

Birmingham YMCA

Director of Ethos Development

These notes provide information on the appointment of the Director of Ethos Development to Birmingham YMCA. Section 6 provides details on how to apply. Please note that applications must be received at bymca@macaulaysearch.com by noon on Thursday 18th June 2009.

1. BACKGROUND

Birmingham YMCA (BYMCA) is an independent, non-denominational Christian charity, affiliated to the national and international YMCA Movement. We provide accommodation for homeless and formerly homeless people from a range of locations across the city. We also operate youth clubs, out-of-school clubs and holiday playschemes for young people as well as providing community facilities to hire. In addition we manage 5 pre-school nurseries both within our own centres and in partnership with other agencies.

Founded in 1849 on a single site in Deritend, the Association now employs over 100 people based in 7 locations across the city. Turnover in 2008/09 was £2.75m. In November 2007 the Association was awarded Investors in People accreditation.

BYMCA has a number of exciting developments in the pipeline. These include:

- The redevelopment of Erdington YMCA. With funding from Birmingham City Council and the Government's Places for Change programme the Erdington site, which is currently a 47 bed hostel is being redeveloped into a landmark apartment block with 83 self contained flats and a state-of-the-art youth and community centre. This £13.5m capital project will be built and managed in partnership with the Jericho Foundation, a community enterprise that employs people from the "intermediate" job market.
- The expansion of BYMCA's Housing Related Support services which could lead to the recruitment of 30 or more new staff
- The creation of a trading company to commercialise and share more widely BYMCA's highly regarded module system for measuring user outcomes

Birmingham is a large and diverse city encompassing a range of ethnic and religious groups. The percentage of the population describing themselves as 'White –British' is projected to drop below 50% within the next 20-30 years. The YMCA should provide services accessible to people irrespective of their faith, gender, ability, or sexual orientation.

This role is a development role which means the person appointed will require some understanding about the way in which people and organisations develop and what nurtures that development. The likelihood is that the required skills would be found in someone with a background in human resource management and/or, organisational development. The post holder would be someone committed to their own Christian

spiritual journey, and able to create the desire for reflection on life and practice in colleagues. The post holder would need to be able to engage in respectful relationships with other faith leaders.

2. JOB PURPOSE

To make the Christian ethos of the YMCA real in the life of the Association, developing an organisational culture which keeps the spirit of BYMCA connected to the Christian story in our times. The primary purpose is to make the Association 'better' – as an employer, a partner, and service provider – but it is a key requirement of the post that the post holder understands 'better' to mean 'more closely in relation with the inclusive Christian ethos of the YMCA and the Christian narrative.'

3. PRINCIPAL DUTIES AND RESPONSIBILITIES

Human Resource Management

Oversee the Human Resource management function of the Association ensuring that policies, procedures and practices are consistent with the operational needs of the Association, legal and regulatory compliance, and the YMCA's Christian ethos.

Work with managers, other directors and (where appropriate) trustees, in the implementation of recruitment, selection, appointment, grievance, disciplinary, sickness and performance management processes to ensure fair and consistent treatment of all staff and applicants.

Report statistical information on employment issues to the board.

Review policies and procedures regularly and create new ones as necessary to ensure the Association takes a proactive approach to dealing with employment issues and where possible prevents problems from emerging.

Manage the implementation of appropriate performance monitoring systems to ensure accurate and consistent information on employment issues is available for managers, directors and the Board.

Oversee the development and delivery of cross-organisational training plans to help develop staff at all levels to meet the requirements of their jobs and attain some degree of fulfilment in them.

Review and develop where appropriate systems for the care and nurture of staff, ensuring that they feel listened to and valued by the Association.

Organisational Development

Look at organisational structures and systems to ensure they meet the needs of the Association, its service users and other stakeholders, and are consistent with best practice and the YMCA's Christian ethos.

Develop and oversee systems and processes for sharing information with staff and providing them with mechanisms for representation.

Maintain and develop as required, systems for data collection, administration and reporting, to meet the management information requirements of the Executive, Board and external stakeholders.

Take responsibility for ensuring that the Association continues to meet the requirements of its Investors in People accreditation.

Work with the chief executive, board and colleagues to regularly review the Association's vision, mission and strategy and ensure that it is communicated effectively to staff, service users, and other stakeholders.

Inclusion

Work with managers, other directors, appropriate colleagues and relevant external agencies to ensure that the recommendations of the Association's 'Diversity Audit' become real in the life of the Association.

Liaise with external agencies to ensure that our services remain and/or become accessible to all sections of the community.

Promote the inclusive nature of YMCA's Christian ethos both within and outside the organisation.

Spiritual Development

Create processes, systems and organisational habits that engender a culture of openness to spiritual depth.

Manage some staff engaged in personal spiritual development (PSD) work.

Work with PSD staff and appropriate external organisations to develop programmes of activity.

Create or oversee the creation of "sacred space" for quietness and meditation in each centre.

Develop an expectation in staff that spiritual inquiry will be taken seriously and they will be enabled to find their way forward through non managerial support.

In conjunction with directors, managers and colleagues, develop clear and consistent connections between the YMCA's Christian ethos and its service delivery across the Association's range of activities and sites.

Develop respectful dialogue with neighbourhood faith leaders to ensure that the spiritual needs of people of all faiths can receive appropriate spiritual support.

Work with directors, managers and staff to ensure a clear and consistent message regarding the YMCA's inclusive Christian ethos is established and communicated both internally and externally.

Represent the Association, as appropriate, to faith groups.

Links with the wider YMCA movement

Represent the Association at YMCA meetings and events, and/or ensure appropriate representation and involvement from staff members and service users.

Contribute towards YMCA consultations

Help staff members and trustees to understand the national and international nature of the YMCA and its implications for our work.

Seek to establish appropriate partnerships with other YMCAs/YMCA agencies that add value to the Association's work.

General

Participate in senior management meetings, contributing to the organisation's development strategy and contributing towards its overall success as appropriate.

To support, promote and work within the Association's Christian ethos in all areas of work, and uphold its values of:

- Being inclusive and welcoming to people of all religious faiths and of none
- Promoting respect and freedom for all
- Working for tolerance and understanding
- Having an active care and concern for the community
- Affirming the equal value of each person when caring for and working with others

To promote a caring, helpful and unbiased attitude towards all service users and other members of the general public, and to maintain an impeccable standard of honesty and professionalism in all such dealings.

To carry out the line management responsibilities in a way which constitutes good management practice, identifying training and development needs of staff.

To adhere to the YMCA's Health & Safety, Equal Opportunities and other policies and to contribute as required to their review and development.

To promote the activities of the YMCA in a positive way to all staff, service users, other organisations and the general public.

To develop good working relationships within the management team and Board of Management.

To undertake any other reasonable duties which the Chief Executive may identify commensurate with the post.

4. PERSON SPECIFICATION

	Desirable	Essential
Skills		
A clear and demonstrable personal commitment to the Christian faith, in keeping with the requirements of the Association's ethos statement and Central Posts Policy (see Appendix below)		√
An ability to articulate sensitively to a range of audiences the relevance of the Christian faith to the work of Birmingham YMCA		√
Excellent communication skills, both written (including report writing) and verbal (e.g. facilitating meetings)		√
An ability to make difficult decisions and judgements with compassion, but in the best interests of the Association		√
The ability to reflect theologically on the relationship between the Christian faith and the world of work, and to help other people to do the same.	√	
The ability to think strategically and to input meaningfully into the development of strategies		√
An ability to work collaboratively and to form constructive working relationships with colleagues		√
The ability to work in partnership with a range of statutory and voluntary organisations, with an emphasis on establishing personal and organisational credibility and forging good relationships		√
Experience		
Experience of dealing with complex human resource management issues at a senior level		√
Experience at a management level of helping to develop an organisation's systems and processes		√
Experience of developing administrative and data collection systems and procedures.		√
Experience of working in a culturally diverse environment	√	
Experience of developing and delivering training	√	
A willingness to undergo training in any of the areas which are the responsibility of the postholder, at the discretion of the Association		√
Knowledge		
A knowledge of the YMCA Movement, its work and structures	√	
A knowledge of the requirements of the Investors in People accreditation	√	
A knowledge of organisational development systems and processes and their likely outcomes		√
A knowledge of employment law, particularly as it relates to equality and inclusion		√
An understanding of the importance of confidentiality and discretion when dealing with sensitive personal and professional issues		√

A commitment to equality in the workplace which creates a welcoming environment for people irrespective of their faith, gender, ability or sexual orientation.		√
A clear understanding of the Christian story and the ability to link it creatively to the work of the YMCA		√
Some awareness of Christian theology and how it might relate to how organisations work	√	
An understanding of the YMCA's Christian ethos (as set out in the Association's ethos statement) and a willingness to support and communicate it both internally and externally		√
Qualifications		
Full driving licence	√	
A CIPD qualification or similar qualification in management or business administration	√	
A 'clean' enhanced CRB disclosure		√

5. TERMS AND CONDITIONS

This appointment can be carried out on a four day (28 hour) or five day (35 hour) a week basis and will be based at the Erdington or Northfield sites. The salary will be circa £40,000 full time or pro-rata. The package also includes a contribution to a pension, and 38 days of annual leave, including statutory holidays.

6. HOW TO APPLY

Applications should be sent by email to Sam Stephens at bymca@macaulaysearch.com
The closing date for applications is noon on Thursday 18th June 2009.
Your application should comprise of:

- a full CV, including educational and professional qualifications, a full employment history showing the more significant positions, responsibilities held, relevant achievements and latest remuneration including any benefits;
- a covering note of not more than 1.5 pages outlining your proven ability related to the person specification and what attracts you to the role; and
- daytime, evening and/or mobile telephone numbers (to be used with discretion).

7. PROCESS

Macaulay Search has been engaged as the employment agency advisor on this appointment. A selection of candidates will be invited to a first round of interviews on Monday 6th July. This will involve a one to one meeting with Alan Fraser, BYMCA's Chief Executive and a guided tour of YMCA sites. A second round of interviews will take place on Friday 10th July.

You may expect to be contacted by Macaulay Search not later than Monday 29th June 2009.

APPENDIX

Birmingham YMCA Central Posts Policy

The Aims and Purposes of the YMCA express its identity as a non-denominational, ecumenical Christian Movement. Birmingham YMCA has agreed an ethos statement which clearly sets out the Christian basis of the Association as part of a worldwide Christian Movement. The YMCA is known internationally as a Christian Movement that is open to people of all faiths and those of none. Birmingham YMCA, in keeping with the National Vision Statement, has a vision of the YMCA as *'an inclusive Christian Movement, transforming communities so that all young people truly belong contribute and thrive'*.

The Association has diversity and equal opportunities policies and procedures that commit the organisation to employing people irrespective of their faith in the majority of cases. However, in order to maintain the Christian identity of the Association, there are some posts for which the Association believes there is a Genuine Occupational Requirement (GOR) for the post holder to have a personal commitment to the Christian faith. The Association defines these as 'Central Posts' i.e. posts that are central to the maintenance and development of the Association's Christian ethos.

The YMCA recognises three key reasons for a central post to have a Christian faith requirement:

1. To maintain congruence with the Association's Christian aims and purposes within the YMCA Movement
2. To avoid compromising the beliefs of people from outside the Christian faith community
3. To ensure that the distinctive Christian faith basis of the Association is visible and demonstrable.

Defining Central Posts

In keeping with the YMCA's inclusive Christian ethos, all posts shall be deemed to be open to people irrespective of religion or belief unless they have been designated as Central Posts by the Association's Board of Management. For a post to be designated as having a personal Christian faith requirement, more than one of the following criteria would normally have to be met. The post would need to include as a significant component of the job:

- responsibility at a senior level for making the Christian aims and purposes of the YMCA real in the everyday life of the Association e.g. strategic and organisational development
- the delivery of spiritual support to staff, volunteers and/or service users
- responsibility for the delivery of personal development programmes covering spiritual development
- introducing, explaining or teaching Christian beliefs, practices or values.
- being responsible for representing, promoting, maintaining and ensuring the transference of the Christian ethos internally and/or externally
- being an external representative of the Association in work with other faith groups

- being the 'public face' of the Association at a senior level
- responsibility for managing other staff whose posts require a personal commitment to the Christian faith
- Leading or participating in confessional acts within the Association and/or within the wider Movement

When posts are created or become vacant consideration shall be given to the purpose of the role and how this can best be achieved in future. As part of this officers should consider whether the purpose and function of the role includes more than one of the criteria above. Where this is the case officers should consider whether the purposes and function of the role could be achieved in ways other than restricting the post to someone with a personal commitment to the Christian faith. If, having considered this, officers are of the view that there is a GOR for the post-holder to be a practising Christian a case should be presented to Board of Management for approval. This should include a full job description and person specification and an outline of the rationale. The Board of Management should content themselves that the application of a GOR is a proportionate way of achieving the aims of the post.

The GOR for the post-holder to have a personal commitment to the Christian faith shall be reconsidered by officers each and every time a Central Post becomes vacant. There shall be no assumption that the requirements of the post remain the same or that the GOR should automatically continue. If officers believe that the GOR remains vital to the post then a case should be presented to the Board of Management as above for approval.

If officers believe that the GOR is no longer relevant to the post then a case for removing the Central Post designation should be made to the Board of Management, who shall make the final decision.

Appeals Against the Designation of a Central Post

The Association recognises that there may be occasions where non-Christians feel disadvantaged by the designation of Central Post. In cases where the inclusion of a GOR causes actual disadvantage to a person the Association will consider an appeal by the person affected. This would use an amended version of the Association's grievance procedure. However, the post remains designated as a Central Post unless and until the Board of Management determine otherwise and the recruitment process should continue. Applicants should be made aware that an appeal against the designation has been made and any appointment will be conditional on the outcome of the appeal.

If, having considered the evidence submitted by the appellant, the appeals panel conclude that the application of a GOR is not proportionate and the aims of the post could be achieved without designating it as a Central Post then the evidence of the appeal should be presented to Board of Management. Equally, where the panel are not minded to uphold the appeal, the reasons for this and the evidence of the appeal should also be presented to the Board of Management. The decision of the Board of Management is final.

If an appeal is upheld by Board of Management the recruitment process should be stopped, the Job Description and/or Person Specification for the post redrafted and the post re-advertised making it clear that there is no GOR for this post.

Fulfilling a GOR

Where a GOR has been included within the person specification for a post there must be clear criteria which applicants can fulfil in order to demonstrate that they meet the GOR. This should include the following elements:

- A requirement that the successful applicant sign a statement confirming acceptance of the Paris Basis.
- A requirement to provide independent confirmation of their personal commitment to the Christian faith e.g. a supporting statement from an authorised minister/leader confirming their good-standing with their church or other confessional Christian community.
- Questions (and for more senior posts, a presentation) as part of the interview process e.g. “How does your Christian faith affect the way you would approach this job?”; “What difference does your acceptance of the Paris Basis make to the outcomes you would expect to achieve in the role?”

As part of the selection process all applicants should be sent a copy of the Association’s ethos statement and this policy. They should be made aware that failure to demonstrate that the GOR has been met would be deemed as grounds not to offer the applicant the post, irrespective of their other skills and experience.

In accordance with its Christian values, the YMCA stands for:

- a worldwide fellowship based on the equal value of all persons
- respect and freedom for all; tolerance and understanding between people of different opinions
- active concern for the needs of the community
- united effort by Christians of different traditions

All employees and volunteers – including those in Central Posts – are expected to uphold these values. Whatever their personal religious beliefs therefore, the Paris Basis provides no grounds for discrimination in the delivery of services on the grounds of race, gender, sexuality, ability, lifestyle, religion or belief, and all applicants for Central Posts will need to demonstrate as part of the selection process that they are committed to full inclusion in the delivery of services.

Maintaining the GOR in employment

Where the Association has reason to believe that a post holder has provided false or misleading information in respect of their fulfilment of the GOR the matter shall be dealt with in accordance with the Association’s disciplinary policies and procedures. These state that where an applicant is proven to have provided false or misleading information in support of an application they are liable to be summarily dismissed.

Central Post holders will be expected to attend to their spiritual life both individually and in co-operation with other Central Post holders. They will be expected to undergo training and spiritual development at the request of the Association to ensure that their faith is manifested in appropriate ways. This may include attendance at prayers, spiritual development days, retreats and acts of worship, in addition to more formal academic training programmes.

The post-holder will be expected to sustain a personal Christian commitment and spiritual life in keeping with the YMCA’s ethos and values. The post-holder will be encouraged to access appropriate spiritual direction, support and accountability in order to facilitate this. This may be

outside of the YMCA if appropriate, but discussion of the post holder's spiritual life will form part of regular supervision sessions and the Annual Performance review.

Subject to any decision by the Association's Board of Management, the GOR for a Central Post remains in place throughout the period of a post holder's appointment. They are therefore expected to continue:

- to be able to accept the Paris Basis
- to be able to provide independent confirmation of their personal commitment to the Christian faith (e.g. continuing membership of a Christian Church or other confessional Christian community)
- to demonstrate as part of their regular supervision the difference their Christian faith makes to the way they approach and fulfil their duties

It is therefore, the post holder's responsibility to ensure that the Association is kept informed of any changes that may affect their ability to meet the GOR. Where a Central Post holder changes religion or belief in such a way that one or more of these requirements can no longer be met with integrity, the Association should be informed and discussions held with their line manager about an appropriate course of action. This may include a period of reflection and prayer, spiritual support and/or direction, or further training. Ultimately however, where the Association is convinced that the GOR is no longer being met by the post holder and that the GOR continues to be essential for the post concerned, the Association reserves the right to terminate the appointment.

Diversity within a Christian context

All staff including volunteers, including those in posts where there is not a GOR, will still need to be committed to working within the Association's Christian aims and purposes. They will need to be aware of the ethos and values of the YMCA and undertake their duties within our organisational mission, ethos and values.

Staff in some positions may require some understanding of the Christian faith, beliefs and values in order to be able to work effectively with their colleagues in certain projects. Training and support will be provided as appropriate to ensure that non-Christian staff are not disadvantaged in such circumstances.