to be able to ensure that the highest quality of care is provided within the home that they are responsible for. It must be noted that all Registered (House) Manager/Deputy Manager are in essence Residential Social Care Workers and therefore the job description for Residential Social Care Workers still applies. Registered (House) Manager/Deputy Manager work as Residential Social Care Workers and function within a multi-disciplinary team, promoting the policies and procedures set out by Senior Staff by leading as an example to others.

Pear Tree is committed to safeguarding and promoting the welfare of children and young people, and expects all staff to share this commitment.

Registered (House) Manager/Deputy Manager are responsible to the Company's Managing Director.

Deputy Manager will assist the Registered (House) Manager with the following duties.

### **Their main responsibilities are:**

1. To manage the residential budget for the Home.
2. To ensure that the shopping and the purchase of domestic supplies, good, clothes, etc are to the standard promoted by Pear Tree Policies and Procedures.
3. To ensure that the children receive appropriate pocket money and that deductions are adhered to.
4. To ensure that the domestic duties within the home are fairly shared out among all of the team.
5. To ensure the continued high standard of maintenance within the home by contacting appropriate approved contractors in consultation with Senior Staff.
6. To co-ordinate hospital, doctors, dentists, opticians, and other health related appointments.
7. To liaise with Senior Staff and individual children's social workers to co-ordinate home and contact visits.
8. To ensure that administrative systems and recording systems within the home are adequately completed.
9. To be fully aware of all circumstances and situations that the children are involved in and liaise with Senior Staff.
10. To attend Managers Meetings to discuss the running of the homes within the organisation.
11. To organise house meetings for the children to contribute to.
12. To organise team meetings for other Residential Social Care Workers to contribute and discuss ways of continuing the smooth running of the home.
13. To provide supervisory support to members of staff working within the home, on a regular basis.

14. To carry out practice in line with Pear Tree's Policies and procedures
15. To demonstrate an acceptance of Pear Tree policies and procedures.
16. To promote and encourage an acceptance of Pear Tree policies and procedures.
17. To set a positive attitude and example to colleagues and clients.
18. To display leadership qualities, empathy and strength of character.
19. To demonstrate the ability to make sound assessments and judgments, and act accordingly.
20. To be open-minded and objective in assessing situations and decision-making.
21. To keep yourself updated at all times.
22. To promote professionalism in all areas
23. To provide formal supervision, recording and target setting.
24. To ensure staff keep up to date with Pear Tree's policies and procedures, as well as current legislation and arrange appropriate training for staff, if required.
25. To conduct Annual Staff Appraisals with Supervision Team

The contracting process with the Local Authorities we work for has stipulated that they will only place children in homes that are rated Good or Outstanding by Ofsted the regulator. Therefore, the rating of Good is the minimum standard. To fall below Good directly impacts on the commercial viability of the home and school. As a result, it is part of your contract that you maintain the rating of the home you manage at a minimum rating of 'good' by Ofsted the regulator.

If the Ofsted rating of the home falls below 'Good' a period of time will be allowed to ensure the requirements of the regulator are met and the standard is brought back to 'good'.

If the rating of the home continues to be below 'Good' at the next inspection this will result in a competence review to consider all of the facts. In the absence of details that explain the shortcomings and fail to give specific reassurance that this situation will be resolved, as there will be a negative impact on the commercial viability on the company this will result in either demotion or dismissal depending on the manager's ability to work at a lower level.

Demotion will of course result in a reduced salary comparable with the role accepted.

## **15. Job Descriptions: Administrative Assistant**

The Administrative Assistant is responsible to the Administrator and Managing Director.

### **Main duties are:**

1. Filing
2. Photocopying
3. Processing forms as requested.
4. Typing memos, letter, reports, as required, either by copy or by audio.
5. Telephone duties.
6. Pass on messages.
7. Assisting in maintaining records.
8. Ensuring the smooth running of the office.

## **16. Job Descriptions: Administrator**

The Administrator is responsible to the Managing Director.

### **Main duties include:**

1. To oversee the smooth running of the office.
2. To ensure that administrative and recording systems for staff are adequately completed.
3. To liaise between members of staff and the Managing Director regarding rotas and holiday/time off.
4. To pass on necessary messages as and when required.
5. To co-ordinate diary appointments.
6. To maintain supplies of stationery, stamps, etc.
7. To ensure office equipment is in working order.
8. To provide instruction to new/trainee office staff.
9. Typing letters, reports, etc
10. Telephone duties.
11. To ensure IT facilities are in good working order.
12. To ensure the Pear Tree website is accurate and up to date.
13. To promote IT Skills throughout the Company.

It is the nature of the organisation's work that tasks and responsibilities are, in many circumstances, unpredictable and varied. Tasks, which are not specifically covered in job descriptions, may have to be undertaken from time to time as prescribed by the Managing Director.

## 17. Job Descriptions: Managing Director

Pear Tree is committed to safeguarding and promoting the welfare of children and young people, and expects all staff to share this commitment.

### **The Managing Director is responsible for:**

1. Having an overview of all facilities offered.
2. To ensure that sufficient resources are available to enable the successful development of projects.
3. To manage all projects in such a way as to ensure quality care, practice and service.
4. To negotiate suitable care contracts with local authorities.
5. To provide service in line with Pear Tree's policies and procedures whilst implementing the terms and conditions of any contracts which have been agreed by placing authorities.
6. To offer direction and supervision to all staff in line with any management structure that may be in place.
7. To have responsibility for staff training and development.
8. To be responsible for the continuing development of the organisation.
9. To ensure that the administrative and professional systems in operation to enable the service to meet the needs of all clients referred to it, and to ensure that such systems, including written records on clients, staff employment, procedures, notifications, etc are maintained in line with Pear Tree's policies.
10. To liaise and develop relationships with user authorities to ensure that procedures are followed and the aims of the organisation are achieved.
11. To undertake such reviews and write reports as may be required by external agencies, including the courts.
12. To engage in the monitoring, reviewing and evaluation of the organisation and to ensure good practice taking into account Pear Tree's policies and procedures.
13. To attend meetings or conferences as can contribute to Pear Tree's total work.
14. To ensure that the residential buildings and property within the company comply with the Health and Safety Act 1974, and Pear Tree's procedures.
15. To chair the Board of Management as well as being responsible for liaison with other groups outside the organisation as appropriate.
16. To encourage the growth of the organisation through successful recruitment of suitable personnel.
17. To carry out practice in line with Pear Tree's current Policy Document.
18. To demonstrate an acceptance of Pear Tree policies and procedures.
19. To promote and encourage an acceptance of Pear Tree policies and procedures.
20. To set a positive attitude and example to colleagues and clients.
21. To demonstrate the ability to make sound assessments and judgments, and act accordingly.
22. To be open-minded and objective in assessing situations and decision-making.
23. To keep yourself updated at all times.
24. To promote professionalism in all areas

## 18. Confidentiality Procedure

1. Members of staff at Pear Tree Projects Ltd will gain access to information of a confidential and sensitive nature regarding a vulnerable client group. It is the policy of Pear Tree Projects Ltd that any such information gained by employees must not, on any occasion nor for any reason, be disclosed to a third party outside the Agency either during the period of employment or after.
2. The only exemption to (1) is when information is shared with a placing officer or nominated official of the Local Authority or other recognised body.
3. Information received from third parties or other agencies must not be disclosed to other parties without the express consent of that person or body.
4. Staff should not enter into confidential agreements with a client. The employee acts as an agent of Pear Tree Projects Ltd and information offered is deemed to be given to the Agency.
5. All information regarding a client should be kept in a safe place.
6. No information regarding a client should be left where it is accessible to others, nor should such information be placed in a position where it might come into public view (i.e. facing a window or other open place).
7. Additionally, members of staff and associates must be aware of and follow these guidelines without exception.
8. Pear Tree collects, uses and securely stores information (paper records under lock & key & password protection for computerised data) about individuals/employees as part of the recruitment/personnel system and data protection rules apply at all times.
9. Information held is only ever relevant to an individual's specific job description. Certain aspects of this information will be used when obtaining disclosure via the Criminal Records Bureau (CRB).
10. All information held is treated with respect and not disclosed or shared without the permission of the individual concerned.
11. Only staff with proper authorisation and necessary training can access employment/personnel records.
12. Information that is irrelevant, excessive or out of date is securely disposed off (e.g., shredded).

## 19. Absence from Work Procedure

Full-time or part-time members of staff must follow this procedure. Members of staff will not be eligible for pay, other than Statutory Sick Pay, when off work through illness or other reason, however they are still required to notify their line manager / Duty Manager as soon as is practicable so that arrangements may be made for their duties to be covered by another member of staff.

Employees must co-operate fully to enable complete and accurate records to be kept in respect of all absences from work.

Employees must also co-operate in the provision of relevant documents, assistance with enquiries and fulfilment of health and safety duties such as medical tests, examinations and other precautions.

### **Procedure:**

1. If you cannot attend for work, notify your line manager or, if unavailable, other senior staff as soon as possible on the first day of absence, giving details of the nature of your illness and the expected date of your return to work. By doing this you can be sure you have complied with the legal requirements through the proper notification of your absence.
2. You are required to notify your line manager of your continuing ill health during the first week of any absence.
3. If you have to leave work early because of illness or injury you should consult with your line manager or other senior member of staff before leaving the workplace. You should not recruit staff to cover your duties.
4. If your absence is likely to last for more than a week, you must submit a doctor's statement to your line manager by the 8th calendar day of absence. If your absence continues beyond the period covered by the initial doctor's statement, further doctor's statements must be submitted to cover the remaining periods of absence. If you are requested to notify your intention to return to work, you should do so.
5. On your return to work you should ask for a Sickness Declaration Form, which you must complete, sign and submit to your line manager. Such information will be treated as confidential.
6. Failure to follow this procedure may result in the withholding or loss of pay or benefit.
7. No person may sign a Sickness Declaration other than the employee to whom the absence relates, although assistance may be sought in the completion of the statement.
8. The making of knowingly fraudulent, misleading or improper statements and failure to adhere to these procedures are disciplinary offences.
9. Members of staff returning to work should have G.P.'s written approval stating you "are now fit for work".

## **20. Cover for unexpected/unplanned absences**

When a child is placed at Pear Tree, the organisation makes an undertaking to provide not only the total care of the child but to be responsible for the care for an indefinite length of time. It is an expectation of the organisation that employees working for Pear Tree not only contribute to that total care by the way of allocating duties to members of staff by means of the planned rota but also that members of staff must undertake to provide the organisation and the children with a commitment to ensure their total care during unexpected and unforeseen circumstances, e.g. when a member of staff suddenly goes sick or is injured.

In these circumstances the situation must be reported to senior staff as soon as possible so that plans can be made. The member of senior staff co-ordinating operations at that time will contact members of staff to find out their availability to determine the easiest practical solution to the problem. It is hoped that, at this time, a suitable volunteer will be found.

In the event that no such volunteer comes forward, then members of senior staff may, under certain circumstances, choose to cover the shift themselves. However, it must also be noted that senior staff have other duties and there are responsibilities that must be maintained throughout. In the event that any such time would leave the organisation vulnerable in other areas, the member of senior staff co-ordinating must instruct a member of staff to report for duty.

The decision as to which member of staff is instructed will be determined by taking a number of factors into consideration, e.g. by trying to determine which member of staff has worked the least number of hours around the period of duty that requires to be covered both previously to and after the duty in question. Other factors may also be taken into account, e.g. by prioritisation the reasons why members of staff claim to be unavailable when first contacted. The senior member of staff will also have to make a judgement as to the context of the period of duty that a member of staff is required to do and the appropriate gender. The member of staff that is instructed to attend must do so. Failure to attend will result in disciplinary procedures and a review of that person's contract of employment.

## 21. Outside Commitment Policy

Members of staff working with Pear Tree need to acknowledge the commitment that they make not only to the organisation but also to the clients to whom they offer help and services. This commitment must not be understated and unless acknowledged from the beginning may cause problems with the service that is required to be delivered. Therefore we ask that any outside interests or commitments that may distract or take precedence over the work that we undertake to be notified to us at the earliest opportunity. From this, a decision may be taken as to whether or not it is compatible with working within the organisation. This is not to say that people working for Pear Tree cannot have outside interests or commitments and, indeed, some commitments are recognised by the organisation such as childcare and the ability to bring up our own children successfully. However, it is only fair that we are given the opportunity to look at these commitments and to offer our opinion as to how compatible or workable they are within the organisation. In some cases, if the person wishes to continue to be employed by the organisation, it may cause the contract to be reviewed or permission for this outside activity or commitment to be denied.

What defines an outside commitment for the purposes of the above policy? An outside commitment is any activity that may take precedence over the commitment required to fulfil one's contract with the organisation, i.e. other employment, fostering, holding office with a political party or governing body, being a committee member for an organisation that expects minimum attendance levels.

## **22. Policy on working rota expectations and communication.**

Rotas will be published at least 4 weeks in advance.

Rotas will be sent out to House Mangers, Deputies and Acting Duty Managers prior to being published, all changes to rota and education support to be made at this point.

The rota formula was created to allow for the ability to cover 24-hr day, 7 days a week, 365 days a year.

To facilitate this, the pattern so that those working a weekend worked a different part of the weekend over two weeks followed by a long weekend off. This pattern is unique to Pear Tree as most companies wouldn't find it acceptable, as to make it work requires an overlap on a Wednesday which isn't the most cost effective but this time is utilised for staff meetings and training.

It is also intended that each week the member of staff has two days off together during the course of the week when working the weekend.

Those working Part time hours will work part of the rota pattern and not an alternative pattern.

### **Changes**

Frequency of changes to the rotas will be kept to a minimum, this is to ensure the children and young people have minimum disruption and to allow staff to have a consistent work pattern.

In the event that shift patterns or teams need changing this should be done in a way that is beneficial or at best has minimum impact. Such as advancing a weekend off or changing the pattern following a holiday.

A supervision via Connect, a telephone call or email from the HR department will be made prior to any changes made.

In the event of a published rota changing, an email should be sent to the member of staff advising them of the changes. This may be to cover holiday arrangements or sickness, or unplanned absence. The house manager of the home or supervising manager should be copied into the email.

### **Changes to Sleepovers**

Any changes to sleepovers must initially be discussed with the house manager of that home who will then liaise with HR to make relevant changes.

In the case of an emergency request to alter sleepovers members of staff are to liaise directly with the Duty Manager.

from time to time as prescribed by the Managing Director.