

christian ethos audit

a guide for churches and small Christian projects
to explore religious discrimination legislation and Christian ethos

faithworks

www.faithworks.info



THE CHURCH
OF ENGLAND

**adapted by the Archbishops' Council of the Church of England
in consultation with Churches Together in England**

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foreword

How to use this guide

This guide, produced by Faithworks*, is available to all denominations and church groupings, and has been adapted for use in the Church of England.

The main purpose of this guide is to help Christian employers apply the requirements of the Employment Equality Regulations, as set out in the paper from the Archbishops' Council.

It does this by providing:

- a practical guide to the legislation and
- a guide to Christian ethos

The second half of this foreword gives some pointers about:

- Anglican ethos
- the ethos of your own church*/Christian project
- how this relates to the recruitment of Christians from other Christian traditions

- **Practical guide to the legislation**

The paper from the Archbishops' Council describes the Employment Equality Regulations and provides general guidance to enable those concerned with employment decisions to think through the implications for themselves. It is not an attempt to provide definitive legal advice.

This guide provides some help with applying the requirements of the law e.g. in recruitment processes, writing job descriptions etc and gives examples of it in practical situations.

- **Guide to Christian ethos**

As stated in the paper from the Archbishops' Council, the legislation says that if an employer wishes to advertise for, select, employ or promote, in our case, a Christian in preference to another equally qualified candidate who is not a Christian, the employer must be able to justify the decision. In the first instance, such an employer must have a Christian ethos.

Ethos is the distinctive identity of an organisation. It captures the shared motivation of those who belong to it. As a piece of guidance for the whole of the Christian sector, this guide refers generally to Christian ethos rather than the ethos of any one specific denomination.

- **Anglican ethos**

Clearly, Anglicanism has its own identity and ethos which flow from the basic tenets of being an Anglican. These tenets are set out on the Church of England website www.cofe.anglican.org, see 'what it means to be an Anglican'. When you come to develop your own ethos and values statement or to work through a recruitment process, you may wish to consider these tenets together with the advice provided in this guide, in order to help you create a more customised approach.

- **Ethos of your own church/place of worship or Christian project**

Hopefully, this guide will help you in thinking generally about Christian ethos and the Church of England website together with other Anglican material will assist you in designing a more tailored approach. However, the key purpose for developing an ethos statement is to describe the unique character and shared motivation of any group of people and, therefore, it is vital that your ethos statement describes who you are as a church, place of worship or Christian project. It is important that your documentation reflects the characteristics and values of your environment.

- **The recruitment of Christians from other Christian traditions**

A key purpose of this guide is to help you recruit a Christian, where appropriate, fairly within the requirements of the law. There will be occasions, for example in the recruitment of a cleric, when it is necessary for the purposes of carrying out the role, to specify the recruitment of an Anglican. There will be other recruitment situations where this will not be the case. Where it is necessary to specify the recruitment of an Anglican, it will be important to demonstrate the reasons so that any potential allegations of discrimination can be avoided. In these situations, reference to the Anglican ethos will be helpful.

***The Faithworks Movement**

The Faithworks Movement exists to empower and inspire individual Christians and every local church to develop their role at the hub of the community. It also seeks to challenge and change the public perception of the Church by engaging with both media and government. The goal of the Movement is to build the most effective social action network in the UK.

It exists to connect:

- Government to Churches
- Churches to Resources
- Media to Churches
- Christian organisations, projects and Churches

The Movement is already associated with most of the major denominations and has over 14,000 members. It offers resources, training, consultancy and awards.

For more information please visit www.faithworks.info

* Please note that the guide refers to churches by which we understand churches and places of worship.

introduction

The primary purpose of this pack is to help your church or Christian project understand and apply the religious discrimination legislation of 2 December 2003. This is important because this legislation makes discrimination on the grounds of religion and belief illegal.

However, when a church or Christian project advertises for a Christian or chooses to employ a person because he/she is a Christian, this is exactly what the employer is doing – discriminating on the grounds of religion.

The legislation does provide some flexibility to allow churches and other faiths to maintain their faith basis. Therefore, discrimination is acceptable within the law, in our case in favour of Christians, but only where this can be justified.

Justifying that a post needs a Christian to carry it out requires the employer to be able to demonstrate that there is a “genuine occupational requirement” (referred to as a GOR) for the post-holder to be a Christian and that the requirement relates to the Christian ethos of the church or project.

In other words, although churches and Christian projects will be able to advertise for, recruit and employ Christians, this will only be lawful if they can demonstrate in each case the specific reason and also relate it to their ethos.

This pack will help you to:

- Justify why you want to recruit a Christian into a particular post
- Identify and describe the distinctive ethos of your church/project
- Apply your ethos to operational processes – like advertising, recruitment etc.

In addition we hope that the process set out in this guidance will provide added value by helping you both to clarify and promote your Christian distinctiveness.

As you reflect on what makes you distinctively Christian, you will begin to describe the Christian ethos of your church/project. Becoming more specific about your Christian ethos and values provides you with an opportunity to consider how they relate to the way you run your church/project.

Ensuring that your practices match your Christian ethos – that you are who you say you are - will not only strengthen your identity but will also help you to be more authentic as a church or project - an essential characteristic in this increasingly diverse world.

Finally, please note that our purpose is not to advocate which of your staff, how many of your staff or even whether all of your staff should be Christians. Our purpose is simply to explain the legislation and to help you as churches/projects employ Christians within the law in situations where it has been identified that there is a genuine need for them.

justifying Christian posts

Identifying which posts need Christians and why

The law says that if an employer wishes to advertise for, select, employ or promote a Christian the employer needs to be able to justify the requirement.

This means that the employer must be able to determine the “genuine occupational requirement” (GOR) for any post to be filled by a Christian.

The following guidance is designed to help you to identify the GORs in your church/Christian project. There is no case law in this area yet, so there are no proven reference points.

ACAS (Advisory, Conciliation and Arbitration Service) have produced official guidance to help employers put the legislation into practice in the workplace. This can be found on www.acas.org.uk. Their guidance, an extract of which is provided below, specifies the characteristics of a GOR but it does not tell you what is acceptable as a GOR in a religious organisation and what is not. There is no official guidance on what constitutes a GOR in a religious organisation.

At the end of this section we have provided examples of GORs in churches/Christian projects. These must be considered ONLY as a guide. They are NOT provided as standard Christian organisation GORs. There is no official definition of GORs in religious organisations and our examples cannot be treated as such. They are simply guides from which you can work to establish your own.

Identifying a Genuine Occupational Requirement

The starting point is to describe the whole job, not just the tasks of the job that only a Christian can do. We recommend that you do this by using the template in Appendix 1. This document guides you to describe the job you want doing and then to identify the criteria – the skills/knowledge and experience – you are looking for in the person. To ensure that you get the right person you will need to do this exercise before you start your recruitment process.

Next identify those tasks of the job which can only be done by a Christian.

When writing up the tasks of the job which give rise to the GOR in the job description and person specification (see template in Appendix 1) it is essential that:

- A central feature of the job must reflect the GOR.
- There are clear links between the Christian purpose and ethos of the church/project, described in the church/project context section, and the job as stated in this description.
- The GOR is clearly featured in the list of the main tasks of the job description.
- The knowledge/skills/experience required to carry out the GOR, and so reflect the ethos, are clearly stated in the person specification.

In determining the GOR for any job it may be helpful to be aware of the following guide notes from ACAS:

- The employer must be able to show that being of a specific religion or belief is a central requirement of the job and not just one of many relevant factors
- When considering applying such a requirement, the employer must look at each post individually both in terms of the duties of the job and the context in which it is carried out
- Employers should not expect to apply a blanket occupational requirement to all its posts
- Employers should consider whether there are alternatives to applying an occupational requirement. For instance, if only a small part of the job needs someone from that religion then it may be possible to redistribute work or re organise roles in such a way as to avoid applying a religious requirement to a particular post.
- Employers should be clear about the link between the requirements of the job and the need to maintain the church's/project's ethos
- Employers can reasonably expect their staff to keep to the organisational values and culture and should bear in mind that people may be able to maintain those values and culture without actually belonging to the particular religion or belief.
- Employers should be clear about the link between the requirements of the job and the need to maintain the organisation's ethos as, in the event of an Employment Tribunal claim on the grounds of religious or belief discrimination, the burden of proof will be on the employer to show the GOR

In summary, a GOR is

- Central to the job
- Reflected in the duties of the job or in the context in which the job is carried out
- Linked to the personal requirements for the job
- Related to the ethos of the organisation
- Individual to each job – cannot be applied as a blanket exception.

Examples of Genuine Occupational Requirements in churches/Christian projects

The GOR to demonstrate that the role of the church leader requires a Christian would be easy to establish. It will consist of the need for the person in this role to lead and represent the Christian mission and purpose.

However, the tasks which give rise to GORs for other posts, are perhaps not so clear. The purpose of the following 3 examples is to help you think through whether posts in your church/Christian project carry GORs and if so how to describe them. No two jobs are exactly the same but as a general principle remember that, to be a GOR, a job task must always help the church/project achieve its Christian mission and purpose and be Christian in its ethos.

Please note that this is clearly not a comprehensive list, nor is it, because there is no case law in this area yet, a tried and tested list. The validity of any GOR depends entirely on the extent to which you can demonstrate, through the clarity of your Christian purpose and expression of your ethos, the genuine requirement for the post to be held by a Christian.

Youthworker

The church wishes to recruit a Youthworker to work both with the young people of the church and on outreach projects in the local community.

The main purpose of the role is to help young people attached to the church to grow in their faith and to help others who are not yet involved in the church begin to explore and understand their spirituality.

The role is made up of the following aspects:

- To operate the young people's drop-in centre in the church rooms on 2 nights a week, encouraging all young people to attend
- To undertake some administration e.g. rotas, bookings for the church rooms.

The GOR for the job therefore is the need to relate the Christian faith, as practised in the Church of England, in a variety of contexts, to young people both in and outside of the church.

It is very important that the GOR is reflected in the job purpose and the job description as well as the person specification and expressed along the following lines:

- **Job purpose**
Help young people to relate to and develop in their faith and Christian spirituality.
- **Task/s in the job description**
Lead projects in the community and run the drop-in centre in the church rooms as part of the church's outreach e.g. holiday clubs, fun days etc.
- **Person specification**
To be able to relate to young people with different needs and to explain the Christian faith as practised by Anglicans in ways which encourage, interest and stimulate growth.

Church administrator

The church has a number of activities, led by volunteers, which run from its premises – a mother/toddler group, a community support group etc. There is only one clergy person and it has been decided that support is required to help with some of the admin work.

The support role involves general administration – room bookings, clerical duties and some diary management for the clergy person, telephone/email enquiries etc.

At one level it is possible to conclude that this job could be carried out by a Christian or a non-Christian – it could easily be argued that at a functional level an employee of any faith or no faith at all could do this work.

However, the church wishes to recruit a Christian because in many situations the person filling it would be entirely responsible for the representation of the church. This would require the post-holder being able to make an appropriate response to any caller at any time, perhaps without reference to another person immediately.

The GOR for this job therefore is the need to be the interface between the church and the outside world, able to represent a church view, make a Christian response and reflect Christian values.

It is very important that the GOR is reflected in the job purpose and job description as well as the person specification and expressed along the following lines:

- **Job purpose**
This job is responsible for representing the church in the absence of the clergy person.
- **Task/s in the job description**
Dealing with church issues on behalf of the clergy person, making decisions where appropriate
- **Person specification**
Experience in dealing with church matters and pastoral/ relational skills are essential.

Coffee bar supervisor

The church wishes to set up a coffee bar. It is situated in an area where there are few meeting places and where there is a wide range of social needs. It will be open through the day and for part of the evening for young people. The church is a small church, not many volunteers, and so to develop this operation effectively it has been decided to employ a part time worker to supervise and run the coffee bar.

The tasks of running a coffee bar could be carried out by a non-Christian as well as a Christian but the church wants to recruit a Christian because the coffee bar is a key part of their outreach to the community and is part of an Anglican mission initiative.

While it might be clear what the church wants the person to do in order to supervise and run the coffee bar, it needs to be clear what makes this coffee bar a Christian coffee bar. If this is not clear the church will find it difficult to identify the GOR (the requirement for a Christian) in the job description and person specification.

The distinctively Christian characteristic of the coffee bar is its fundamental purpose – it is there to serve coffee to those who drop in but, in doing so, its wider purpose is be a tangible expression of the Kingdom of God and its values such as love, hospitality, compassion, mercy, forgiveness and so on. The distinctively Christian aspect of this coffee bar is the motivation with which the whole operation is put together and carried out and its Christian mission is articulated through Anglicanism.

The GOR for the job is the need to represent and live out the Christian purpose of the coffee bar in the day-to-day operation - to reach out in love, with compassion, in mercy, with grace, in a forgiving spirit etc. expressed along the following lines:

- **Job purpose**
This job is a way of expressing God's love to the world by modelling Christian values articulated through Anglicanism in all its dealing with people
- **Task/s in the job description**
To welcome all those who drop in, showing Christian hospitality
- **Person specification**
Ability to relate to different types of people, experience of dealing with the needs of the young and disadvantaged, exercising Christian spirituality.

equal opportunities issues

Equal opportunities issues for Christian employers

- With the introduction of the new equality and diversity legislation, religious discrimination, whilst unlawful for most employers, is lawful for religious employers providing they can justify the reasons for it.
- Therefore, as Christian employers, while we subscribe to equal opportunities, we cannot say in our equal opportunities policy that we do not discriminate on any grounds. That's because we do discriminate lawfully on the grounds of religion.
- We therefore need to make a statement in our Equal Opportunities policy that, in the light of our Christian purpose and ethos, we reserve the right to recruit Christians where there is a genuine occupational requirement (GOR) to do so.
- It would then be helpful to indicate which posts this applies to, either by attaching a list or referring to one held elsewhere, although it will be essential that this is kept under review and that each time a post that has had a genuine occupational requirement (GOR) attached to it is advertised again when it is vacant, the need for the GOR is reviewed at this stage.

Christian ethos

Identifying your Christian ethos

- The new legislation says that the GOR must relate to the organisational ethos of the church/project.
- Identifying your ethos is vital because it will be impossible to claim a GOR unless you can demonstrate that your organisation has a Christian ethos.
- If the need for a Christian in a certain post has nothing to do with the organisation itself being Christian, then the need for a Christian cannot be valid.
- In other words, the law says that if the organisation does not practise a Christian ethos, then the need for a Christian in any post cannot exist.
- Clarifying your distinctive organisational ethos also helps to make sure that **what** you do in the community as Christians is rooted in **who** you are as Christians.
- Ethos can be defined as the spirit or shared motivation of a people or an organisation. It's why people do what they do - in other words, it is the unique flavour or essence of an organisation – what makes it tick. It is its distinctiveness that makes it different from another organisation and gives it its identity. It is the environment within which the organisation's mission and activity are formed and delivered.

The key principle is this - who I am speaks more loudly than what I say. In fact, who I am speaks so loudly that if it is not in harmony with what I say my words will be ignored, misunderstood, distorted or even obliterated. Authentic and distinctive Christianity is about connecting our *being* with our *doing*.

So we need to think about who we are, what our ethos and values are as a church/Christian project before we set about doing what we want to do. If we don't spend time thinking about the identity of our church/project there is a danger that we will build our organisation into something which does not reflect the Christian motivation which has got us this far.

Steps to help you identify and work with your Christian Ethos

First, don't worry if you already have recruited your staff or set up your project, but have not thought your ethos through. This is an opportunity to reflect on where you have got to and consider whether to make changes if necessary.

- **Set up a small group**
Hearing the reasons why others are involved and ensuring that their views have been considered may help in creating an ethos statement, which everyone will accept and commit to.
- **Research**
Describing your ethos is more than describing your purpose; it's about articulating the unique characteristics of your organisation, what makes it distinctive and different to other organisations. Ethos therefore is more about what your values are and what your organisation stands for than what it does.

Having said that ethos is not just about purpose, nevertheless, a good starting point for this process is to refer back to the mission or purpose statements of your organisation. These may be documents like your Constitution, the Memorandum and Articles or Trust Deed - depending on how your organisation is set up. Other documents might be the organisation's mission/vision statement and basis of faith. Despite the fact that these documents are about aims and objectives, they do carry, either implicitly or explicitly, indications about your organisation's values and what it stands for.

- **Survey staff**
Another technique at this stage is to ask people what motivates them to work with your church/project. This process might be easier to explain and manage in a smaller, rather than larger, operation. While you, as a senior person in the church/project, know instinctively what makes it different, others are likely to be less aware. Hearing the reasons why people have chosen to work with you in preference to another church/project can be a useful pointer to its real distinctive and unique characteristics.
- **Draft an ethos statement**
In Appendix 2 there is a sample ethos statement. If you want to use this as a model, take care to ensure that you reflect on the unique characteristics of your church.

Statements typically include sentences which describe:

- Shared motivation - why people are working with your church/project
- The value base - what your church/project stands for
- Internal practice - how the motivation and Christian value base are practised internally – the way people are treated and treat each other
- External expression - how the motivation and Christian value base are expressed externally – the way people are served by your church/project

- **Determine organisational values**

The next thing to do is to think about how to ensure that this statement of ethos happens in practice on a day-to-day basis. It is one thing to say these things about ourselves as a church/project; it is another altogether to live by them. This is the point about being authentic. Remember who we are speaks more loudly than what we say or do. One way to start working on this is to develop a list of values that reflect the statement of ethos. In Appendix 3 there are some values that might be helpful for you to consider as you work out what your values are. Again these are model statements and are provided here only as a guide.

- **Impact organisational practice**

The final thing to do is to see how these values relate to and affect the way your church/project operates your organisational practices and procedures.

ethos and practice

How does your Christian ethos influence what you do in practice?

Stating our ethos and values is a big step towards being clearer about our Christian identity. The next step is to ensure that who we say we are as Christians (our distinctive 'being' or identity) is reflected in our 'doing' or how we behave in our church/project. This is about relating our ethos and values to our church/project practices and procedures. A perfectly crafted ethos and values statement is only worth the paper it is written on if it is applied in reality.

The following looks at the area of recruitment as an example of demonstrating how Christian values should affect our practices.

How ethos relates to the recruitment process

- Transparency**
 Each job description should state your Christian purpose and where appropriate the functions that give rise to the GOR. This means that you are being up front about the job purpose, whether the job requires a Christian and the reasons why. Similarly, in the person specification, stating your expectations and requirements means that there should be no surprises for candidates when you select or deselect accordingly.
- Integrity**
 Finalising any job description should precede the writing of the advertisement. This may seem like a small point but it is too easy to advertise for a job without knowing its full content and therefore attract people on false premises. Writing the job description before the advert gives you integrity as an employer. Setting things up this way round also gives you the opportunity to advise existing post-holders about how their job relates to the new one.
- Openness**
 The advertisement should state clearly that you wish to recruit a Christian (if that is your decision) and why. This may mean that you limit your field but does mean that you are being completely open and honest about your intentions and that you do not wish to mislead any one. The advertisement should also be made as widely available as possible so that internal as well as external candidates can consider it. You may restrict your advertisement to publication in church press. (You cannot do this if you are advertising for a job which does not have a genuine occupational requirement (GOR) attached to it as this may be challenged as indirectly discriminatory.)

- **Authenticity**

The candidates should be furnished with all the relevant information about the post and the project before they are interviewed. This is about being equally committed to each individual and treating all candidates with respect.

- **Equality**

The selection process should be based on the criteria in the job description and person specification and seek to find real evidence of the candidates' ability to do the job as described. This means that all candidates can be treated equally and any reasons for de-selection are based on fact and not supposition.

- **Christian commitment**

The selection process should explore the candidates' relationship with God, where they are on their Christian journey etc. Requiring a Christian for a post needs to be matched by your commitment to understand the candidates and their spirituality.

- **Community**

Your induction process should provide every opportunity for the new person to feel a sense of belonging and involvement to the project as soon as possible. Such a process would include:

- Making arrangements for the new person before the job starts – desk, phone etc.
- On the first day or so going through the job description – explaining how it fits in with the rest of the team
- Introducing the new person to other staff and volunteers – inform others in advance when the new person is starting.
- Covering all the Health and Safety requirements
- Explaining any rules, particularly health and safety procedures. Location of first aid facilities, etc.
- Explaining the staff relationship with the management committee
- Going through again the terms and conditions of employment – check that all the pay (NI/bank) details have been forwarded to the right place. Deal with any queries at the beginning.
- Explaining where things are, ordering processes etc.
- Explaining the reporting process – who is in charge.
- Referring to any rotas – who does them – what are the expectations of the new person?

appendix 1: job description template

Name of church/organisation

Job Title

Responsible to

Line Manager's job title

Job purpose

Two sentence summary of the job (including link to ethos where there is a GOR)

Church/project context

2 – 4 paragraphs providing information about the church/project within which the post is based, and some information about the specific area of work (linking to the ethos where there is a GOR).

Ideally attach an organisation structure chart.

Job Tasks

Description of the main duties and responsibilities, which can be grouped together under headings if this is useful. Ideally there will be between ten and fifteen duties and responsibilities in most jobs. One or more of these will demonstrate why the job needs a Christian to fill this post (if this is the case).

Person specification/key competencies

8 - 12 essential skill requirements for the job, which reflect the demands of the job as shown through the duties and responsibilities including:

Knowledge

Knowledge required, whether gained through education, training or experience.

Experience

Specific experience required for the job, whether gained through life or work or volunteering.

Skills/abilities

Personal qualities, transferable skills and abilities required for the job. This section will reflect some of the values, where appropriate, described in the ethos and values statement.

Christian commitment (where there is a GOR).

appendix 2: sample ethos statement

The ethos of [] is our motivation for all our work. It is to work together to extend Jesus' model of the Kingdom of God on earth by living out a lifestyle of love, truth, justice, mercy and forgiveness, according to his teaching. We are inspired by his message, life and example through which God's unconditional love for all people is expressed.

Our ethos is given life through our relationships. The way we work together and behave with one another and those we seek to serve demonstrate and authenticate our ethos. It is through these relationships, with each other and those whom we seek to serve, that we practise our ethos.

Our ethos or motivation, and therefore our relationships, are rooted in our faith in Jesus Christ and in his love, which compels us to serve others. This faith directs and influences both our internal relationships as well as our work with those whom [] is seeking to serve. Our activities are an outworking of our faith. The link between who we are and what we do cannot be broken.

appendix 3: sample value statements

Values about the church/project

- **Integrity**
We believe that our mission and purpose – to extend Jesus’ model of the Kingdom of God on earth - is indissolubly linked with how we operate internally. The values, which we promote as a church/project, should be matched by those that we practice in what we do for others and ourselves. The link between who we are and what we do cannot be broken.
- **Authenticity**
We believe that our purpose - to extend Jesus’ model of the Kingdom of God on earth through our activities - flows out of our desire to work towards the same for ourselves as a church/project. The love and care with which we serve others should be authenticated by the same love and care which we have for each other.
- **Transparency**
We believe that we should be open and transparent about our beliefs and the link between our beliefs and our mission in matters of publicity, fundraising, employment etc.
- **Accountability**
We believe that all we have comes from God and that we should exercise wisdom, integrity and responsibility in using the resources entrusted to us.
- **United effort by Christians**
We are committed to maintaining our distinctively Christian ethos by ensuring that Christians - as volunteers and staff - are appointed to those positions, which we have agreed, require Christians to fill them.
- **Diversity**
We believe that we have a duty to maintain our Christian distinctiveness by recruiting those who are committed to Christ’s teaching about the Kingdom of God. However, at the same time we want to embrace the values of inclusivity and diversity by welcoming and involving, where appropriate, those of other faiths and those of none.
- **Servant leadership**
We believe in working for the common good, where appropriate, through partnership with other churches, other Christian organisations and other voluntary and statutory agencies. In particular, we seek to encourage, serve and build up other bodies, recognising their role within local communities.

Values about people

- **Equality**
We affirm the God-given value of each person and believe in the equal value of all. We stand for respect and freedom for everyone and tolerance and understanding between people of different opinions.
- **Discipleship**
We believe that as we serve others we learn as much about ourselves and our relationship with God as we do about the work.
- **Well-being**
We believe that God created people in His image, to be whole human beings and to flourish. We believe that well-being should characterise our lives as volunteers and staff and wherever else we belong and participate.
- **Transformation**
We believe that everyone should have the opportunity to develop and change, realising their potential and thus making a full contribution to the church/project and to society in general. We believe that as we grow and change, not only are we transformed but also the world around us. We believe that everyone is a learner and should be encouraged, supported and challenged to become who he or she can be. Learning who we are in God is as important as learning how to do the job.

Values about the way we work

- **Commitment to each other**
We believe that a tolerant society is one in which people of different opinions can live together in peace. In working together to deliver the work of the church/project we want to endeavour at all times to trust one another, being patient and forbearing. We should work at paying attention to the way we speak to one another, attempting to listen well and, even when it is uncomfortable to do so, being able to confront difficulties carefully and with compassion.
- **Interdependence**
We believe that each person has his or her own part to play and contribution to make to the whole. We believe that every opportunity should be taken to exchange views so that we can improve our understanding of ourselves and of one another and of the work we do.
- **Community**
We believe that a healthy community is one to which people feel that they belong. Within this church/project we are committed to the same way of life where volunteers and staff experience a sense of belonging to and identity with the church/project. We believe that successful delivery of our mission happens when people feel they belong and have a role, where inclusive community and a family atmosphere are fostered.