

# Paper O2

## Review of General Secretariat

Human Resources Advisory Group (HRAG)





# Paper 02

## HUMAN RESOURCES ADVISORY GROUP (HRAG): Review of General Secretariat

### Basic Information

<b>Contact name and email address</b>	Keith G. Webster kwebsterwms@btinternet.com
<b>Action required</b>	For information
<b>Draft resolution(s)</b>	
<b>Alternative options to consider, if any</b>	

### Summary of Content

<b>Subject and aim(s)</b>	Update on the review of the General Secretariat
<b>Main points</b>	Preparation of job descriptions: Revised job description for the General Secretary New job descriptions for the three Deputy General Secretary posts
<b>Previous relevant documents</b>	May Mission Council Paper B1
<b>Consultation has taken place with...</b>	General Assembly Moderators – past, present, elect Clerk to Assembly Staff Secretaries and Departmental staff

### Summary of Impact

<b>Financial</b>	The re-structuring is cost neutral. There will be some recruitment costs.
<b>External (e.g. ecumenical)</b>	The new structure creates an alignment with the structures of ecumenical partners.

# Human Resources Advisory Group (HRAG)

## Review of General Secretariat

HRAG replaced the Staffing Advisory Group with an agreed remit that brought together most staffing matters under this one group to give consistency and a unified approach.

This group also carries as a separate remit the review of the General Secretariat agreed by Mission Council in November 2011. The aim of this review is limited to making more effective and flexible the management of Church House. It is not about managing the Church nor its undergirding theology. As the medium term strategy group engages the councils of the Church more fully in those debates it is anticipated that nothing in this review will be a block or hindrance to it.

This paper details work done in regard to the resolutions of Mission Council agreed in May 2013 and should be read in conjunction with Paper B1 of that meeting. It is advised that members of Mission Council have read paper B1 recently.

At the May 2013 meeting Mission Council resolved, in summary, to:

1. Establish a General Secretariat Team, convened by the General Secretary, consisting of the General Secretary, Deputy General Secretary Ministries of the Church, Deputy General Secretary Mission and Deputy General Secretary Administration and Resources.
2. Establish three strands of work – Ministries, Mission and Administration and Resources.
3. Instruct HRAG
  - a. to enable and facilitate the implementation of parts 1 and 2.
  - b. to include a revision of the job description of the General Secretary and the development of job descriptions and person specifications for the three 'Head of...' posts.
  - c. to work with the Mission Team to identify the way forward in the further development of the Mission Team with a leader and appropriate internal management processes. This to be within current Mission Team staffing levels and for report at the November 2013 meeting of Mission Council.

This report deals with the work undertaken in order to meet the requirements of the instruction to HRAG set out in 3 above.

## 1. Job Descriptions and Person Specifications

The first priority has been the development of the job descriptions for the four members of the General Secretariat.

It was noted that one of the concerns regarding the new structure and associated job descriptions was that the management issues highlighted in the report of the Resolution 38 Commission (Paper C) would be addressed. The re-structuring and associated General Secretariat job descriptions have been reviewed in the light of the issues raised and it is believed that these have been satisfactorily taken into account.

### 1.1 General Secretary

In the light of the requirements of the new structure the job description and person specification for the General Secretary have been revised and a copy for information of the final draft is contained in Appendix 1 of this report.

The first draft was sent to the General Assembly Moderators (past, present and elect) for comment and sense checking. In the light of the comments received the draft was refined further.

### 1.2 Deputy General Secretaries.....

Following on from Mission Council in May HRAG met with Staff and Conveners from each strand. The aim was in the first instance to encourage discussion around the three strands and their internal workings, in accordance with the outline requirements as set out in May Mission Council Paper B1, and then to focus on the job description and person specifications for each of the three Deputy General Secretary (DGS) posts as agreed by Mission Council. These consultations proved to be very helpful in enabling the preparation of a robust and clear job description for each of the three DGS posts.

The agenda for the consultation meetings was two-fold:-

- Addressing the scope of management and accountability in each department.
- Gathering information to enable the preparation of the job description and person specification for each of the Deputy General Secretary posts.

A first draft of each job description was prepared and then sent to the senior staff in each department as appropriate for comment and sense checking. In the light of the comments received the drafts were refined further.

Underpinning the re-structuring and the development of the associated DGS job descriptions were the objectives of ensuring that:

- a. no one manager has more than 4-6 staff members reporting directly to them, and
- b. lines of accountability are clear ensuring effective line management that develops staff, co-ordinates the work and provides effective performance management.

Although there are some generic aspects of the three DGS posts, it was very clear from the consultations held earlier in the year that the three departments/teams did not need to be the same in structure or ways of operation.

In addition to the core responsibilities it was necessary to allocate as appropriate the responsibilities of the former Deputy General Secretary role. It should be noted that each new DGS role was seen as “heading up a department” to which has been assigned those Deputy General Secretary responsibilities which are appropriate to be associated with the job. It is not a “Deputy General Secretary” job which coincidentally happens to be “heading up a department”.

Copies for information of the final draft job descriptions for each of the three DGS posts are contained in Appendix 2.

### 1.3 Mission Team

There was a particular requirement to identify the way forward for the Mission Team with regard to a leader and the appropriate internal management processes. The consultation with the all the Team proved most helpful in this regard and account was taken of the issues raised in the preparation of the job description. Some further work will be necessary to finalise the detailed approaches to be adopted once the DGS Mission is in place.

The consultation appears to have settled the matter of the departmental structure. We also appear to have got to the point where the team recognise that a member of the team can be the candidate for the DGS job, at the same time as carrying out their functional role. Having said that, because of the requirement for the DGS management responsibilities it will be necessary for the “internal candidate” to reallocate and delegate some functional responsibilities to create a new set of internal management processes. Since we do not have final confirmation as to who that person will be the final set of internal management processes cannot as yet be identified. This will need to be worked out with that person in post. The job description in effect sets out the high level internal management processes without spelling out the fine detail.

### 1.4 Ministries of the Church

During the preparation of the job description, arising out of the consultations, it became apparent that there was a strongly held view amongst the staff that a more appropriate title for this department would be “Discipleship”.

This matter is being dealt with in a separate paper. HRAG appreciates the rationale for and would be supportive of such a change.

### 1.5 Church Affiliation

#### 1.5.1 Current Practice

The reports to General Assembly 1996 identified four categories of affiliation for Assembly appointed posts, as follows:

1. posts restricted to ministers of the URC;
2. posts restricted to members of the URC;
3. posts restricted to members of the URC and to members of those churches which belong to one or more of the three world bodies, WARC, Disciples Ecumenical Consultative Council and CWM;
4. all other central staff appointments are open to persons of any church affiliation.

These standards have been used consistently since then when establishing the affiliation requirement associated with an Assembly appointed post.

#### 1.5.2 Employment Legislation Background

In reviewing the three new DGS jobs HRAG became aware of the requirements in relation to those circumstances where it is lawful for an employer to treat individuals differently on the basis of belief, if possessing a particular religion or belief is a Genuine Occupational

Requirement (GOR) for the post. In addition the GOR has to relate to the job not the organisation or context. This requirement has to be proved by the employer and must reflect the nature of the work and the context within which the specific role sits.

HRAG understand that a religious organisation advertising for a minister of religion is allowed to specify that applicants for the post must be a member of that religion but, for example, it would be unlikely that a more general “administrative/managerial” post in the same organisation could have a genuine occupational requirement.

In summary, the requirement must be:

- crucial to the post, and not just one of several important factors;
- relating to the nature of the job in question, rather than the nature of the employing organisation;
- proportionate means of achieving a legitimate aim.

The consideration by HRAG of affiliation also brought to the fore two separate issues:

- the particular case concerning the Deputy General Secretary Administration and Resources;
- the general case concerning Assembly Appointed Posts.

### **1.5.3 Deputy General Secretary Administration and Resources**

Dealing with the DGS Administration and Resources first, HRAG recognised the distinction between the functional requirements of this job – HR, finance, etc. – which do not in themselves require any particular beliefs – and the other aspects, specifically being a member of the General Secretariat and hence the leadership role and the possibility of deputising for the General Secretary.

Having given the matter considerable thought, because of the complexity we decided that some legal advice was necessary and so approached Towns Needham, submitting the job description and person specification. The advice received is as follows:

- *As background, under the Equality Act 2010 (EqA'10) it is possible to directly discriminate by specifying that a job applicant has a certain 'Protected Characteristic' if, having regard to the context of the work, it is an occupational requirement and application of the requirement is a proportionate means of achieving a legitimate aim. The 'Protected Characteristic' of religion or belief includes holding and not holding a particular religion or belief. Under EqA'10 the occupational requirement must be crucial to the post and not merely one of several duties and tasks.*
- *Having reviewed the Job Description for the DGS Administration and Resources role it is my view that there is nothing crucial to the post that would justify imposing a requirement that the applicant must hold a particular religion or belief.*
- *I certainly see the view that as part of the General Secretariat the post holder will be involved in the leadership of the Church generally and therefore there is the requirement of Christianity. However, I do not believe that this is sufficient to justify the occupational requirement and if it was challenged, an Employment Judge is likely to find it to be discriminatory. I believe that the aim that you are trying to achieve can be met with the requirement that the applicant is willing to work within the Christian ethos.*

- *In summary I would advise against imposing any requirement that applicants for the post of DGS Admin & Resources must be a Christian. If this was challenged it is likely to be found to be discriminatory. If this was the case, the Church would be required to pay damages in addition to the legal fees to defend the claim and it is also likely to lead to negative publicity.*

The advice appears to be quite clear that for the DGS Administration and Resources, whereas we can specify a **willingness to work within a Christian ethos**, to require the job holder “to have any church affiliation” would contravene the Equality Act 2010, with all that such action would entail. The job description attached in appendix 2a reflects this advice. However, there is ongoing discussion with the Assembly Officers on this point and further legal advice will be taken if necessary; Mission Council will be given an update at the November meeting.

#### 1.5.4 Affiliation Recommendations

Accordingly HRAG makes the following recommendations for the new DGS posts:

- a) the postholder of DGS Mission **will need** to be either an ordained Minister, or a member of the URC, or a member of one of the three world bodies (World Communion of Reformed Churches, Disciples Ecumenical Consultative Council, Council for World Mission) – the GOR is that leading the Mission within the Church requires a committed Christian;
- b) the postholder of DGS Ministries of the Church **will need** to be either an ordained Minister, or a member of the URC, or a member of one of the three world bodies (World Communion of Reformed Churches, Disciples Ecumenical Consultative Council, Council for World Mission) – the GOR is that leading Discipleship within the URC requires a committed Christian;
- c) the postholder of DGS Administration & Resources – to be confirmed after further consultation.

HRAG also recommends that the Secretary for Ministries must be an ordained URC minister.

#### 1.5.5 Assembly Appointed Posts in general

Although we have not carried out any detailed work we believe that certainly one and possibly two other Assembly appointed posts, currently classified in accordance with Affiliation category 4, would also be subject to the above advice regarding GOR. Accordingly we are looking into this matter further.

## 2. Implementation

### 2.1 Recruitment and Appointment Process

The three DGS posts are Assembly Appointments and so the normal procedure of constituting an appointments panel will be followed.

HRAG has recommended to the Nominations Committee the names of potential panel members.

### 2.2 Line Management Training

The requirement for line management training was identified in the review as an issue. HRAG is currently investigating possible appropriate training options and will make recommendations in due course.

# Appendix 1

## JOB DESCRIPTION



<b>JOB TITLE:</b>	General Secretary
<b>RESPONSIBLE TO:</b>	The General Assembly (via an agreed, specified, Moderator of General Assembly)
<b>RESPONSIBLE FOR:</b>	The management of three Deputy General Secretaries and direct Administrative support and oversight of the Synod Moderators
<b>SALARY:</b>	Minister's stipend will apply
<p><b>JOB SUMMARY:</b> To provide theological and pastoral leadership and operational oversight to the URC by:</p> <ul style="list-style-type: none"> <li>• implementing the policies and decisions of General Assembly/Mission Council;</li> <li>• the management of Church House through the General Secretariat;</li> <li>• ensuring links with the wider Church and the fostering and maintenance of positive external relations.</li> </ul>	

### Principal Responsibilities and Duties

1. Provide theological and pastoral leadership for the denomination and maintain its well-being and unity by:
  - a. ensuring that the life and mission of the URC are undergirded by its theological understanding, as expressed in the Basis of Union; and
  - b. responding to opportunities to engage with local churches, Synods and others.
  - c. fostering the unity and wellbeing of the Church
2. Provide operational oversight and leadership to the URC by:
  - a. ensuring that appointment and review groups for Synod Moderators are established and acting as consultant to them;
  - b. providing oversight to the Synod Moderators;
  - c. responding to Synod issues and opportunities as appropriate;
  - d. being an ex-officio member of all Assembly standing committees and the URC Trust;
  - e. ensuring the effective work and reporting of Faith & Order and Equal Opportunities Committees and Mission Council Advisory Groups.
3. Service both General Assembly and Mission Council by:
  - a. assuring the work of the agenda setting body(ies);
  - b. ensuring that all business is properly prepared for the Assembly and Council;
  - c. ensuring that members are given information they need;
  - d. ensuring that meeting facilities are adequate;
  - e. ensuring that the records are properly kept;
  - f. ensuring that the decisions of the Assembly are reported to the Church;
  - g. ensuring the implementation of the decisions and policies agreed by General Assembly and by Mission Council;
  - h. acting as required in relation to the Disciplinary Process and Incapacity Procedures.



4. Provide leadership to, and management of, the three Deputy General Secretaries who form the General Secretariat by:
  - a. agreeing the objectives and priorities for each of the Deputy General Secretaries in the light of Assembly and Mission Council decisions
  - c. ensuring the Church House work plans are coordinated and delivered
  - c. fostering an organisational climate that releases and focuses the energy that comes from competent, motivated specialists
  - d. monitoring and managing individual performance within the Secretariat agreeing appropriate personal development.
  
5. Oversee the coordination of the work of Church House by:
  - a. ensuring the effective functioning of the General Secretariat team;
  - b. ensuring effective two-way communications with Church House staff through team and Connective meetings and other mechanisms as required;
  - c. enabling cross-department project and task groups to meet agreed objectives;
  - d. preparing, and being the budget holder for, the General Secretariat budget;
  - e. ensuring personal and staff compliance with all relevant legal requirements (e.g. Health and Safety, Safeguarding, Data Protection).
  
6. Foster, and maintain, links with the wider Church by:
  - a. developing relationships with senior officers of other Churches and being alert to opportunities for closer ecumenical links or collaborative work;
  - b. representing the United Reformed Church on a number of national and international ecumenical bodies; and
  - c. working closely with the Secretary for World Church Relations and the Secretary for Ecumenical Relations and Faith & Order on matters relating to sister Churches and the UK ecumenical instruments.
  
7. Ensure positive external relations by:
  - a. speaking publicly on behalf of the Church, in consultation with the Moderators of General Assembly and with the Press & Media Manager, and with others as necessary; and
  - b. being prepared to act, as and when necessary, to maintain and protect the reputation and image of the URC, in conjunction with Communications.

### **Health and Safety at Work:**

You are required to take reasonable care of the health and safety of yourself and other persons who may be affected by your acts or omissions at work and to co-operate with the United Reformed Church in adhering to statutory safety regulations.

### **Equal Opportunities:**

The Church will behave as an equal opportunity organisation and not discriminate on the grounds of race, gender, disability, sexual orientation or age.

This list is an indication of the main tasks to be performed. It is not an exhaustive list of duties and responsibilities and may be subject to amendments to take account of changing circumstances.

# PERSON SPECIFICATION



JOB TITLE:

GENERAL SECRETARY

REQUIREMENTS	MEASUREMENT		
	ESSENTIAL	DESIRABLE	
Education and qualifications	<ul style="list-style-type: none"> <li>• Ordained to the Ministry of the United Reformed Church with a proven work history in ministry.</li> <li>• Educated to degree level or equivalent and possesses a theological qualification.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of keeping abreast with theological literature.</li> </ul>	Application form, references and interview
Experience	<ul style="list-style-type: none"> <li>• Management of change.</li> <li>• Conflict resolution.</li> <li>• Crisis Management.</li> <li>• Collaborative and ecumenical working within and beyond the Church.</li> </ul>	<ul style="list-style-type: none"> <li>• Relations with and work with the media.</li> </ul>	Application form and Interview
Knowledge	<ul style="list-style-type: none"> <li>• A wide awareness of contemporary political and social issues with an ability to reflect on them theologically.</li> <li>• An appreciation of, and sensitivity to, the complex nature of the URC, recognising the theological diversity within the denomination.</li> <li>• Awareness of how organisations function and develop.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of the wider Reformed and of other Christian traditions</li> </ul>	Application form and interview
Skills and Abilities	<ul style="list-style-type: none"> <li>• Able to inspire confidence and demonstrate effective public speaking skills.</li> <li>• Ability to think strategically and encourage others to do the same.</li> <li>• Skilful manager of people.</li> <li>• Sound leadership skills</li> <li>• Able to build, develop and play an active part in the staff community at Church House.</li> <li>• Able to prioritise a demanding workload through effective time management and delegation.</li> <li>• An understanding of and commitment to a multicultural church (i.e. ability to relate across different cultures).</li> <li>• Able to demonstrate effective pastoral and listening skills.</li> <li>• Able to demonstrate strong written and analytical skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to interact comfortably in a wide variety of contexts.</li> <li>• Ability to make time for personal study and to relax.</li> </ul>	Application form, references and interview
Other	<ul style="list-style-type: none"> <li>• Demonstrates a deep Christian faith</li> <li>• Hospitable</li> <li>• Patient</li> <li>• Resilient</li> <li>• Possesses a good sense of humour</li> </ul>		Interview and references



# Appendix 2a

## JOB DESCRIPTION

<b>JOB TITLE:</b>	Deputy General Secretary Administration & Resources
<b>RESPONSIBLE TO:</b>	General Secretary
<b>RESPONSIBLE FOR:</b>	Chief Finance Officer, HR Officer, Communications, Facilities Manager, IT Support Manager and Archivist/records Manager
<b>SALARY:</b>	
<p><b>JOB SUMMARY:</b>            Manage and lead the Administration &amp; Resources Department and integrate its work into the overall work of Church House, thereby ensuring delivery of agreed General Assembly requirements and projects.</p> <p>As a member of the General Secretariat ensure the implementation of decisions of General Assembly or Mission Council and the effective running of Church House.</p>	

### Preamble

The three posts of Deputy General Secretary have been created as part of a review of Church House Management and, together with the General Secretary to whom they report, form the General Secretariat which will work together to oversee and develop the effective work of Church House. The Job descriptions are likely to develop and evolve with experience.

### Principal responsibilities and duties

#### A. Department Management

1. Develop and co-ordinate the work of the Department, seeking ways to ensure high standards and cost effective delivery within agreed budgets.
2. Foster effective working relationships with the standing and other Committees, as appropriate, that relate to the Department's work and seek ways to optimise the impact of and staff relationships with the committees.
3. Integrate staff and team outputs, priorities and vision with agreed General Assembly/ Mission Council priorities and objectives.
4. Manage the senior staff members in the Department, encourage appropriate teamwork and ensure they are effective in their role and in their line management responsibilities.
5. As line manager:
  - Provide overall departmental representation within the Secretariat.
  - Offer accessibility and presence for staff when needed.
  - Share the 'big picture'/strategic issues and make connections between groups, providing staff with regular updates.
  - Manage staff performance by:
    - i. Ensuring that staff are equipped to carry out the roles which they currently occupy, and where necessary identify suitable training to ensure that their skills are up-to-date and relevant
    - ii. Delegating work in an appropriate and supportive manner;

- iii. Providing decision-making support and, where appropriate, ensure decisions are taken in a timely manner;
  - iv. Providing regular performance feedback to staff and conducting annual appraisal of direct reports with input from Committee Conveners.
  - Ensure appropriate departmental attention to Health & Safety and Data Protection issues.
6. An ex-officio member of all standing committees that give direction to the work of the Department, attending when appropriate.
  7. Overall budget holder for the Department.

## B. Specialist role

1. Develop an HR strategy for Church House
2. Ensure the provision of a comprehensive HR service to central staff and as agreed to the wider URC which will include:
  - a. developing, monitoring and recommending to HRAG employment policies and procedures for central staff in order to meet the staffing needs of the central URC and legislative requirements.
  - b. advising HRAG and Church House management on relevant employment law requirements, providing guidance on staffing issues and providing people-related data as requested
  - c. reviewing regularly and advising on remuneration issues to the Remuneration Committee
3. Handle reputation management in conjunction with Communications.
4. Maintain oversight of the provision of administrative support to Church House, managing any changes required by new legislation, evolving good practice or changing circumstance.
5. Ensure that up-to-date information is available for local churches and synods on matters of legal compliance (with the exception of safeguarding).

## C. General Secretariat

1. Ensure the effective accomplishment of the three Church House roles of:
  - a. providing a Secretariat for the General Assembly and Mission Council and those who need representatively to embody the Church;
  - b. providing support service functions where a demonstrable demand or specific requirement is discerned;
  - c. maintaining good communication networks within the Church and between the Church and wider society.
2. Work with the Connective meeting of senior staff to develop thinking and encourage collaboration.
3. Develop, maintain and evaluate good management of Church House.
4. Ensure the implementation of decisions of General Assembly and Mission Council within their departmental remits
5. Maintain a broad overview of the Church House organisation and the interface with the wider URC

6. Support the General Secretary in developing the General Secretariat team to manage and lead Church House to most effectively fulfil its roles as identified previously
7. An ex-officio member of General Assembly and Mission Council.

## Other responsibilities

1. Commitment to continuous Personal Development.

### Health and Safety at Work:

You are required to take reasonable care of the health and safety of yourself and other persons who may be affected by your acts or omissions at work and to co-operate with the United Reformed Church in adhering to statutory safety regulations.

### Equal Opportunities:

The Church will behave as an equal opportunity organisation and not discriminate on the grounds of race, gender, disability, sexual orientation or age.

This list is an indication of the main tasks to be performed. It is not an exhaustive list of duties and responsibilities and may be subject to amendments to take account of changing circumstances.

**FINAL DRAFT: 10 October 2013**

# PERSON SPECIFICATION



JOB TITLE: DEPUTY GENERAL SECRETARY – ADMINISTRATION AND RESOURCES

REQUIREMENTS		MEASUREMENT	
	ESSENTIAL	DESIRABLE	
Education and qualifications	<ul style="list-style-type: none"> <li>Chartered Member Institute of Personnel &amp; Development</li> </ul>		Application form
Experience	<ul style="list-style-type: none"> <li>general/senior management experience</li> <li>significant generalist HR experience</li> <li>strong Employee Relations background ideally within a voluntary or religious environment</li> <li>experience of developing and operating HR Policy</li> </ul>	<ul style="list-style-type: none"> <li>experience of managing an HR department</li> <li>leadership and management awareness and experience</li> </ul>	Application form
Knowledge	<ul style="list-style-type: none"> <li>knowledge of current HR legislation and practice</li> </ul>	<ul style="list-style-type: none"> <li>HR data systems knowledge</li> <li>Awareness of finance (and other areas)</li> <li>knowledge of the URC</li> </ul>	Application form/ Interview
Skills and Abilities	<ul style="list-style-type: none"> <li>proven organisational ability</li> <li>ability to work as a member of a senior management team</li> <li>excellent interpersonal and communication skills</li> <li>ability to develop a broad overview of the organisation</li> <li>ability to manage a complex workload and work to deadlines</li> <li>ability to train and motivate a team</li> <li>ability to think strategically and formulate short and long term plans</li> <li>ability to manage budgets</li> <li>ability to make effective presentations to a variety of audiences</li> <li>able to represent the work of a department to others</li> <li>IT literacy in respect of Word, Excel, PowerPoint and Access</li> </ul>	<ul style="list-style-type: none"> <li>experience of change management</li> <li>good negotiating and facilitation skills</li> </ul>	Application form/ Interview
Other	<ul style="list-style-type: none"> <li>willingness to work within the Christian ethos of the URC</li> </ul>		



# Appendix 2b

## JOB DESCRIPTION

<b>JOB TITLE:</b>	Deputy General Secretary Ministries of the Church
<b>RESPONSIBLE TO:</b>	General Secretary
<b>RESPONSIBLE FOR:</b>	Secretary for Ministries, Secretary for Education & Learning, Head of Children’s & Youth Work, Safeguarding Officer, CRCW Development Worker(s)
<b>SALARY:</b>	
<b>JOB SUMMARY:</b>	
<p>Manage and lead the Ministries of the Church Department and integrate its work into the overall work of Church House, thereby ensuring delivery of agreed General Assembly requirements and projects.</p> <p>As a member of the General Secretariat ensure the implementation of decisions of General Assembly or Mission Council and the effective running of Church House.</p>	

### Preamble

The three posts of Deputy General Secretary have been created as part of a review of Church House Management and, together with the General Secretary to whom they report, form the General Secretariat which will work together to oversee and develop the effective work of Church House. The Job descriptions are likely to develop and evolve with experience.

### Principal responsibilities and duties

#### A. Department Management

1. Develop and co-ordinate the work of the Department, seeking ways to ensure high standards and cost effective delivery within agreed budgets.
2. Foster effective working relationships with the standing and other Committees, as appropriate, that relate to the Department’s work and seek ways to optimise the impact of and staff relationships with the committees.
3. Integrate staff and team outputs, priorities and vision with agreed General Assembly/ Mission Council priorities and objectives.
4. Manage the senior staff members in the Department, encourage appropriate teamwork and ensure they are effective in their role and in their line management responsibilities.
5. As line manager:
  - Provide overall departmental representation within the Secretariat.
  - Offer accessibility and presence for staff when needed.
  - Share the ‘big picture’/strategic issues and make connections between groups, providing staff with regular updates.

- Manage staff performance by:
    - i. Ensuring that staff are equipped to carry out the roles which they currently occupy, and where necessary identify suitable training to ensure that their skills are up-to-date and relevant
    - ii. Delegating work in an appropriate and supportive manner;
    - iii. Providing decision-making support and, where appropriate, ensure decisions are taken in a timely manner;
    - iv. Providing regular performance feedback to staff and conducting annual appraisal of direct reports with input from Committee Conveners.
  - Ensure appropriate departmental attention to Health & Safety and Data Protection issues.
6. An ex-officio member of all standing committees that give direction to the work of the Department, attending when appropriate.
  7. Overall budget holder for the Department.

## B. Specialist role

Resource and encourage those concerned with helping the growth in faith and service (discipleship) among people of all ages.

1. maintain an overview of the whole ministries of the Church and oversee the way in which they are developed and supported.
2. Keep up to date with developments in the understanding of discipleship in light of trends in contemporary society so that our discipleship initiatives remain contextual and relational
3. encourage the spiritual and organisational vitality of local churches through the management of the support materials available to synods, ministers and elders
4. advocate worship and theological reflection across the Church
5. service the Pastoral Reference and Welfare Committee
6. serve as the General Assembly Representative in respect of the Ministerial Disciplinary Process
7. deputise for the General Secretary in matters requiring an ordained Minister of Word & Sacrament

## C. General Secretariat

1. Ensure the effective accomplishment of the three Church House roles of:
  - d. providing a Secretariat for the General Assembly and Mission Council and those who need representatively to embody the Church;
  - e. providing support service functions where a demonstrable demand or specific requirement is discerned;
  - f. maintaining good communication networks within the Church and between the Church and wider society.
2. Work with the Connective meeting of senior staff to develop thinking and encourage collaboration.
3. Develop, maintain and evaluate good management of Church House.



4. Ensure the implementation of decisions of General Assembly and Mission Council within their departmental remits
5. Maintain a broad overview of the Church House organisation and the interface with the wider URC
6. Support the General Secretary in developing the General Secretariat team to manage and lead Church House to most effectively fulfil its roles as identified previously
7. An ex-officio member of General Assembly and Mission Council.

## Other responsibilities

1. Commitment to continuous Personal Development.

### Health and Safety at Work:

You are required to take reasonable care of the health and safety of yourself and other persons who may be affected by your acts or omissions at work and to co-operate with the United Reformed Church in adhering to statutory safety regulations.

### Equal Opportunities:

The Church will behave as an equal opportunity organisation and not discriminate on the grounds of race, gender, disability, sexual orientation or age.

This list is an indication of the main tasks to be performed. It is not an exhaustive list of duties and responsibilities and may be subject to amendments to take account of changing circumstances.

**FINAL DRAFT: 10 October 2013**

# PERSON SPECIFICATION



JOB TITLE: DEPUTY GENERAL SECRETARY – MINISTRIES OF THE CHURCH

REQUIREMENTS		MEASURE	
	ESSENTIAL	DESIRABLE	
Education and qualifications	<ul style="list-style-type: none"> <li>member of the United Reformed Church or of a church that is part of the World Communion of Reformed Churches, Disciples Ecumenical Consultative Council or Council for World Mission</li> <li>educated to degree standard or equivalent</li> </ul>		Application form/ Interview
Experience	<ul style="list-style-type: none"> <li>experience of a wide spectrum of ministries</li> <li>experience of communicating ideas and concepts to a wide range of people</li> <li>Leadership and management awareness and experience</li> </ul>	<ul style="list-style-type: none"> <li>Ecumenical working</li> <li>Leading a small organisation</li> </ul>	Application form/ Interview
Knowledge	<ul style="list-style-type: none"> <li>sound knowledge of the United Reformed Church</li> </ul>	<ul style="list-style-type: none"> <li>awareness of the significance of Safeguarding issues</li> </ul>	Application form/ Interview
Skills and Abilities	<ul style="list-style-type: none"> <li>proven organisational ability</li> <li>ability to work as a member of a senior management team</li> <li>creativity and imagination</li> <li>able to inspire others</li> <li>able to reflect on theology and context</li> <li>able to think strategically and formulate short and long term plans</li> <li>able to develop a broad overview of the organisation</li> <li>able to train and motivate a team</li> <li>ability to make effective presentations to a variety of audiences</li> <li>able to represent the work of a department to others</li> <li>IT literacy in respect of Word, Excel, PowerPoint and Access</li> </ul>	<ul style="list-style-type: none"> <li>good negotiating and facilitation skills</li> <li>good budgeting skills</li> </ul>	Application form/ Interview



# Appendix 2c

## JOB DESCRIPTION

<b>JOB TITLE:</b>	Deputy General Secretary – Mission
<b>RESPONSIBLE TO:</b>	General Secretary
<b>RESPONSIBLE FOR:</b>	Secretaries for Church & Society, Ecumenical Relations, Racial Justice and Multicultural Ministries and World Church Relations. Oversight of Rural Officer and Commitment for Life Programme Coordinator.
<b>SALARY:</b>	
<p><b>JOB SUMMARY:</b> Manage and lead the Mission Department and integrate its work into the overall work of Church House, thereby ensuring delivery of agreed General Assembly requirements and projects.</p> <p>As a member of the General Secretariat ensure the implementation of decisions of General Assembly or Mission Council and the effective running of Church House.</p>	

### Preamble

The three posts of Deputy General Secretary have been created as part of a review of Church House Management and, together with the General Secretary to whom they report, form the General Secretariat which will work together to oversee and develop the effective work of Church House. The Job descriptions are likely to develop and evolve with experience.

### Principal responsibilities and duties

#### A. Department Management

1. Develop and co-ordinate the work of the Department, seeking ways to ensure high standards and cost effective delivery within agreed budgets.
2. Foster effective working relationships with the standing and other Committees, as appropriate that relate to the Department’s work and seek ways to optimise the impact of and staff relationships with the committees.
3. Integrate staff and team outputs, priorities, vision and best practice with agreed General Assembly/Mission Council priorities and objectives.
4. Manage the senior staff members in the Department, encourage appropriate teamwork and ensure they are effective in their role and in their line management responsibilities.
5. As line manager:
  - Provide overall departmental representation within the Secretariat.
  - Offer accessibility and presence for staff when needed.
  - Share the ‘big picture’/strategic issues and make connections between groups, providing staff with regular updates.

- Manage staff performance by:
    - i. Ensuring that staff are equipped to carry out the roles which they currently occupy, and where necessary identify suitable training to ensure that their skills are up-to-date and relevant
    - ii. Delegating work in an appropriate and supportive manner;
    - iii. Providing decision-making support and, where appropriate, ensure decisions are taken in a timely manner;
    - iv. Providing regular performance feedback to staff and conducting annual appraisal of direct reports with input from Committee Conveners.
  - Ensure appropriate departmental attention to Health & Safety and Data Protection issues.
6. An ex-officio member of all standing committees that give direction to the work of the Department, attending when appropriate.
  7. Overall budget holder for the Department.

## B. Specialist role

To provide inspiration for, focus on and raise the profile of mission across the United Reformed Church:

1. undertake continuous evaluation of the place of mission and evangelism within the work of General Assembly.
2. analyse requirements and develop resources to support a sustained focus on mission by the whole Church, engaging with contemporary culture and working alongside ecumenical partners.
3. identify and develop good practice in mission initiatives enabling local churches and Synods in the development of their own mission work.
4. develop strategies for and support the implementation of 'vision2020'.
5. be a resource for synods and local churches in their understanding of and engagement with mission.
6. identify and service appropriate networks which raise the profile of mission and enable synods and local churches in mission and evangelism.
7. shape thinking by producing occasional papers for the United Reformed Church based on research and mission insights.
8. develop existing ecumenical co-operation, and explore new partnerships with both para-church and secular organisations where appropriate.
9. ensure the Mission Committee is fully serviced and in conjunction with the Convener shape the agenda, ensure the practical aspects are dealt with and assure the work of the Committee.

## C. General Secretariat

1. Ensure the effective accomplishment of the three Church House roles of:
  - a. providing a Secretariat for the General Assembly and Mission Council and those who need representatively to embody the Church;
  - b. providing support service functions where a demonstrable demand or specific requirement is discerned;
  - c. maintaining good communication networks within the Church and between the Church and wider society.

2. Work with the Connective meeting of senior staff to develop thinking and encourage collaboration.
3. Develop, maintain and evaluate good management of Church House.
4. Ensure the implementation of decisions of General Assembly and Mission Council within their departmental remits
5. Maintain a broad overview of the Church House organisation and the interface with the wider URC
6. Support the General Secretary in developing the General Secretariat team to manage and lead Church House to most effectively fulfil its roles as identified previously
7. An ex-officio member of General Assembly and Mission Council.

## Other responsibilities

1. Commitment to continuous Personal Development.

### Health and Safety at Work:

You are required to take reasonable care of the health and safety of yourself and other persons who may be affected by your acts or omissions at work and to co-operate with the United Reformed Church in adhering to statutory safety regulations.

### Equal Opportunities:

The Church will behave as an equal opportunity organisation and not discriminate on the grounds of race, gender, disability, sexual orientation or age.

This list is an indication of the main tasks to be performed. It is not an exhaustive list of duties and responsibilities and may be subject to amendments to take account of changing circumstances.

**FINAL DRAFT: 10 October 2013**

# PERSON SPECIFICATION



JOB TITLE:

DEPUTY GENERAL SECRETARY – MISSION

REQUIREMENTS		MEASUREMENT	
	ESSENTIAL	DESIRABLE	
Education and qualifications	<ul style="list-style-type: none"> <li>membership of the United Reformed Church or of a church that is part of the World Communion of Reformed Churches, Disciples Ecumenical Consultative Council or Council for World Mission</li> <li>educated to degree standard or equivalent</li> <li>proven theological competence</li> </ul>		Application form/ Interview
Experience	<ul style="list-style-type: none"> <li>leadership and management awareness and experience</li> <li>worked on complex mission programmes and projects</li> <li>undertaking research, analysing and interpreting the results</li> <li>communicating ideas and concepts to a wide range of people</li> </ul>	<ul style="list-style-type: none"> <li>ecumenical working</li> <li>leadership in a small organisation</li> </ul>	Application form/ Interview
Knowledge	<ul style="list-style-type: none"> <li>sound knowledge of the United Reformed Church</li> <li>knowledge of aspects of the church in Europe</li> <li>knowledge of aspects of the world church</li> </ul>	<ul style="list-style-type: none"> <li>knowledge of a range of methods of communication</li> <li>knowledge of relevant para-church and similar agencies</li> <li>knowledge of training resources</li> </ul>	Application form/ Interview
Skills and Abilities	<ul style="list-style-type: none"> <li>a passion for mission</li> <li>proven organisational ability</li> <li>the ability to work as a member of a senior management team</li> <li>creativity and imagination</li> <li>the ability to inspire others</li> <li>the ability to 'read' the contemporary culture</li> <li>the ability to reflect on theology and context</li> <li>the ability to train and motivate a team</li> <li>the ability to think strategically and formulate short and long term plans</li> <li>able to develop a broad overview of the organisation</li> <li>ability to make effective presentations to a variety of audiences</li> <li>able to represent the work of a department to others</li> <li>IT literacy in respect of Word, Excel, PowerPoint and Access</li> </ul>	<ul style="list-style-type: none"> <li>the ability to identify and advocate best practice in mission initiatives</li> <li>good negotiating and facilitation skills</li> <li>good budgeting skills</li> </ul>	Application form/ Interview