

Policy on Posts to be Held by Christians (PPHC)

1. PURPOSE

This policy establishes the guidelines by which Compassion UK identifies posts to be held by Christians. The reason for identifying posts to be held by Christians within Compassion UK is to clearly indicate those posts that the organisation believes need to be filled by Christians in order to undertake certain roles and to preserve and develop the distinctively Christian ethos of Compassion UK.

2. PERSONS AFFECTED

The policy applies to both staff and key members of the lay leadership, including Board Members.

3. POLICY

Compassion UK has made a covenant, together with members of the Compassion Global Alliance Partnership, to “*undertake holistic child development as an outworking of our Christian faith to glorify God, extend His kingdom, and care for those made in His image, according to the Great Commission as recorded in Matthew 28:19-20 and the Great Commandment as recorded in Luke 10:27.*” Compassion UK’s purpose (as expressed in the foundational documents), can be embodied in the phrase: “*Releasing children from poverty in Jesus’ name*”. Accordingly, all those in roles that are assessed to be promoting the organisation’s Christian ethos and enabling people to experience, explore and express the faith-based motivation of its work, are required to demonstrate an active personal commitment to the Christian faith, be in agreement with and committed to respect and uphold and commit to work within Compassion’s Christian faith-based ethos, faith statements and values. People in all other roles are expected to respect, uphold and commit to work within Compassion’s Christian faith-based ethos, faith statements and values. For these roles we welcome people of all faiths and none.

The HR function retains a list of current posts that have been designated as necessary to promoting Compassion UK’s Christian ethos and to enable people to experience, explore and express the faith-based motivation of its work. Accordingly, the person specification requires the post holders to demonstrate an active personal commitment to the Christian faith.

Compassion UK will review any requirement for a post holder to be a committed Christian when a post becomes vacant or a new post is created. The list of posts to be held by Christians will be updated should there be any changes.

4. CHRISTIAN BASIS OF COMPASSION UK

See Appendix One.

5. RESPONSIBILITIES

The recruiting line manager is responsible for reviewing all positions as they become vacant or are created to test whether there is a “occupational requirement (OR)” for the role to be filled by a Christian and then ensuring that those recruited to the post fulfil the criteria by which a person’s Christian faith are measured. See ‘Procedures’.

6. PROCEDURES

6.1 BACKGROUND

Compassion is an international Christian organisation. The world-wide family of Compassion is a partnership between likeminded national organisations. The Global Partner Alliance (GPA) Charter sets out certain values and standards of operation that all members, including Compassion UK, have agreed to work within.

Key statements in the GPA Charter include, “*member countries covenant together to undertake holistic child development as an outworking of our Christian faith to glorify God, extend His kingdom, and care for those made in His image, according to the Great Commission as recorded in Matthew 28:19-20 and the Great Commandment as recorded in Luke 10:27.*”

See Appendix One for full transcript and further background documentation.

6.2 DEFINING A ‘CHRISTIAN ORGANISATION’

There are two key activities that a Christian organisation will do that a secular or other faith organisation would not do.

1. A Christian organisation will engage in prayer and worship to God revealed in Christ Jesus. In particular, a Christian organisation will actively seek God’s guidance before taking important decisions and ask for God’s presence as it implements those decisions.
2. A Christian organisation will seek God’s presence within its activities on an ongoing basis. This relationship of prayer, discernment and the presence of Christ can only happen through individuals, albeit individuals working together. Therefore, for an organisation to be Christian there must be within it Christians who are praying and seeking God’s will and presence.

6.3 PRESERVING THE CHRISTIAN ETHOS

As already stated, Compassion is a Christian organisation. Within the GPA Charter there is an expectation that the following criteria must be met:

“GPA members are committed to acknowledging and glorifying Jesus Christ in all we do. This commitment includes employing staff and electing directors who share our values and statement of faith, working in a biblical manner, declaring the open profession of our faith in our promotional materials, and encouraging regular times of praise and worship, prayer and Bible study”.

Therefore, across the world, Compassion is clear that it wishes to have at the centre of each country office or project Christians who regard Jesus Christ as Lord and Saviour and desire to share their faith with others and make him known, loved and shown in all human relationships.

Compassion UK works to the same principles and sets out below how it demonstrates the level at which a Christian faith is necessary to a post in order to maintain the Christian ethos.

6.4 DETERMINING WHETHER THERE IS A OCCUPATIONAL REQUIREMENT

This qualification, as laid out in current UK legislation, ensures that an organisation can demonstrate, through an instrument such as a person specification, that a faith is necessary to a role or function. Without this requirement, a post cannot be said to need to be filled by a Christian. A number of criteria are to be considered.

1. The post is leading the Christian purpose of the organisation, setting the vision and strategy, understanding and articulating the theology of the organisation.
 - a. The post holder's work will involve significant influence / shaping Compassion UK's mission
2. The post is leading the development of or delivering the main Christian activity/ies of the organisation.
 - a. The post involves evangelistic responsibility either at the personal or strategic level
 - b. The post is an explicit part of Compassion's evangelistic mission
3. The post is representing the Christian purpose of the organisation, speaking, preaching, advocating, writing on behalf of the organisation.
 - a. The post holder's work will involve significant influence of Compassion UK's reputational position
4. The post is being the face-to-face contact with the public, delivering the Christian purpose of the organisation to those whom the organisation serves. (The post holder will act as an organisational model to internal or external contacts).
5. The post is being the “voice” of the organisation, representing the organisation to enquirers, being the point of contact about the organisation.
6. The post is responsible inside the organisation for representing, promoting, maintaining and ensuring the transference of the Christian ethos of the organisation.
 - a. The post holder will be involved in significant management or guidance of others.
 - b. The post holder will have responsibility for setting operational policy parameters.
7. The post is leading or supporting the spiritual life of the organisation, conducting acts of worship, partaking in praying with fellow Christians including sponsors and colleagues retreats, responsible for spiritual development.

6.5 PERSONAL CRITERIA FOR APPOINTMENT TO A POST TO BE HELD BY A CHRISTIAN

It is expected that candidates for posts to be held by Christians will be able to demonstrate some or all of the following:

1. A personal belief that Jesus Christ is Lord and Saviour.
2. Active involvement in worship and community in an evangelical Christian church (and to be able to demonstrate that involvement e.g. by reference from a church leader).
3. Be able to contribute to the spiritual life of Compassion UK (by e.g. prayer, worship, and study encouragement or exposition).
4. Work out the ramifications, implications and impact of our collective faith on their work and the work of their department.

6.6 DEMONSTRATION OF COMMITMENT

The primary method of evidencing compliance will be through the completion of the application form by the candidate. This will be amplified through:

- Disclosure of church membership/attendance and theological study/interest etc.
- For new applicants, one of the referees will be the candidate's minister/priest when available, otherwise, a senior member of the candidate's church or fellowship.
- A willingness to participate in Compassion UK's worship and prayer life.

Evidence is also likely to be reflected through considering whether statements are in line with the UK Evangelical Alliance descriptions as below:

The Christian Faith

- States that God is the sole Creator.
- Determines that each individual is uniquely made in the image of God although is also fallen.
- Declares that Jesus Christ is the Son of God who came to save humankind from sin.
- Provides for a relationship with the living God in the person of Jesus Christ that defines what being a Christian means.
- Equips the Christian to live life through the power of the Holy Spirit and grow in holiness.
- Finds authoritative expression of its doctrine and moral character in the Bible.

The Christian expression of Faith

- Honours, obeys and glorifies God, acknowledging God's sovereignty.
- Nourishes the spiritual life and is fully committed to developing it.
- Believes that the love of God in Jesus Christ reaches out to people of all nations, ethnicities and cultures.
- Knows God through the person of Jesus and seeks to follow His way of life, modelling love, peace, justice and forgiveness in attitude and behaviours.
- Embraces the power of the Holy Spirit as the source of strength for living.

6.7 CHANGES IN BELIEF

Compassion UK recognises that personal belief is dynamic. Compassion UK enters employment relationships in good faith and expects the same from its employees. Therefore, for anybody who during their work finds, or it is found that, their personal beliefs are no longer in congruence with the personal criteria above, Compassion UK will take appropriate action following the principles as laid out in the procedures for “modifications of role” for connected parties.

The circumstances will be reviewed and, where possible, reasonable adjustments will be made to the role and Compassion will explore ways in which support can be given. This is, of course, without prejudice to the standard terms and conditions implicitly and explicitly applying to general work performance.

6.8 EXISTING POST-HOLDERS WHO DO NOT HAVE A PERSONAL ACTIVE COMMITMENT TO THE CHRISTIAN FAITH

In the unlikely event that situations arise where an existing post holder finds him/herself in a post re-designated as a post to be held by a Christian, Compassion UK will take appropriate action following the principles as laid out in the procedures for “modifications of role” for connected parties. The circumstances will be reviewed and, where possible, reasonable adjustments will be made to the role and Compassion will explore ways in which support can be given.

This is, of course, without prejudice to the standard terms and conditions implicitly and explicitly applying to general work performance.

6.9 PROCESS FOR DETERMINING POSTS TO BE HELD BY CHRISTIANS

All posts will not be held by Christians unless specifically designated as being so.

All new posts will be assessed against the Posts to be Held by Christians Policy for a decision as to whether the position will be designated as a post to be held by a Christian through the completion of an OR Assessment (See separate OR Assessment Form).

All vacant positions will require a OR assessment to be completed as part of the vacancy procedure process by a minimum of two appropriately skilled persons who will assess the position to the promotion of the Christian faith within and without Compassion UK and determine its requirement for a Christian or otherwise.

On an annual basis a review of all posts will be undertaken. The line manager and the staff member will meet and review the job profile in line with the Posts to be Held by Christians Policy.

Arising from this conversation, where it is felt that there are sufficient reasons for a position to be held by a Christian a recommendation (or recommendations if they come to different conclusions) will be made to the Human Resource Manager.

Where the staff member or the line manager are unsatisfied with the decision made by the Human Resource Manager, they may seek for the matter to be reviewed by the Chief Operating Officer (COO). The COO's decision will be final, unless a further appeal is made based on a breach of procedure, on the ground that their decision is one that no reasonable adjudicator would have made.

6.10 ESSENTIAL/DESIRABLE CRITERIA

In order to “preserve and develop the distinctively Christian nature of Compassion UK,” an essential requirement will remain in the person specification for any job within Compassion UK that the holder is expected to respect, uphold and commit to work within Compassion’s Christian faith-based ethos, faith statements and values.

Compassion UK will ensure that no individual applicant suffers any in appropriate religious discrimination at the point of selection for a post which does not need to be held by a Christian.

6.11 PROMOTION OF POSTS TO BE HELD BY CHRISTIANS POLICY

All applicants for employment with Compassion UK will be issued with the policy on Posts to be Held by Christians prior to interview. The policy will normally be issued with the application pack or with the letter inviting the candidate to attend for interview. It will also be presented at the induction day for new staff.

This is done so that all those taking on employment with Compassion UK will know from the outset of the Posts to be Held by Christians policy.

6.12 TERMS AND CONDITIONS

The terms and conditions statement will contain a paragraph drawing attention to Compassion UK’s Posts to be Held by Christians Policy and its implications.

6.13 NON-APPOINTMENT OF A CHRISTIAN IN A POST TO BE HELD BY A CHRISTIAN

In circumstances where all attempts have failed to fill a post to be held by a Christian with a Christian, Compassion UK will, by exception, follow the principles as laid out in the procedures for “modifications of role” for connected parties.

7. VERIFICATION AND COMPLIANCE

In May of each year, the Human Resources Manager will prepare an annual cross-departmental evaluation and appraisal to ensure consistency of application of the posts to be held by Christians policy. This report will be reviewed by the Directors Team. Any anomalies will be identified and be subject to a re-application of the process outlined above.

A policy such as Posts to be Held by Christians can be an emotive subject and so at least every three years, Compassion UK plans to under-take a review of the policy, including consultation with Compassion Worldwide.

A report of this consultation will be made available to Compassion UK’s Board of Trustees who will consider the need for any amendments. This is in line with the GPA charter which stipulates that “The Compassion International Board of Directors will review Global Partner Alliance members on a regular basis, as it deems appropriate, for the purpose of encouragement and ongoing education and development and for alignment with the values of the Charter.”

8. REVISION HISTORY

The policy will be reviewed in May 2011 and every three years thereafter.

Date approved	0	1	/	0	5	/	2	0	0	8
Date amended			/			/				

APPENDIX ONE

CHRISTIAN BASIS TO COMPASSION UK

Introduction

Compassion UK (CUK) would wish to be seen as a confidently interdenominational Evangelical Christian organisation that is inclusive and compassionate with a strong commitment to collaboration and witness. The organisation seeks, wherever it can, to unconditionally meet the needs of all people regardless of their personal beliefs.

Its objectives as stated in its **Memorandum of Association** are as follows:

- i. "To advance the Christian Faith in all or any part of the world.
- ii. The relief of poverty, suffering or distress amongst children (including but without prejudice to the generality the prevention of malnutrition, illness and disease).
- iii. The education and training of children.
- iv. The development of children to social and spiritual maturity."

Compassion UK is an independent ministry organisation that is a member of the **Compassion Global Partner Alliance** (GPA) as a "partner country". The GPA members are a voluntary association of autonomous organisations throughout the world who *"covenant together to undertake holistic child development as an outworking of our Christian faith to glorify God, extend His kingdom, and care for those made in His image, according to the Great Commission as recorded in Matthew 28:19-20 and the Great Commandment as recorded in Luke 10:27."*

At the formation of Compassion UK in 1999 the organisation signed the "Compassion Covenant Council Charter of Organisation" which has subsequently been superseded by the "Compassion Global Partner Alliance (GPA) Charter" approved by the International Board of Directors on 8 February, 2008 and signed by the CUK Board of Trustees on 30 June, 2008. Compassion UK has, like all other partners, signed the Charter, *"a covenant agreement between God's people for His purposes and glory"* which sets *"forth the understanding of the individual governing boards and the leaders of member organisations to working collaboratively and consistently. The Charter is the instrument of Compassion International Board of Directors to ensure members work in a manner consistent with the Charter mission, values, statement of faith and standards and policies."*

The following statements, from the original Covenant or subsequent GPA Charters, are adopted (or as per Compassion terminology "covenanted to") virtually worldwide and committed to by Compassion UK on its formation in 1999 and again in 2008.

The Compassion **Statement of Faith**

Global Partner Alliance members are “united by the tenets of a common statement of faith.

- We believe the Bible to be the inspired, the only infallible, authoritative Word of God.
- We believe that there is one God, eternally existent in three persons: Father, Son and Holy Spirit.
- We believe in the deity of our Lord Jesus Christ, in His virgin birth, in His sinless life, in His miracles, in His shed blood for the remission of sins, in His resurrection, in His ascension to the right hand of the Father and in His personal return in power and glory.
- We believe that for the salvation of lost and sinful man regeneration by the Holy Spirit is absolutely essential.
- We believe in the present ministry of the Holy Spirit by whose indwelling the Christian is enabled to live a godly life.
- We believe in the resurrection of both the saved and the lost; they that are saved unto the resurrection of life and they that are lost unto the resurrection of damnation.
- We believe in the spiritual unity of believers in our Lord Jesus Christ.”

(Stated in the GPA 2008; established by the National Association of Evangelicals)

Compassion Mission

Global Partner Alliance members are united by the common international core purpose:

“Releasing children from poverty in Jesus' name”

In response to the Great Commission, Compassion International exists as an advocate for children, to release them from their spiritual, economic, social and physical poverty and enable them to become responsible and fulfilled Christian adults.

(Stated in the GPA 2008)

Core values

Global Partner Alliance members are united by common values.

“Compassion is a Christ-centred organization committed to the Church. As such, we value:

- Integrity
- Excellence
- Stewardship
- Dignity

The application of these values in the Global Partner Alliance may be further described as:

Christ-Centred

Global Partner Alliance members are committed to acknowledging and glorifying Jesus Christ in all we do. This commitment includes employing staff and electing directors who share our values and statement of faith, working in a Biblical manner, declaring the open profession of our faith in our promotional materials, and encouraging regular times of praise and worship, prayer and Bible study.

Committed to the Church

Global Partner Alliance members acknowledge that the local church is the vehicle that God has ordained to carry out His ministry on the earth. Members are committed to partnering with the local church in seeking

sponsors and income and delivering Compassion's holistic child development ministry.

Integrity

Global Partner Alliance members are committed to transparency and accountability in carrying out their local and international operations. Members agree to be audited on an annual basis and comply with local laws relating to finances, security and fundraising.

Excellence

Global Partner Alliance members are committed to excellence in all they do. They will continually look for opportunities for improvement in program, administration and fundraising.

Stewardship

Global Partner Alliance members are committed to be good stewards of the resources provided by their sponsors and donors. They will maintain clear records of expenses and make financial records available to sponsors, donors and the general public when requested.

Dignity

Global Partner Alliance members commit to treat all people with dignity in relationship with each other, our sponsors and donors, church partners and children and their families. We seek to honour and respect those with whom we are in relationship according to biblical principles."

(GPA, 2008)

Ministry distinctive

- Global Partner Alliance members are united by three characteristics that define our ministry:
- Christ centred – We put Christ at the centre of all we do. Our desire is to show the love of Christ to those in greatest need.
- Child focused – We aim to help children develop economically, physically, socially and spirituality. This enables them to become adults who can make an impact on the world around them.
- Church based – We partner with local churches, and can facilitate local Christians to teach, train and mentor children.

(GPA 2008)

Compassion, past, present and future

The inspiration for Compassion comes from its Christian faith and values. It was established by a desire to put into practice the principles of Christian living and to share the Good News of personal salvation through Jesus Christ.

Compassion has long recognised that many of the values within Christianity are not the exclusive preserve of the followers of Christ. However, Compassion also believes that works and faith go together and accordingly seeks to proactively serve and share the Christian Gospel. This has been our past. This is our present aspiration and our future goal.