



International
UK & Ireland

HR Admin Applicant Pack



Operations Director Welcome

Hello!

I'm glad you're interested in applying for our HR Administrator role. It's an exciting time to join the mission of Young Life International in the UK and Ireland. We're just coming out of an energetic summer season where over 1000 young people attended our day and residential camps, and around 200 made clear decisions to start or recommit to a relationship with Jesus! But this is certainly not the end of our journey with them - our dedicated volunteers and staff are now tirelessly loving, supporting and equipping these young Christians to grow in their personal walk with God and get established in local churches.

The Operations Team is the engine room, helping provide the framework for all of this to happen. Although we are a remote team, our hearts beat to the same drum. Every process we polish, spreadsheet we sort and problem we fix is part of the way we offer our bodies as living sacrifices to God as our true act of worship (Romans 12:1-2). Operating our HR processes is crucial to helping us take good care of the people God has given us, and for the whole mission to run effectively.

I hope the rest of this Applicant Pack helps you understand more about who we're looking for and what they'd be doing.

We are also actively seeking a new part-time Finance Administrator. If you'd like to apply for both roles, please state this in your application form in the "job role you are applying for" section.

Are you hungry for the joys and challenges that this role will bring? If so, I can't wait to read your application.

In Christ,

Benedict Sutton
Operations Director



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Operations Strategic Context

OPERATIONS SERVICES

We deliver our Mission through providing the following services across each Department:

- Policies
- Procedures
- Training
- Systems
- Situational Response
- Bespoke Support

OPERATIONS DEPARTMENTAL MISSIONS

- Safeguarding: Caring well for our young people
- HR: Caring well for our staff + volunteers
- Finance: Caring well for our money

Other responsibilities include Legal and Systems.

OPERATIONS TEAM MISSION

Helping our staff and volunteers to thrive by anticipating, developing and delivering excellent operational services.

YOUNG LIFE MISSION

Introducing every young person throughout the UK & Ireland to Jesus Christ and helping them grow in their faith.

Operations Team Values



Christ Centred: We exist to glorify God, and we can only thrive in our roles when we are serving out the strength that the Holy Spirit gives us, and in surrender to His will.

- “Unless the Lord builds the house, its builders labour in vain. Unless the Lord watches over the city, the watchmen stand guard in vain. In vain you rise early and stay up late” (Psalm 127:1-2)



Collaborative: We serve alongside a range of roles and want to make the most of the contribution that each person brings (e.g. country admins, divisional / global operations, RLT, field staff).

- “Honour one another above yourselves” (Rom 12:9-16)
- We are called to be “one body” as believers, and to give honour to the parts that are different (Rom 12:4-6; 1 Cor 12:12-30).



Compassionate: Our hearts beat for the lost and hurting young people who our field staff and leaders are reaching. We therefore want to be supportive, adaptive, creative, discerning and listening.

- “When Jesus landed and saw a large crowd, he had compassion on them ...” (Matthew 14:13-23).



Credible: Help the field to be credible by providing excellent, high quality services, that are both well-tailored and rigorous.

- Throughout the Old Testament, the Lord appoints skilled workers to complete exacting tasks for His glory (Ex. 25 - 31).

Help everyone to testify to the Lord’s handiwork through effective processes and accurate data (e.g. financial provision, organisational growth, etc).

- Jesus’ miraculous power in feeding the 5,000 was amplified through the way that the disciples organised the crowd into groups and counted up the baskets of leftover food (Matt 14:12-21).



Courageous: Support the field and leadership in anticipating changes and making well informed decisions.

- By holding up his arms and providing a stone for him to sit on, Aaron and Hur supported Moses to hold up his staff so that the Israelite army would be victorious over the Amalekites. (Ex 17:8-16).

Make operational decisions that are sound and fair, accountable to field leadership and boards.

- “Trust in the Lord with all your heart and lean not on your own understanding; in all your ways submit to him, and he will make your paths straight.” (Proverbs 3:5-8).

Be willing to diverge from operational orthodoxy where suitable to develop the mission.

- E.g. Noah building the Ark (Gen 6:9 - 8:22).

Be accountable to field leadership and boards



Job Description

Salary band B1-B2

16 hours per week

Works mainly from home

Background

We share the message of Jesus with young people all over the UK and Ireland through building relationships with teenagers (aged 11-18) and earning the right to be heard. Young Life International and Young Life Ireland are fast-growing Christian charitable organisations and daughter entities of the global organisation of Young Life.

Purpose of Position

Help to give every young person the opportunity to follow Jesus and grow in their faith by delivering excellent HR services to support direct ministry, as a key member of the Operations Team.

Processes / Service Delivery

Deliver all services and processes you are responsible for on a timely basis according to the Ops Team Values of being Christ Centred, Collaborative, Compassionate, Credible and Courageous. Included duties (but not limited to):

1. Coordinate recruitment for all staff and trustees, maintaining oversight of each step of the process and communicating with all relevant parties as needed.
2. Coordinate the staff leaving process, maintaining oversight of each step of the process and communicating with all relevant parties as needed.
3. Collate payroll information and send an accurate record to the accountant each month
4. Provide administrative support for disciplinary and grievance case management
5. Provide administrative support in preparation of HR materials for board meetings
6. Manage incoming enquiries from staff accurately and in a timely manner.
7. Maintain documentation across the department.
8. Engage with field staff to resolve incoming queries and ensure processes are executed effectively.
9. Suggest improvements to existing processes and identify any needs for new processes.

Systems

1. Maintain forms used in Operoo
2. Keep staff records up to date in People HR, Workday and Google Drive, including adding and removing staff as needed
3. Utilise shared email and Asana accounts to manage and organise tasks
4. Engage with field staff to ensure field facing systems are used effectively.
5. Suggest improvements to existing systems.
6. Contribute to research for the development of new systems.
7. Contribute to the development of user training for existing and new systems.

Risk

1. Contribute to legal compliance duties across HR.
2. Undertake accurate and timely internal record keeping.
3. Undertake data entry for external submissions.
4. Assist at audits where relevant.

Projects

- Contribute to specific elements of departmental projects as requested.
- Contribute to individual projects relating to your day to day tasks.
- Maintain an awareness of the purpose of projects you are working on and alert the project manager to relevant developments or roadblocks.

Job Description

Policies

Contribute to the administration of all departmental policies / procedures / guidance (collectively referred to as “policies”).

- Contribute to the development of new policies as needed (e.g. by carrying out research or testing systems).
- Update existing policies as requested.
- Contribute to the filing and organising of departmental policies - maintaining consistency across different platforms.
- Support the effective use of internal communications to issue key policy reminders.

Training

- Assist in the delivery of training as assigned.
- Accurately record training completed.
- Review training feedback and share recommendations with the team.

Situational Response

Assist the departmental manager to ensure that any relevant issues or incidents that arise are resolved effectively and swiftly.

- Provide administrative support to the situational lead
- Maintain an awareness of where urgent or serious issues may arise in the department (for example, payroll related queries, potential disciplinary, grievance or safeguarding cases or urgent recruitment queries)
- Alert the HR manager of any immediate or potential incidents.

Operations Team

- Model the Operations Team values of being Christ Centred, Collaborative, Compassionate, Credible and Courageous.
- Actively contribute to Operations Team meetings, including leading Bible studies, prayer sessions and contributing to wider discussions (e.g. around operational growth).

Relationships / Stakeholder Engagement

- Field relationships:
 - Serve as an ambassador for the Operations Team, lifting up our field teams in prayer and actively building relationships with field staff and volunteers. Make the most of being present with staff at in-person events and make the most of personal and group discipleship opportunities.
 - Listen to field feedback to inform the development of the function.
 - Seek to promote best practice functional principles within the wider staff culture.
- Peer relationships: With prayer and Scripture as a cornerstone of all you do, foster healthy working relationships and collaborate closely with your peers (Operations Team, Country Administrators, Regional Administrator, Europe Operations Team, Service Centre Personnel).

General

- Identify your professional development needs and work with your line manager to help you develop in your giftings.
- May include domestic and international travel for meetings, conferences, training, field visits, camps, etc.
- This is not intended to be an exhaustive list of duties and other tasks may be reasonably requested by your line manager, the Operations Director or UK & Ireland Regional Director.

Person Specification

The person specification will be used to assess the suitability of applicants. It is highly likely that essential criteria will need to be met in order for an applicant to progress to interview. However, there may be some cases where this does not apply. It is not expected that applicants will meet all of the desirable criteria, they are there to help differentiate between applicants.

Criteria	Essential	Desired
Skills/Abilities		
High attention to detail	✓	
Keen to learn, grow, develop and ask for help	✓	
Able to recognise role of team members in processes and know when to draw other people into a task or project	✓	
Able to work independently, proactively managing own workload	✓	
Friendly yet professional manner	✓	
Can operate within “the box” but also think of suggestions to work outside of it	✓	
Keep sensitive data confidential and have good instincts around data privacy	✓	
Can manage conflicting deadlines and priorities	✓	
Confident using Microsoft Office applications	✓	
Build trust and rapport with those you are supporting with queries	✓	
Can produce suitable notes and action points from meetings	✓	
Good written and verbal communicator		✓
Analytical – can identify problems and suggest solutions		✓
Adapt quickly to changing situations/demands/needs		✓
Can teach/explain new systems to others		✓
Knowledge		
Knowledge of HR legislation		✓
Knowledge of current data protection legislation		✓
Experience		
Experience in a people facing environment	✓	
Experience in operating spreadsheets effectively (e.g. using formulas, sort/filter functions, etc.)	✓	
Experience/working knowledge of People HR, Operoo, Workday, Asana and/or Google Suite		✓
Experience in an administration/coordinator role (paid or voluntary)	✓	
Experience working in a charity and/or youthwork context (paid or voluntary)		✓
Qualifications		
A Level A*-C (or equivalent) in a relevant subject (eg Maths, business)		✓
GCSE A*-C (or equivalent) in Maths and English	✓	

Person Specification

Personal Attributes/Circumstances

Has an active Christian faith with an appetite to grow in their own discipleship	✓	
Is comfortable praying in a group setting		✓
Is keen to further the mission of the organisation	✓	
Able to travel to Hertfordshire/Bedfordshire area up to four times twice a year for in person events, with increased travel during the induction phase.	✓	
Willing to work according to YLI policies and practices	✓	

Additional Job Information

Benefits

- 28 days paid annual leave (pro rata)
- Flexible Working
- Remote Working
- Paid Sick Leave
- A positive work environment, focussed on thriving staff and healthy work-life balance

Terms and Conditions

Job Title: HR Administrator

Contract: Permanent

Hours: 16 hours a week

Annual Salary: £25,500 - £29,261 pro rata (dependant on experience)

Location: Home based, with some travel as per meetings schedule

Responsible to: HR Manager

Team Meeting Commitment

This is indicative of the expected level of meeting commitments, which may vary as needed:

1. Induction - 3-day in-person session with the full Operations Team
2. Once a week - 30 to 60 minutes online line manager catch up
3. Monthly online meetings - Ops Team
4. Termly - manager reviews/planning meetings with HR Manager (one will be the annual review) - 1-2 hours.
Online or in person.
5. Twice a year - in person events with the Ops Team (include Christmas annual review and meal)
6. Once a year - all staff gathering with HR Manager

Next Steps

To apply for this role, complete the online application form [here](#).

You will need to use the following information to do that.

Note, the form will time out if left untouched for an hour, so we recommend you collect the below information and draft your personal statement before transferring it to the application form itself

- Name of Hiring Manager: Vicky Shepherd
- YLI Area/Region: Operations
- Details of any qualifications you would like us to know about - include non-academic qualifications such as driving licence, food safety, first aid etc. (type of qualification, subject of qualification, where studied, date achieved, grade achieved)
- Details of any training you have had that may not have led to a qualification (subject of training, organiser of training, date completed)
- Details of your past and current employment/voluntary work (details of your employer, start date, end date, brief description of duties, reason for leaving)
- Your personal statement: Why you feel you would be suitable for the role. You should refer to the job description and person specification in your answer, if you have them. Please include any experience you have with Young Life International (in the UK or in any other country) and/or with young people.

The closing date for applications is **Monday 23rd November, 8am.**

First round interviews are currently planned for **Monday 4th and Tuesday 5th November 2024.**

Faith and Conduct Policy

Young Life International and Young Life Ireland are jointly referred to as YLI in this document.

Statement of Faith

Background

We, the members of the YLI mission – directors/trustees, staff and volunteers – join together in our affirmation of the following articles and our central purpose of proclaiming the Gospel of Jesus Christ and introducing young people everywhere to Jesus Christ and helping them grow in their faith.

Article 1

The Scriptures of the Old and New Testaments, being given by divine inspiration, are the Word of God, the final and supreme authority in all matters of faith and conduct.

Article 2

In the Scriptures, God reveals Himself as the living and true God, Creator of all things. Perfect in love and righteous in all His ways, this one God exists eternally as a Trinity of persons: the Father, the Son and the Holy Spirit.

Article 3

God made man and woman in His image that He might have fellowship with us. Being estranged from God by our disobedience, we are, as sinful people, incapable of a right relationship to God apart from divine grace.

Article 4

The only Mediator between God and all human beings is Jesus Christ our Lord, God's eternal Son, who as man fully shared and fulfilled our humanity in a life of perfect obedience.

Article 5

By His death in our place, Jesus revealed the divine love and upheld divine justice, removing our guilt and reconciling us to God. Having risen bodily from the dead and ascended into heaven, He rules as Lord over all and intercedes for us as our Great High Priest.

Article 6

The Holy Spirit, through the proclamation of the Gospel, renews our hearts, persuading us to repent of our sins and confess Jesus as Lord. By the same Spirit we are led to trust in divine mercy, whereby we are forgiven all our sins, justified by faith through the merit of Christ our Saviour, adopted into God's family as His children and enabled so to live in the world that all people may see our good works and the Gospel of grace at work in our lives and glorify our Father who is in heaven.

Article 7

God, by His Word and Spirit, calls us as sinful people into the fellowship of Christ's body. Thus He creates the one holy, catholic and apostolic church, united in the bonds of love, endowed with the gifts of the Spirit and summoned by Christ to preach the Gospel and to administer the sacraments, to carry on the ministry of reconciliation, to relieve human need and to strive for social justice.

Article 8

God's redemptive purpose will be consummated by the return of Christ to raise the dead, judge all people and establish His glorious kingdom. Those who are apart from Christ shall be eternally separated from God's presence, but the redeemed shall live and reign with Him forever.

Mission Statement

Our Vision

Every young person will have the opportunity to meet Jesus Christ and follow Him.

Our Mission

Introducing adolescents to Jesus Christ and helping them grow in their faith.

We accomplish our mission by:

- Praying for young people.
- Going where young people are.
- Building personal relationships with them.
- Winning the right to be heard.
- Providing experiences that are fun, adventurous and life-changing.
- Sharing our lives and the Good News of Jesus Christ with young people.
- Inviting them to personally respond to this Good News.
- Loving them regardless of their response.
- Nurturing young people so they might grow in their love for Christ and the knowledge of God's Word and become people who can share their faith with others.
- Helping young people develop the skills, assets and attitudes to reach their full God-given potential.
- Encouraging young people to live connected to the Body of Christ by being an active member of a local church.
- Working with a team of like-minded individuals — volunteer leaders, committee members, donors and staff.

Our Values

- Living according to and communicating the whole Gospel of Jesus Christ.
- Carrying out our mission under the authority of Scripture and relying on the Holy Spirit to empower our ministry.
- Encouraging the welfare and spiritual health of those who do this ministry, that they may minister out of a consistent and growing relationship with Christ and His followers.
- Researching and developing innovative approaches to reaching uncommitted, disinterested young people throughout the world.
- Reaching young people of all social, cultural, economic and ethnic backgrounds throughout the world.
- Working with followers of Christ from a variety of traditions and local churches throughout the world.
- Welcoming all those whom God calls to our mission — men and women of all races, staff and volunteers — who are linked to a common purpose of introducing young people to Jesus Christ.
- Observing the highest standards of stewardship of all the resources placed in our trust.

Staff and Volunteer Code of Conduct

“Therefore, I urge you, brothers and sisters, in view of God’s mercy, to offer your bodies as a living sacrifice, holy and pleasing to God—this is your true and proper worship. Do not conform to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God’s will is—his good, pleasing and perfect will.” Romans 12: 1-2

Scripture teaches us to offer our whole lives to God as a “living sacrifice” of worship. We strongly believe this includes whenever we serve God through our involvement in YLI (whether in a voluntary or paid capacity). Inspired by our *Vision* and *Mission* and energised by our *Values*, we have developed some tangible examples below of how we expect those serving in our mission to speak and act. Whilst this is not an exhaustive list, we hope this sets a common level of expectation across our organisation.

Responsibilities for Self

- 1.1. Pursue spiritual growth and maturity through consistent personal and corporate Bible study and prayer
- 1.2. Intentionally prioritise your physical, mental, emotional and spiritual health
- 1.3. Be an active membership in a Church community
- 1.4. Demonstrate honesty and integrity in professional and private life
- 1.5. Live out a Christ-like attitude towards others in all circumstances
- 1.6. Time management – demonstrate excellent stewardship of time by:
 - 1.6.1. meeting all deadlines;
 - 1.6.2. tracking your time with a weekly, monthly and annual calendar;
 - 1.6.3. returning phone calls and emails within 24 hours whenever possible,
 - 1.6.4. taking annual leave
 - 1.6.5. communicating regularly with your line manager on this topic
- 1.7. Pursue opportunities for continued intellectual growth; complete all required YLI training courses and assignments
- 1.8. Stewardship of personal finances including regular giving, wise spending habits and debt avoidance

2. Responsibilities to Colleagues (whether paid or voluntary)

- 2.1. Relate to all colleagues as partners in God's work, respecting them and helping them
- 2.2. Refrain from speaking disparagingly about other colleagues, including a predecessor or successor
- 2.3. Commitment to following our Conflict Resolution Guidelines as applicable when conflict arises
- 2.4. Communicate well with the rest of your team and especially your line manager
- 2.5. Report any serious misconduct you become aware of to your line manager or the HR Manager.
- 2.6. Lead others well – all line managers (of staff or of volunteers) are expected to work hard to build their people, unify their teams and give clear expectations.

3. Responsibilities to Donors

- 3.1. Demonstrate gratitude for gifts received and be prompt in thanking them
- 3.2. Communicate with regularity to donors, sharing the vision and growth of our ministry
- 3.3. Commitment to transparency – willingness to demonstrate where/how funds are being used
- 3.4. Commitment to practising the highest levels of stewardship, using monetary gifts wisely
- 3.5. Keep donors' personal information and details of gifts secure and do not share them with others without first seeking direct permission
- 3.6. Do not communicate more than a donor would appreciate
- 3.7. Do not exert pressure on a donor to give more when it has been made clear this is not something they would wish to do

4. Responsibilities to Young People (including emerging/young leaders)

- 4.1. Accept and love everyone, regardless of behaviour, background, race or ability
- 4.2. Ensure young people know you work for YLI and what that means
- 4.3. Verbally proclaim the truth about Jesus
- 4.4. Disciple young people in the Christian faith and in alignment with our *Faith and Conduct Policies*
- 4.5. Take responsibility for keeping young people safe – in all your planning and interactions, promote their safety and take all reasonable steps to prevent them from experiencing harm.
- 4.6. Actively listen, respect and empathise with young people.
- 4.7. Do not promise more than can be reasonably achieved
- 4.8. Set clear boundaries for meetings, communications and relationships
- 4.9. When aware of any issues potentially making a child unsafe, report it through the correct reporting procedures
- 4.10. Follow our *Child Protection & Safeguarding Policy* at all times.

5. Responsibilities to everyone involved with YLI

- 5.1. Honour all who are connected to YLI by protecting any of their personal data which you have access to and following our *Data Protection Policy*.

6. Responsibilities to Family

- 6.1.** Seek to maintain an appropriate work / life balance, taking into account both your commitment to YLI and your commitment to your family.

Sexual Conduct Policy

Policy It is the policy of all International Missions to uphold that God's people have been called to the highest standards of sexual morality and conduct. This is particularly important for those in ministry. We are role models for those we lead, many of whom will not have a view of healthy sexuality unless they see it practiced in our lives. We are also entrusted to keep young people safe from sexual exploitation.

Purpose

The purpose of this sexual conduct policy is to provide guidance and a course of action regarding questions of appropriate sexual conduct for National Missions' staff and local volunteers. Every attempt has been made to address both biblical and legal concerns.

Procedure

The Pastoral and Biblical Model for Sexual Conduct.

The Young Life Mission, and all affiliated National Missions' sincerely held belief regarding appropriate sexual conduct comes from the Scriptures that affirm intimate sexual activity between married heterosexual partners. The teaching of the creation narratives (Genesis 1–2) is clear that God created humankind as male and female in the image of God in order to reflect the glory of God to the rest of creation (Genesis 1:26–27). In the Gospels, Jesus affirms this creation purpose by citing the creation narratives in His dispute with the Pharisees over the nature and purpose of marriage (Matthew 19:5; Mark 10:7–8).

Sexual Conduct for National Missions' Staff and Local Volunteers.

In offering a model for sexual conduct, Scripture also draws boundaries outside of which God's purposes for our lives are not fulfilled; men and women are to engage in intimate sexual activity with each other exclusively in the context of the heterosexual marriage covenant (Genesis 2:23–25). Sexual activity, either of a heterosexual or homosexual nature, outside of such a marriage covenant is therefore not in accord with God's creation purpose.

We do not in any way wish to exclude anyone from being recipients of the ministry of God's grace and mercy as expressed in Jesus Christ. We must, however, clearly state that individuals who are sexually active outside of a heterosexual marriage relationship should not serve as National Mission staff or local volunteers for an International Young Life ministry.

Cases of Sexual Misconduct

Current National Mission staff or volunteers who engage in sexual activity outside of a heterosexual marriage relationship will be in violation of this policy and may be subject to discipline up to, and including, termination by their National Mission, when that is in accord with governing law. As in all things, we believe in the forgiveness of sin and unconditional love for all people.

Sexual Activity with minors or those ministered to in National Missions.

In the event that a National Mission's staff or volunteer is involved in sexual relations or activities that involve those they or others in any National Mission or Young Life Mission, minister to, all National Missions will act quickly and decisively to keep kids safe. They will also ascertain all legal requirements in the affected jurisdiction or jurisdictions regarding mandatory reporting and will comply with same. Any situation should also be reported to the Divisional Young Life entity, using the following contact: reporting@sc.younglife.org or by telephone at: 00-1-719-381-1804.

Summary

It is critical to Young Life and all National Missions that National Mission staff and volunteers conform to the required standards of sexual morality and conduct. In their work with their National Mission and in their private lives, National Mission staff and volunteers shall not engage in any relationship or activity that constitutes sexual misconduct, including but not limited to the following:

1. Sexual relations or activities with any person outside of the marriage covenant.
2. Sexual relations or activities involving anyone to whom Young Life or any Young Life National Mission ministers, regardless of their age.
3. Sexual relations or activities involving minors or that constitute sexual offenses as defined by governing law.
4. Relationships or activities that may not involve sexual contact (e.g., pornography, sexting, or romantic or sexually suggestive relationships with other National Mission staff or volunteers or kids) but are contrary to the theological and moral affirmations of Young Life National Missions.

Anti-Bullying and Anti-Harassment Policy

1. Purpose

We take a zero-tolerance approach to bullying or harassment of any kind and strive to provide a work environment free from verbal, physical and visual forms of harassment. Jesus commands His followers to show the world that we are His disciples by the way that we love one another (John 15:12). Therefore, we expect our staff and volunteers to act with love, kindness, sensitivity and respect to those around them in every situation. We also respect the right of our staff and volunteers not to be intentionally put in a situation where they will be treated with anything other than love, kindness and respect. This Policy explains how staff and volunteers can raise allegations of Bullying or Harassment (including Sexual Harassment) and how they can expect us to deal with it.

If the bullying or harassment is directed towards a young person or Junior Leader (under 18) it should be reported to the Child Protection Officer in the first instance, in line with the *Child Protection Procedure*.

2. What is Bullying and Harassment?

In general terms, bullying and harassment is behaviour (one off, or repeated over a period of time) that is unwanted, unwarranted and causes detrimental effect. More specific definitions are given below, but it is important that employees and volunteers understand that reports of unwanted behaviour will always constitute a grievance with regards to the way they are handled by YLI, regardless of whether or not they fit the definitions listed.

2.1. Bullying

ACAS guidance for employers on Bullying and Harassment describes bullying as 'Offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient.'

2.2. Harassment

Harassment is defined in the Equality Act 2010 as 'Unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.' The protected characteristics that are relevant to Harassment are age, disability, gender reassignment, race, religion/belief, sex or sexual orientation.

3. Examples of Bullying and Harassment

3.1. Behaviours that might count as bullying or harassment

- Spreading malicious rumours, or insulting someone by word or behaviour
- Copying memos that are critical about someone to others who do not need to know
- Ridiculing or demeaning someone - picking on them or setting them up to fail
- Exclusion or victimisation
- Unfair treatment
- Overbearing supervision or other misuse of power or position
- Unwelcome sexual advances – touching, standing too close, display of offensive materials, asking for sexual favours, making decisions on the basis of sexual advances being accepted or rejected
- Making threats or comments about job security without foundation
- Deliberately undermining a competent worker by overloading and constant criticism
- Preventing individuals progressing by intentionally blocking promotion or training opportunities

3.2. Constructed examples

Example 1

Paul is disabled and is claiming harassment against his line manager after she frequently teased and humiliated him about his disability. Richard shares an office with Paul and he too is claiming harassment, even though he is not disabled, as the manager's behaviour has also created a hostile environment for him.

Example 2

Steve is continually being called gay and other related names by a group of employees at his work. Derogatory homophobic comments have been posted on the staff noticeboard about him by people from this group. Steve was recently pushed to the floor by one member of the group but is too scared to take action. Steve is not gay but heterosexual; furthermore, the group know he isn't gay. This is harassment related to sexual orientation.

Example 3

Chris manages a Council Benefits Office. One of his staff, Raj, is a Sikh. Raj mentions to Chris that he is feeling unhappy after a claimant made derogatory remarks regarding his faith in his hearing. Chris is concerned and monitors the situation. Within a few days the claimant makes further offensive remarks. Chris reacts by having a word with the claimant, pointing out that this behaviour is unacceptable. He considers following it up with a letter to him pointing out that he will ban him if this happens again. Chris keeps Raj in the picture with the actions he is taking and believes he is taking reasonable steps to protect Raj from harassment.

4. Sexual Harassment

Sexual Harassment is harassment of a sexual nature and, unlike other types of harassment, it is illegal (specifically outlawed by the Equality Act 2010). Examples include, but are not limited to:

- Written or verbal comments of a sexual nature, such as remarks about an employee's appearance, questions about their sex life or offensive jokes
- Displaying pornographic or explicit images
- Emails with content of a sexual nature
- Unwanted physical advances, contact and touching
- Suggestive looks
- Requests for sexual favours
- Sexual Assault
- Where any of the above become an explicit or implicit condition upon an individual's employment relationship / involvement with YLI.

As with all types of harassment, sexual harassment can still be considered harassment even if the perpetrator didn't intend for it to be.

5. How to report Bullying and Harassment (including sexual harassment)

Bullying and harassment should be reported following the procedures laid out in either the *Grievance Policy* (employees) or the *Concerns & Complaints Policy* (volunteers), whether you are an alleged victim or a witness.

In both cases the person wishing to report the bullying or harassment should contact their line manager or supervising staff person in the first instance, or, when the bullying or harassment involves the line manager or supervising staff person, or when that person is not contactable, they should contact the HR Manager or UK & Ireland Director.

All reports of bullying and harassment will be investigated and an appropriate course of action will be determined.

If the report includes criminal behaviour then it should also be reported to the Police. This might include (but is not limited to) incidents of Grievous Bodily Harm, Actual Bodily Harm, Rape and Sexual Assault. Feel free to ask the HR Manager for confidential advice on contacting the Police.

- Dial 999 if you are in immediate danger
- Dial 101 to report all other current or historic incidents as applicable.

6. How YLI responds to reports of Bullying and Harassment

We will follow the procedure outlined in both the *Grievance Policy* and the *Concerns and Complaints Policy*. It is summarised below for ease of reference, but staff and volunteers wishing to report bullying and harassment are advised to read the relevant policies in full.

- 6.1. The person receiving the report will confirm receipt of the report. If it has not been submitted in writing, the person making the report may be asked to submit a written summary of events.
- 6.2. The report will be passed to HR as soon as this is possible.
- 6.3. The HR Manager will put together a process for investigating the report. This may be as simple as asking the person the report is made against to confirm that the behaviour happened, or it may involve asking other staff or volunteers for further evidence. An investigation will always include the appointment of an investigator and a separate decision maker. If the report is made against someone who is not an employee of or volunteer with YLI there may be no need for an investigation, it would be common for YLI to speak directly to that person in this circumstance.
- 6.4. After the conclusion of the investigation the decision maker will work with the HR Manager to decide on an appropriate way forward.
- 6.5. The investigation process should be concluded within 4 weeks and the person making the report can request not to work alongside the person causing the problem while the investigation is taking place. Requests such as this will be honoured wherever possible, although it should be understood that this may compromise the ability of YLI to keep the report confidential.
- 6.6. Where possible, people making a report of bullying or harassment will be informed about the results of the investigation in full. This may not be possible in some circumstances, for example, where illegal behaviour is uncovered or where revealing further information about the investigation compromises the right of others to confidentiality.
- 6.7. YLI will work with both the person making the complaint and the person the claim is against to support them as required. This may include the offer of support from a third party, such as a counsellor.
- 6.8. The HR Manager will review the situation and make recommendations to the UK & Ireland Director of how to prevent or mitigate against a further occurrence of a similar nature.

Child Protection Procedure

1.0 Purpose

It is the responsibility of everyone to protect young people. The following procedure must be followed in order to provide maximum protection for both the young person and leader handling the disclosure. Divergence from this policy could jeopardise any subsequent legal proceedings. If a leader suspects abuse but it has not been disclosed, they should follow the same procedure, omitting steps one and two.

1.0 Procedure for Responding to Allegations of Abuse

For definitions of abuse, see *Identifying Harm Policy (Document 4.6)*. If a young person talks to you about abuse ...

1. Listen – don't interrupt or ask leading questions

A young person might try to tell you about a situation of abuse that may be current or historic, and which may relate to themselves or others. Alternatively, they may talk about a situation that on the outset may not immediately appear to you to be “abusive” but where there may be risk of harm to a child. The most important thing you can do is listen. Show acceptance, don't judge. Alleviate feelings of guilt and isolation as appropriate. It is not the job of anyone within YLI to “solve” issues of child abuse – the role of a leader when listening to an allegation is to try to understand and relay the issue to the CPO in a manner that shows utmost support to the young person.

Disclosures of abuse generally occur in 1-to-1 contexts. Whilst YLI advises that the leader and young person in a 1-to-1 are both of the same sex, the exception to this is if a young person approaches a leader of the opposite sex to disclose abuse. Given the difficulty and risk that a young person may face in disclosing an abusive situation, it is imperative that the leader whom they have selected to approach with this information is welcoming and accepting, regardless of their gender. Such 1-to-1 conversations, whether of the same or opposite sex, wherever possible must occur in a public but non-intrusive place where other leaders are able to monitor but not eavesdrop.

2. Do not promise confidentiality

Under no circumstances must a leader promise confidentiality to a young person or a third party when a young person is making a disclosure that could potentially reveal abuse (ie physical, emotional or sexual harm to themselves or others). As soon as the leader becomes aware of the nature or potential nature of the conversation, they must explain in a sensitive but clear way that they have an obligation to pass on any relevant details that the young person may choose to tell them to the CPO. Reassure them that information will only be passed onto others on a strict need-to-know basis.

3. Assess that they will not return to a dangerous situation after talking to you

Assess the immediate danger to the young person of continued abuse, reprisal or silencing once they leave the leader's presence. Decide what precautions – if any – should be taken in view of the young person's safety. This should be reviewed and discussed further with the CPO (see below).

4. Contact the YLI Child Protection Officer (CPO) [not necessarily the camp / club leader]

The CPO must be informed as soon as possible, no matter how insignificant it may seem. If the CPO is unavailable or implicated in the case, contact the Deputy Child Protection Officer (DCPO). If both the CPO and DCPO are unavailable or implicated, contact Thirtyone:eight for advice or the Police if the young person is in imminent danger.

5. Write down as soon as possible the conversation, actions you took and any signs of abuse / injury / neglect

It is essential to make a written record of the conversation within 24 hours of the event. State the date, time and context in which the conversation was held (eg during club, after hot chocolate on day three of camp, etc), as well as the date and time when the report was written. Where possible, write down the conversation word for word, recording your responses as well as the young person's statements. Try to avoid rephrasing what the young person said, even if this is ambiguous. You can then state “I interpret this to mean ...”.

Also record:

- Any signs of abuse / injury / neglect, even if you are unsure if they are genuine
- Any subsequent conversations you have with the young person in relation to that disclosure or additional cases.

All actions and conversations that you undertook in dealing with the disclosure – when you contacted the CPO, the outcome of the conversation, etc.

Make sure you keep all records in a secure place and retain handwritten notes, even if you later type it up. Even if you cease involvement with YLI, we recommend that you retain these notes as they may be needed in a

subsequent police investigation or court case. Failing to provide written records, or inaccurately communicating what a young person said, could jeopardise any subsequent legal action and place the young person in danger.

6. Do not tell anyone (including parents) unless specifically directed by the CPO

Details must only be shared with additional people on a need-to-know basis, at the direction of the CPO. The CPO will keep the leader who handled the disclosure informed as the case develops and instruct the leader on what should and shouldn't be communicated to the young person, the young person's parents / carers, and the leadership team respectively. The CPO will inform the club leader / camp manager if the immediate or ongoing safety of the young person in question, or multiple young people across the group, is in danger and contingency measures will be agreed upon. The leader handling the disclosure may discreetly inform the club leader / camp manager that they have received a case, but must not disclose any details. Until authorisation has been given by the CPO, the matter should not be communicated to parents or other leaders (eg as a prayer request during a prayer meeting).

7. Seek advice from the CPO on providing ongoing support

Unless the young person is at risk in their current situation at camp / at home, do not alter your behaviour around or towards that young person based on what they have told you, in a way that could suggest that a disclosure has been made. Where ongoing pastoral care is appropriate, those providing this support will be accountable to a suitably trained leader agreed with the CPO (eg the club leader / camp manager). This means the person can express their own responses, emotional or otherwise to what has been shared with them, but without divulging confidentialities such as names, group(s) or activities that the person has attended.

The relational nature of YLI ministry enables leaders to be well-placed to provide pastoral care, support and prayer, as appropriate. Where possible, this should be with the consent and at the request of the young person. For someone who has been abused, there can be issues of poor self-image and guilt for what has happened. The person, particularly children, may feel 'dirty' or unlovable. It is important to stress to them that they are not to blame for the abuse and responsibility for the abuse rests with the person who has done it.

Do not feel obliged to take on any level of support you are not comfortable with. Whilst pastoral care may well be crucial, do not provide counselling – leave this to qualified professionals. Those assuming a counselling role without the appropriate qualifications and training can cause more harm than good and leave the individual in a worse state. If you think a young person may need professional counselling, contact the CPO.

Leaders should not pressurise victims to forgive their abuser, but should broach the issue sensitively and consult the CPO for advice as appropriate. It is not for anyone to pass judgement on how, when or even whether a person who has been abused chooses to forgive. This doesn't mean the therapeutic benefits or theological principles cannot be (gently) explained but it is very important not to be prescriptive and to respect the person's decision. Inappropriate pressure could even hinder the person being able to forgive their abuser later on.

2.0 Reporting Radicalisation

In addition, you should report any radicalisation concerns. Terrorist organisations, such as Daesh, are trying to radicalise and recruit young people through an extensive use of social media and the internet. Young people, some as young as 14, have tried to travel to join Daesh and other terrorist groups in Syria and Iraq. Young people are also at risk from other groups in Britain and Ireland who actively promote and incite hate crime. Follow the *Child Protection Procedure* for raising concerns about young people at risk of radicalisation by any hate preaching ideology.

3.0 Procedure for Reporting Observations

In addition to notifying the Child Protection Officer of instances where a young person discloses safeguarding details relating to a potentially harmful past or present situation, leaders and staff must call the CPO if you **observe** possible signs of any of the following, even if the young person hasn't asked to speak to you about it:

1. Harm
2. Mental health issues
3. Abuse/harm to an Adult At Risk (all of the above procedures can be followed in respect of Adults at Risk – see *Document 1.2: Adults at Risk Policy*).

The *Training Schedule (Document 3.2)* sets out the training timetable for each section of the *Child Protection & Safeguarding Policy*. In addition:

- The Child Protection Procedure is signed by all staff and volunteer applicants as part of their *Faith & Conduct Policies Declaration*.
- Contact numbers for the Child Protection Team can be found in *Document 4.1*.
- Child Protection Cards containing a summary of this Policy and the relevant contact numbers are issued to all volunteers and staff.

5.0 Complaints & Alternative Reporting Methods

YLI hopes that leaders and staff will use the above procedure, however, it is the right of any individual as a citizen to make a direct referral to the safeguarding agencies or seek advice from Thirtyone:eight (UK & Ireland) or TUSLA (Ireland). If the individual with the concern feels that the CPO / DCPO has not responded appropriately, or where they have a disagreement with the CPO / DCPO as to the appropriateness of a referral, they can either:

- Follow our internal complaints procedures (*Grievance Policy [3.5]*, *Disciplinary Policy [3.6]* or *Resolving Concerns & Complaints Policy [3.8]* as applicable); or,
- Contact an outside agency directly.

Conflict Resolution Guidelines

Scope of document: This guidance is for all staff and volunteers. This guidance does not form part of any employee’s contract of employment and we may amend it at any time.

Purpose of document: To provide staff and volunteers with Biblical guidelines for resolving conflict informally. To strive to maintain unity through honest, loving communication in difficult situations. That we would encourage and support one another. To provide an alternative to gossip and backbiting.

1. Goals

- 1.1. That YLI staff and volunteers commit to and practise biblical principles of communication and conflict resolution.
- 1.2. That we will strive to maintain unity through honest, loving communication in difficult situations.
- 1.3. That we will encourage and support one another.
- 1.4. That gossip and backbiting will not be tolerated in this mission community.

2. Biblical Foundations

Reference	Scripture Passage
Matthew 18:15-17	"If your brother sins against you, go and show him his fault, just between the two of you. If he listens to you, you have won your brother over. But if he will not listen, take one or two others along, so that every matter may be established by the testimony of two or three witnesses. If he refuses to listen to them, tell it to the church; and if he refuses to listen even to the church, treat him as you would a pagan or a tax collector."
Matthew 5:23-24	"Therefore, if you are offering your gift at the altar and there remember that your brother has something against you leave your gift there in front of the altar. First go and be reconciled to your brother; then come and offer your gift."
Ephesians 4:25-27	"Therefore, each of you must put off falsehood and speak truthfully to his neighbour, for we are all members of one body. In your anger do not sin ... Do not give the devil a foothold."
See also Galatians 6:1-2; Ephesians 4:15-16	

3. The Conflict Resolution Process

2.1 First, before involving anyone else, go directly to the person you have offended or who has offended or created conflict with you. Before you go, prayerfully identify the specific issues that are creating the conflict

for you; think of possible solutions to the problem and what you would like to see happen in the future.

Admit your own responsibility in the conflict.

- 2.2 Contact the other person to schedule a convenient time and appropriate place to meet for discussion as soon as possible.
- 2.3 When you meet, first spend some time in prayer. Then share in a caring manner the conflict as you have identified it from your point of view. Then listen carefully and seek to understand the other person's point of view on the problem. Brainstorm together on possible solutions to the conflict, and come to an agreement on resolution.
- 2.4 If resolution does not seem possible, and it would help to have a third party involved, ask a peer, mutual friend or line manager for assistance in this process. Work through the first three stages of the process again.

4. When This Guidance Might Not be Appropriate

Instance	Recommended Approach
Bullying or harassment has occurred (including sexual harassment or sexual misconduct)	Use the <i>Anti-Bullying and Anti-Harassment Policy</i> (when employees have a concern) or the <i>Concerns and Complaints Guidance</i> (when volunteers have a concern)
There is a concern related to harm / risk of harm to a young person / young people	Follow the <i>Child Protection Procedure</i>
There is an issue with a young person's behaviour	Follow the <i>Behaviour Management Policy</i> (within the <i>Child Protection & Safeguarding Policy</i>)
You feel unable to approach the person causing the concern or grievance	Follow the <i>Grievance Policy</i> (if you are an employee) or the <i>Concerns and Complaints Guidance</i> (if you are a volunteer, parent or third party)

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