

October 2024

Chief Operating Officer, People and Culture

Thank you for your enquiry about the post of **Chief Operating Officer, People and Culture (COO)** at Release International, a Christian Ministry and charity serving with persecuted Christians since 1968.

About You

We are looking to recruit a full-time Chief Operating Officer (COO) to be based at our office in Orpington, Kent, with some agreed flexibility to work from home. To fulfil this exciting new and pivotal role within Release International you will be motivated by your biblically orthodox Christian faith, having a compassionate heart for our persecuted family in Christ and a passion to serve them. As part of the Strategic Leadership Team (SLT) for Release International, working alongside the Chief Executive Officer (CEO) and Director of Voice Ministries (DVM), you will lead on financial management and supervise the Ministry's operations.

With a drive to make our processes and systems as fruitful as possible, your significant experience in operations or business development within the charity sector will ensure that Release International's day-to-day operations remain compliant, responsive, effective and efficient. You will have developed significant competence in financial management to be able to analyse financial information, and other data, to support decision making at a senior level. Your proven track record of strategic planning and implementation at a senior level, experience of proactive risk management, and ability to manage multiple deadlines and projects will be essential to the role.

Your passion for Jesus will be the foundation, enabling you to nurture a motivated team and, as COO, you will lead on all aspects of 'People and Culture'. You will use your excellent people skills and positive outlook to enable, empower and encourage others towards success, promoting and modelling Release International's person-centred Christian ethos, culture and values.

About Us

Release International is a Christian Ministry devoted to loving and serving persecuted Christians in almost 30 countries around the world. Among other things we supply Bibles, literature for discipleship, support prisoners of faith and their families, work for justice, and deliver needs-led projects to develop the resilience of Christians as they live for Jesus in the teeth of persecution. Release International is also devoted to raising the voice of persecuted Christians, ensuring that individual Christians and communities throughout the UK and Ireland get to know about what is happening to their persecuted family members and are given multiple opportunities to engage with them as fully as possible.

Release International was inspired by the ministry of Richard Wurmbrand who was imprisoned and tortured by the Romanian secret police in the 1950s and 1960s because of his Christian faith. Much more information about the work and ministry of Release International can be found on our website at www.releaseinternational.org .

What We Offer

The Chief Operating Officer, People and Culture, is a full-time role for 35 hours a week, with 33 days annual holiday, including public/bank holidays. The role is office-based, in our office in Orpington, Kent, with some agreed flexibility to work from home for a maximum of three days a week. Flexible working will be required and Release International offers a system of Time Off in Lieu (TOIL) rather than overtime payment. The salary for this post is £56,172 per annum. We offer a non-contributory pension at 7% of salary, with an option to make a small additional 'matched' contribution.

Job Description

JOB TITLE: Chief Operating Officer / People and Culture

DEPARTMENT: Strategic Leadership Team

LOCATION: Office-based, with some agreed flexibility to work from home for a maximum of three days a week

DATE: October 2024

JOB PROFILE:

As part of the Strategic Leadership Team (SLT) for Release International, working alongside the Chief Executive Officer (CEO) and Director of Voice Ministries (DVM), the Chief Operating Officer (COO) role is an exciting and pivotal role within the Ministry.

Motivated by their biblically orthodox Christian faith – having a compassionate heart for our persecuted family in Christ and a passion to serve them – the COO leads on financial management and supervises the Ministry’s operations. The COO also leads on all aspects of ‘People and Culture’.

Reporting to the CEO, and working with the Board and its Committees, the COO is responsible for ensuring that Release International’s day-to-day operations – finance, HR, administration, ICT, data protection, safeguarding, governance, legal – remain compliant, responsive, effective and efficient.

Together with the SLT, the COO shapes the Ministry’s future, ensuring sustainability and growth, and the highest standards of service delivery, working closely with the Operational Leadership Team (OLT) as its deputy chairperson for meetings.

The COO will use their excellent people skills to enable, empower and develop staff. Their proven track record of strategic planning and implementation, experience of proactive risk management, and ability to manage multiple deadlines and projects is essential to the role.

CORE RESPONSIBILITIES:

The COO, as part of the Strategic Leadership Team (SLT), within the context of the Ministry’s Calling and Mission, is committed to providing strategic leadership and vision, taking a corporate leadership role and not simply a departmental leadership view. The COO ensures the Ministry meets its short-term and long-term objectives.

The COO participates fully as a member of the SLT (deputising for the CEO on the rare occasions when that is necessary), contributing to the development and delivery of the overall Ministry Strategy.

Utilising and developing an effective and efficient hybrid model of internal and external resources, the Directorate’s responsibilities span the following different areas:

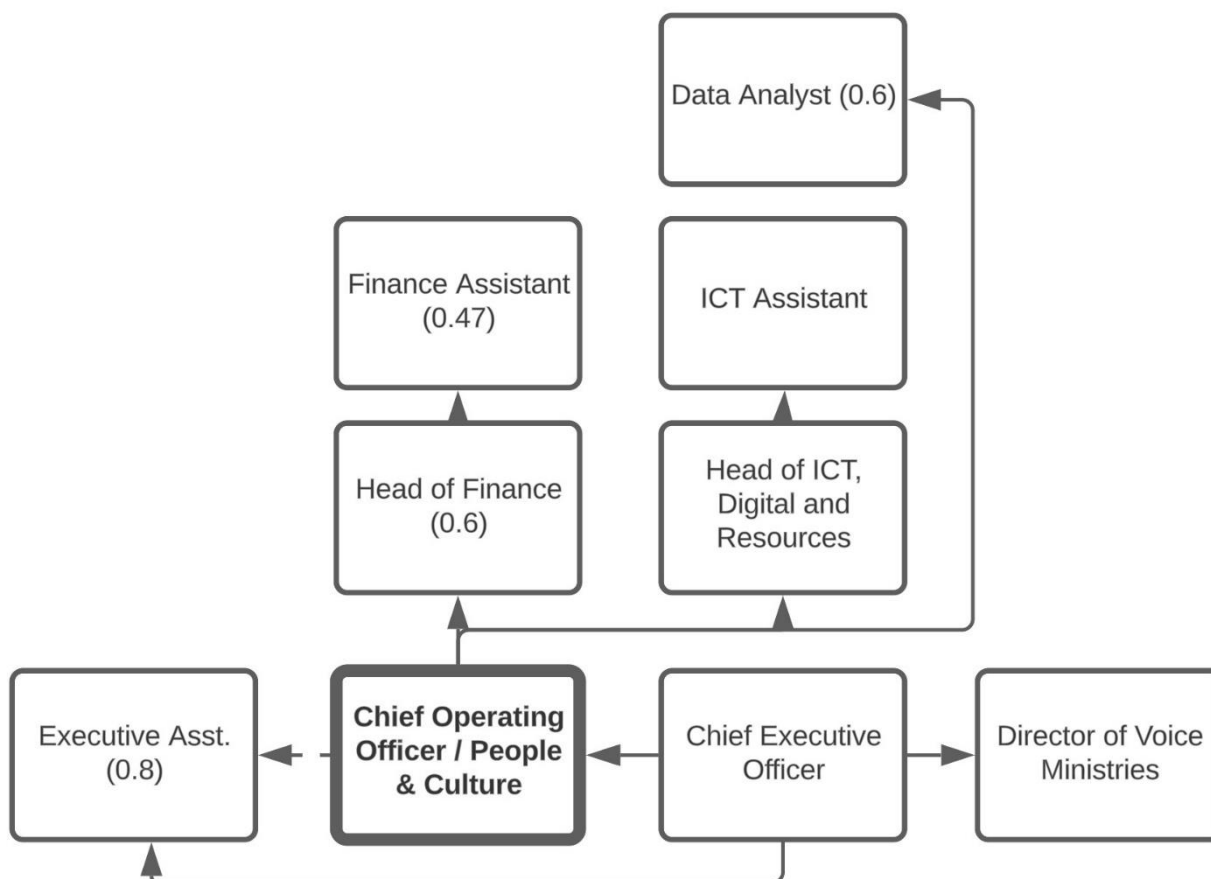
1. **Strategy:** Work directly with the Board of Trustees, CEO, DVM and Operational Leadership Team (OLT) to ensure a culture of excellence, integrity and servant-heartedness is maintained. Act as a strategic thought partner to the CEO, with focus on maximising Release International's impact, deputising for the CEO when required.
2. **Financial strategy and management:** Lead on all aspects of finance, including the development of a hybrid delivery model (internal and external resources) to define and deliver financial strategy as well as overseeing and streamlining financial management, including all processes for budgeting, forecasting, financial planning, control and reporting. Align income and expenditure and monitor financial performance and ensure adherence to budgets. Working with the Head of Finance (HoF), ensure all day-to-day financial administration is delivered to a very high standard. Oversee the production of the audited annual accounts. Identify and mitigate financial risks to the Ministry.
3. **People and Team Culture:** Lead and oversee an effective HR function to ensure current HR processes, policies and procedures remain in place and continue to be developed. Implement effective measures in recruitment and induction; developing, managing and supervising staff including staff wellbeing initiatives, talent management, professional development and performance management. Ensure effective and positive team and all internal communications. Lead on Safeguarding across the Ministry. Lead a culture of continuous efforts to improve efficiency and effectiveness while supporting and motivating staff to achieve organisational objectives. Ensure the Ministry continues its servant-hearted, people-focused culture, and Christian Ethos, that promotes teamwork and positivity.
4. **Operations, Administration, Data Protection, ICT and Risk:** Develop, direct and oversee all operational activities of Release International with a focus on designing systems and processes that create a sustainable platform to enable future growth. This includes leading on the implementation of processes, protocols and policies to help optimise the Ministry's day-to-day operations. Lead on Data Protection. In liaison with the Head of ICT, Digital and Resources (HIDR) oversee all aspects of administrative management, including day-to-day office systems, ICT systems, and security; oversee Release International's approach to health & safety and risk management.
5. **Governance and Compliance:** Coordinate the production of Board and Committee papers, ensure that governance processes are effective, and maintain a watching brief on governance and legal requirements; inform the Board accordingly. Review and manage policies, processes and procedures to ensure compliance with charity and company law and efficient operational outputs. Ensure the duties of Company Secretary are fulfilled.
6. **Legal:** Oversee and support the Ministry across a broad range of legal and compliance matters, both in the UK and abroad, liaising with external agencies as required. Ensure that the Ministry operates effectively as an employer and that all employment laws are followed.
7. **Line Management:** Inspire and motivate your team and be responsible for day-to-day line management and regular performance management of your direct reports. Actively develop and maintain professional oversight of the directorate, including team members' continuing professional development, as appropriate.

8. **Board Liaison:** Ensure strategic and operational decisions are understood at Board level by engaging fully in Board meetings and Committee meetings associated with your directorate, and also represent the Strategic Leadership Team in Board papers and discussions as appropriate.
9. **Spiritual Leadership:** To maintain personal relationship with the Lord Jesus Christ, in order to provide spiritual leadership, with the SLT, consistent with Release International's Statement of Faith and Ethos Statement. To participate in daily devotions and any special devotions or prayer meetings held from time to time and to lead staff devotions and prayer meetings as required.

Note: Since this is a new role, this JD is subject to change as this role, and others, are developed, and will be reviewed at annual appraisal.

ORGANISATION CHART:

Reflecting our desire to practise servant-leadership, Release International organisation charts are inverted, i.e. the role at the 'bottom' serves and equips the role(s) above it:



PERSON SPECIFICATION:

- A servant-hearted leader with a strong enabling style that will equip and encourage others towards success, promoting and modelling Release International's person-centred Christian ethos, culture and values.
- Significant experience in operations, finance or business development within the charity sector. A finance qualification is preferred but not essential if high level financial management, including budgeting, reporting, financial analysis and data analysis can be demonstrated from experience.
- Proven track record of strategic planning and implementation at a senior level.
- In-depth experience of a Christian leadership team at a senior level.
- In-depth experience and insights into the workings of different departments of a UK charity, including finance, HR, ICT, data protection, risk management, governance and charity law.
- Proven track record in scaling up operations in a business or charity comparable to Release International's current size.
- Ability to ensure the organisation is delivering against its mission, vision, aims, objectives and strategic priorities.
- Excellent leadership and organisational skills.
- Excellent written and verbal communication and interpersonal skills, particularly with communicating vision and enabling a shared sense of direction. Ability to simplify and communicate complex information to multiple audiences.
- Competent public speaker.
- A strategic and proactive approach to solving problems.
- A career record of making a transformative difference to strategic planning and an organisational impact.
- Demonstrated success in building efficient structures and processes that limit bureaucracy and drive growth.
- Will roll up their sleeves to manage multiple priorities, deadlines and projects. The COO must be an excellent delegator.
- Proven experience of holding responsibility for 'people and culture' in another organisation.
- Empathy and understanding towards people, reflecting the need to inspire, develop and motivate staff and manage talent through a collaborative, empowering, open-handed style.

- Particular experience of managing senior staff.
- A strong desire to join with SLT colleagues in prayerfully discerning the will of God together so that Release International's people and mission thrive.
- Flexible, adaptable and resilient, with an ability to navigate change.
- Results-oriented with a focus on continuous improvement.
- Willingness to undertake continued professional development, as appropriate.

OTHER INFORMATION:

An occupational requirement to be a Christian applies to this role.

The postholder will need to fully support Release International's Calling, Mission and Values, as set out in Release International's Ethos Statement.

Our **Calling** states:

Through the ministry of Pastor Richard Wurmbbrand and Hebrews 13:3 we have been called by God to love and serve persecuted Christians.

The following five Strategic Purposes (SP) form our **Mission** statement, which shows how we love and serve persecuted Christians, by:

- Raising their VOICE.
- Giving them the 'TOOLS' they need to live for Jesus Christ.
- Calling Christians into FELLOWSHIP with them.
- Learning lessons of Christian DISCIPLESHIP with them.
- Maintaining Christian STEWARDSHIP to honour them.

There may be the need to travel occasionally. Flexible working will be required, including to attend some evening meetings of the Board of Trustees and its Committees, and also to attend charity sector events or conferences where these are relevant to the role. There may be an opportunity for international travel to visit persecuted Christians. Release International operates a system of Time Off in Lieu (TOIL) rather than overtime payments.

There is an occupational requirement under schedule 9 of the Equality Act 2010 for this post to be held by a Christian in full agreement with Release International's Statement of Faith, who agrees to uphold Release International's Ethos Statement and Code of Conduct. This will, in part, be considered demonstrable by the following additional specifications:

- consistent with believing the Bible to be authoritative and true, you will be seeking to develop sound biblical knowledge; applying that knowledge in your daily life and promoting that application in the lives of those around you;
- upholding the Bible's ethical and wider teaching, with particular regard to those matters mentioned in our Ethos Statement;

- having a sound prayer life and consistently reading the Bible;
- regularly attending a church, or Christian fellowship, whose teaching and practice is in agreement with our biblical basis (Hebrews 10:25) and Statement of Faith.

How to Apply

Please apply using the attached application form. Completed applications forms are to be returned by email to Lynnette Feist at recruitment@releaseinternational.org.

Or by post to:

Lynnette Feist
Director of Personnel and Internal Operations
Release International
PO Box 54
Orpington
BR5 4RT

The closing date for this position is **9.00am on Friday 29th November 2024**. After shortlisting, a first interview will be held online on **Wednesday 4th December 2024**. Candidates who are successful at getting through the first stage will be invited to a second interview to be held in-person at our office in Orpington, Kent, on **Tuesday 10th December 2024**.

The post will commence as soon as possible for the successful applicant, subject to all necessary and satisfactory references and checks having been met, but this will be confirmed with the successful applicant.

All applicants will be advised as to whether they have been shortlisted for interview and all applications will be retained for 12 months from the closing date of the application.

All personal data/special categories of personal data are processed in accordance with the Data Protection Act 2018 and the UK General Data Protection Regulation (GDPR) 2021. Please see Release International's Privacy Statement at <https://releaseinternational.org/faith-and-policy-statements/>. We rely on the lawful basis of consent, contract and legal obligation to process the information you provide as part of your application.

Pre-employment checks for this post will include references, evidence of the right to work in the UK and check of any qualifications and membership(s), as appropriate, automatic disqualification declaration for senior manager post, DBS basic check and compliance with of HMRC's 'fit and proper person' requirements.

On the following pages you will find our Ethos Statement, Statement of Faith and Code of Conduct.

Further Information

If you require any further information, please contact the Director of Personnel and Internal Operations, Lynnette Feist, at lfeist@releaseinternational.org or 01689 823491.

Thank you for your interest in this role, we look forward to receiving your application.

Ethos Statement

Release International is a Christian Ministry which, within the environment of UK law and governance, is a Company Limited by Guarantee. It is also registered as a charity and governed by a Board of Trustees. The Charity's objects and powers of governance are documented in the Articles of Association.

The Charity's objects are described in the Articles of Association as follows:

- To advance the Christian faith in accordance with the Statement of Faith and Ethos Statement;
- The relief of poverty and other hardship, need or distress, for those who are suffering persecution or marginalisation for their Christian beliefs, and their families, by providing support and assistance;
- To further the charitable work of the Charity by the advancement of such other charitable purposes as the trustees shall from time to time decide, provided such purposes are consistent with the Statement of Faith and Ethos Statement.

Our **Calling** states:

Through the ministry of Pastor Richard Wurmbbrand and Hebrews 13:3 we have been called by God to love and serve persecuted Christians.

The following five Strategic Purposes (SP) form our **Mission** statement, which shows how we love and serve persecuted Christians, by:

- Raising their VOICE.
- Giving them the 'TOOLS' they need to live for Jesus Christ.
- Calling Christians into FELLOWSHIP with them.
- Learning lessons of Christian DISCIPLESHIP with them.
- Maintaining Christian STEWARDSHIP to honour them.

Consistent with being a Christian Ministry, the 'three Ps' of our **Taxonomy** of persecution define how we give 'TOOLS' to Christians being persecuted in four clear ways (often experienced concurrently):

Around the world we **p**rayefully, **p**astorally and **p**ractically help:

- Families of Christian martyrs
- Prisoners of faith and their families
- Christians suffering oppression and violence
- Christians forced to flee.

The motivation for the Ministry is rooted in faith in Christ and as a Christian Ministry therefore, Christian faith is of central importance to the objects, the work and the ethos of Release International and this is expressed in the [Statement of Faith](#), part of the Articles of Association, to which all Trustees, all Staff¹ and all Volunteers must subscribe.²

For the purpose of the Equality Act 2010, staff employed by Release International work to fulfil its Calling and Mission and the Charity's objects and are committed to model the

¹ Where an occupational requirement applies.

² Described as the Basis of Faith in the Volunteer Application Pack

practical implications of our biblical beliefs at every level. In that sense every employee and Volunteer is an ambassador for Release International and for Jesus Christ and there is therefore an occupational requirement for employees of Release International, its Trustees, Mission partners and Volunteers to be Christians, adhering to the basis of this Ethos Statement; holding as true the [Statement of Faith](#) of Release International and living in accordance with it.

Further reason for applying an occupational requirement is the need for the Ministry as a whole, as it pursues its Christian Calling and Mission, to be united in Christian fellowship and endeavour; each member of the Ministry serving God, each other, and all its constituents, in fullness of Christian faith through prayer and by the leading of the Holy Spirit and with experiential ownership of all our Values (see below). This unity and calling to service goes beyond having moral or religious values in common. We recognise and rejoice in our shared experience as Christians (being those who, upon repentance from sin, have experienced as true the grace of new birth, bringing them to that fear and knowledge of God which is expressed in a life of obedience to His word, as a disciple of Christ).

Given the above, Release International is satisfied that it continues to be proportionate to apply that requirement to its current roles, but will keep this under review (including each time this document is reviewed).

The Christian ethos of Release International is expressed in the **Values** that having a personal relationship with Christ engenders:

God's love

We believe our attitudes and actions must reflect the kindness, mercy, grace and compassion of Jesus in all we do towards all people, but with special concern for oppressed and persecuted Christians (Galatians 6:9-10). We seek only to do good. In expressing our passion for justice and being a voice for the persecuted (Micah 6:8, Proverbs 31:8, 9), we choose to love and respect others, whether Christian or not, whether in fellowship with us or not (Mark 12:31).

The meaning of life is to be found in the immeasurable love of God in Jesus Christ (John 3:16). Its most fundamental characteristic is that it seeks the good of the other. It is contrary to all selfish, self-centred attitudes (1 Corinthians 13). Love is more than an emotion. It involves choosing to love others, including our enemies (Matthew 5:43-44). God's perfect love eradicates fear (1 John 4:18).

God's Word

We recognise that God's Word (the Bible) is inspired by the Holy Spirit. It is our supreme authority and pattern for living, not only in matters of personal faith³ and conduct⁴ but also in all we do as a ministry as part of the Body of Christ (Psalm 119:160; 2 Tim. 3:16-17; James 1:22-25).

God's Kingdom

³ For example: the order and value of the biblical family model; God's created order for male and female rooted in our innate immutable biological sexual identity (Genesis 2:24; Hebrews 13:4; Matthew 19:4; Ephesians 5:22-6:4)

⁴ For example: the need for celibacy outside marriage or fidelity within marriage (being the union of one woman and one man to the exclusion of all others); lovingly confronting beliefs, behaviours or life-styles which are sinful, and therefore harmful (John 8:1-11)

We want to obey the words of Jesus in seeking first the Kingdom of God (Matthew 6:33) such that God's reign is evident in our lives and ministry.

We are receiving an 'unshakeable kingdom' as God's gift and God's initiative (Hebrews 12:28). As co-labourers with God in establishing His kingdom we are passionately focused on seeing people come to faith in Christ, discipling, equipping and empowering them to be effective witnesses, especially in situations of persecution (Matthew 5:10; 28:19-20).

Prayer

We take prayer seriously, and as a team model this by regularly and purposefully spending time with God. Recognising that the prayers of righteous people have great effect (James 5:16) we try our best to live holy lives, praying as much as possible, giving thanks in all circumstances (1 Thessalonians 5:16-18).

Integrity

By the grace of God we want our lives and ministry to demonstrate Christian integrity.

We want to be known as people of humility, justice and mercy (Micah 6:8) others can trust because of our consistency of word and deed; truthfulness and honesty (2 Corinthians 4:2, Proverbs 10:9).

Exercising wisdom (Matthew 10:16), we will always seek to speak out on behalf of persecuted Christians with integrity, humility and a servant heart, ensuring their message can be verified and trusted.

Relationships

In Christian teaching, the Greek word 'koinonia' describes how Christians come together as a family, with believers being regarded as 'brothers and sisters in Christ'. Relationship; partnership; community; unity; sharing; common purpose; mutual effort; being joined together to work as a team; sharing the burden equally: these are all things we value and seek to practise as we exercise our ministry at home and abroad.

Church

It is important to us to work with and through 'local' church leaders wherever possible, supporting them in their pastoral responsibilities. In doing so we aim to serve and equip believers in the UK and Ireland, and in nations where persecution takes place; developing understanding of, and response to, persecution as they seek to grow together in Christian maturity and discipleship (1 Corinthians 12:26; Colossians 1:28; Ephesians 4:11-16).

In our dealings with individual Christians we will emphasise the significance of their membership of the Body of Christ (1 Corinthians 12:27) to which we also belong as brothers and sisters together, in the one worldwide church.

The values, attitudes, motivations and relationships of staff and the way the Ministry achieves its Calling and Mission is as important as the Ministry itself. Staff are expected to act in good faith and with loyalty to a relational ethos and to biblically Christian standards of behaviour; see [Code of Conduct](#). Failure to do so may result in disciplinary action; see [Disciplinary Policy](#).

According to the values expressed in this [Ethos Statement](#) and given the belief set out in the [Statement of Faith](#) of the Divine Inspiration and Supreme Authority of the Bible as the written word of God, fully trustworthy for faith and conduct, we wish to express solidarity in what we say and what we do with those who desire to lead a godly life in obedience to the scriptural teaching that sexual relations are intended by God only within monogamous

heterosexual marriage and to express support for all who adhere to such scriptural teaching, particularly those who are suffering as a result of their faithfulness.

Release International will not unlawfully discriminate; see [Equal Opportunities and Diversity Policy](#).

Statement of Faith

We believe in:

The one true God who lives eternally in three persons—the Father, the Son and the Holy Spirit.

The love, grace and sovereignty of God in creating, sustaining, ruling, redeeming and judging the world.

The divine inspiration and supreme authority of the Old and New Testament Scriptures, which are the written Word of God—fully trustworthy for faith and conduct.

The dignity of all people, made male and female in God's image to love, be holy and care for creation, yet corrupted by sin, which incurs divine wrath and judgment.

The incarnation of God's eternal Son, the Lord Jesus Christ—born of the virgin Mary; truly divine and truly human, yet without sin.

The atoning sacrifice of Christ on the cross: dying in our place, paying the price of sin and defeating evil, so reconciling us with God.

The bodily resurrection of Christ, the first fruits of our resurrection; his ascension to the Father, and his reign and mediation as the only Saviour of the world.

The justification of sinners solely by the grace of God through faith in Christ.

The ministry of God the Holy Spirit, who leads us to repentance, unites us with Christ through new birth, empowers our discipleship and enables our witness.

The Church, the body of Christ both local and universal, the priesthood of all believers—given life by the Spirit and endowed with the Spirit's gifts to worship God and proclaim the gospel, promoting justice and love.

The personal and visible return of Jesus Christ to fulfil the purposes of God, who will raise all people to judgment, bring eternal life to the redeemed and eternal condemnation to the lost, and establish a new heaven and new earth.

Code of Conduct

Introduction

Release International's [Ethos Statement](#) includes the values that are demonstrated in the lives of those in relationship with Christ and notes that the values, attitudes, motivation and relationships of staff and the way the Ministry achieves its Calling and Mission is as important as the Ministry itself. Staff employed by Release International work to fulfil the charity's objects and its Calling and Mission.

This Code of Conduct defines Release International's expectations of behaviour and interactions for all staff whilst on Release International premises or whilst engaged in Release International's work, wherever the location and wherever an observer may reasonably associate them to Release International. Staff are expected to make every reasonable effort and intention to meet the standards of personal conduct and working practice set out in this Code. All staff are expected to act in good faith and with loyalty to a relational ethos and to certain biblical, Christian standards of behaviour, in particular staff whose role has an occupational requirement to be a Christian. Inappropriate conduct outside working hours and/or outside the workplace, may be considered to be in breach of this Code, especially where it brings the Ministry into disrepute.

This Code of Conduct applies in principle to all staff (full-time, part-time and those employed as consultants) and the term staff is used throughout the policy to apply to all of the above. Trustees have their own Code of Conduct. All job applicants are asked to confirm that they will abide by the Code of Conduct, see [Recruitment Policy](#).

Standards of Conduct

As a Christian Ministry rooted in shared beliefs and values the following are examples of behaviour that it is expected that all staff will demonstrate:

- Treat one another with grace, respect, courtesy, politeness and forgiveness;
- Honesty and co-operation in all interactions, timekeeping and work practice;
- Respect for authority and for each other as we work together;
- Good stewardship of Release International's finance and resources;
- Willingness to give personal account of a living faith in Jesus Christ within settings and context appropriate to day-to-day responsibilities;
- Regular commitment and participation in the life of a local church.

There are many scriptures which relate to standards of Christian conduct, but some key scriptures to keep in mind are as follows:

'In your relationships with one another, have the same mindset as Jesus Christ.'
Philippians 2:5ff

'Therefore, as God's chosen people, holy and dearly loved, clothe yourselves with compassion, kindness, humility, gentleness and patience. Bear with each other and forgive one another if any of you has a grievance against someone. Forgive as the Lord forgave you. And over all these virtues put on love, which binds them all together in perfect unity.'
Colossians 3:12-14

‘And whatever you do, whether in word or deed, do it all in the name of the Lord Jesus, giving thanks to God the Father through Him.’ Colossians 3:17

‘Let all that you do be done in love.’ 1 Corinthians 16:14

As a Christian Ministry, prayer – both corporate and individual, is central to our work and as such all Christian staff are expected to participate in, and lead, daily devotions either at Release International premises when they are on site, or online if working remotely. In addition, all staff are expected to participate in ‘All Staff’ meetings and Staff Away Days which are held up to three times a year and which include acts of worship, teaching and prayer.

All staff are expected to uphold Release International’s policies and procedures, all of which are referenced in the [Staff Handbook](#) which provides other important information for staff.

Appendix E of the [Safeguarding Policy](#) provides a Safe Practice Code of Conduct with specific reference to safeguarding and promoting the welfare of children and vulnerable adults which should be read alongside this Code of Conduct.

Particular care needs to be taken when using any form of media. In media channels, it is possible for people to construe staff as speaking for Release International, whether they mean to or not. Therefore, great care should be taken when contributing personally to Social Media, e.g. Facebook, Twitter, Instagram, LinkedIn etc. A good question for staff to ask themselves when posting to Social Media is, “Will this negatively impact on the Ministry or reputation of Release International in any way? Will it compromise the standards set out in this Code of Conduct?” If there is even the slightest thought that it might – please do not post. If staff are approached to speak on behalf of Release International in other forms of media, and it is not a part of their usual role to do so, they must take advice from the Director of Engagement before doing so.

Breaches of the Code of Conduct

Whilst this Code of Conduct endeavours to set out standards, we do not want to be legalistic in our approach and our application of these standards. It is important that we remember that all sin and fall short of the glory of God (Romans 3:23). We must be alert to the temptation to be quick to see faults in others and overlook our own, or to focus on a person’s past and overlook grace.

In this regard, Release International would be deeply concerned if a staff member’s conduct towards another person (in particular one who has repented), shows a heart that is prejudiced, legalistic or unforgiving. Unrepentant conduct of this kind would be contrary to this Code of Conduct and suggest an inability to meet an occupational requirement to be a Christian.

As a Christian Ministry, as expressed in the [Ethos Statement](#) and [Statement of Faith](#), Release International is committed to act in all circumstances with compassion, grace and pastoral concern and breaches of the Code of Conduct will be dealt with in this way in accordance with the [Disciplinary Policy](#).

Unsatisfactory conduct

Potential examples of unsatisfactory conduct include, but are not limited to:

- Poor timekeeping or attendance; unauthorised absence;
- Persistent disruptive behaviour;
- Unreasonable repeated failure to attend daily devotions either at Release International premises when they are on site, or online if working remotely;
- Repeated failure to attend 'All Staff' meetings;
- Repeated failure to attend Staff Away Days;
- Deliberately undermining the work of Release International or another staff member, internally or publicly;
- Rudeness to staff, visitors, supporters or anyone connected with Release International's work;
- Insubordination to management;
- Failure to comply within an acceptable time with a reasonable management instruction;
- Sexist language or sexual innuendo;
- Posting or forwarding social media comments deemed to be inappropriate by Release International;
- Remove or attempt to remove any article or articles which are Release International's property, or any individual's property kept on Release International's premises without prior permission of the owner or inventory holder;
- Any other conduct which is likely to endanger the order, harmony, welfare, character or reputation of Release International.

Gross misconduct

Examples of potential gross misconduct include, but are not limited to:

- Any action constituting a serious criminal offence;
- Commit or attempt to commit any act which may endanger persons or property or which breaches any safety rule, Release International policy or legislation;
- Offering or accepting a bribe or making a secret profit;
- Dishonesty, including giving false or misleading information during the recruitment process, whether or not material to the decision to offer employment;
- Theft or fraud from Release International, its staff, visitors, supporters or anyone connected with Release International's work;
- Falsification of records or expenses;
- Deliberate and serious damage to the property of Release International, its staff, visitors, supporters or anyone connected with Release International's work;
- Causing loss, damage or injury by serious negligence;
- Misuse, or use for personal gain, of equipment belonging to Release International;
- Reporting to, or being at, work unfit due to the influence of alcohol, solvents, prescriptions or non-prescription drugs or any other illegal substance;
- Deliberate misuse of alcohol, solvents, prescriptions or non-prescription drugs or any other illegal substance;
- Deliberate viewing or circulating of pornographic, offensive or obscene material;
- Use of sex workers / prostitutes;
- Racist or deliberately sexist language, blasphemy or deliberate sexual innuendo, use of commonly accepted swear words, especially where there is repeated use;
- Gross insubordination;

- Physical violence, threats, harassment or bullying in relation to any member of staff, visitor, supporter or anyone connected with Release International's work;
- Unjustifiably posting or forwarding illegal social media comments;
- Abuse of others, including children;
- A serious breach of safety procedures or regulations;
- A serious breach of confidentiality, confidence, trust or Data Protection;
- Unauthorised distribution, either privately or publicly, of images of dead or disfigured bodies;
- Be in possession of firearms or any offensive weapon in the course of your work, wherever the location;
- Any action likely to seriously endanger the order, harmony, welfare, character or reputation of Release International.

Inappropriate conduct outside of working hours and/or outside the workplace

Inappropriate conduct outside working hours, or outside the workplace, may be considered to be in breach of this code, especially where it brings the Ministry into disrepute. Determining whether it is a breach may include considering the nature and context of your role within Release International.

Potential examples of inappropriate conduct outside working hours and/or the workplace include, but are not limited to:

- Any criminal offence;
- Any action which affects the performance of a member of staff in their particular role or which renders a member of staff unsuitable for the type of work they do (e.g. loss of driving licence where driving is essential to the job);
- Any action which leads to a breakdown in mutual trust between Release International and a member of staff (e.g. fraud or deception);
- Any action which damages the reputation of Release International, impedes its Ministry or otherwise damages your ability to represent Release International;
- Publicly expressing views or being associated with organisations/events which are inconsistent with your position within Release International, taking into account the nature and context of your role, Release International's [Statement of Faith](#) and Release International's [Ethos Statement](#).