

DRAFT LEADER FORMATION PRIORITIES MATRIX

UNDERSTANDING WORKFORCE ISSUES				
		GATHER	ANALYSE	PROJECT TO BE IMPLEMENTED
1	Workforce planning data	Data will be gathered to assess current and future staff requirements in terms of the number and skill set of personnel required for roles as trustees, directors, executive team members, mission leaders, ethicists and pastoral practitioners	Analyse data and establish an estimate of future requirements. Liaise with Diocesan agencies regarding ethicist positions and the opportunity for collaboration.	1(a) Workforce data gathered is used to inform planning and decision-making about the range, timing, availability of new formation initiatives to be developed and the key partnerships needed to support their success. 1(b) Funding to be sought for scholarships to educate key personnel e.g. bioethicists, pastoral practitioners.
2	Articulate expectations, scope of practice and conduct for key roles, e.g. trustee, mission leader	Research the availability of articulated scope of practice models	Analyse the usefulness of these models for their purpose	2. Develop a model document outlining expectations, scope of practice and conduct for key roles, e.g. trustee, mission leader which establishes clarity while allowing for variance within systems and organisations.
3	Support for mission leaders	Research current processes for the orientation, ongoing development and formation approaches for mission leaders	Analyse usefulness for purpose	3 (a) Establish a community of practice for mission leaders. 3(b) Facilitate a mission leader formation program to support new and potential mission leaders.
4	Tools for assessment of formation needs of key personnel	Research the current availability of formation “needs assessment” tools	Consider the elements needed for such a tool to be effective	4. With the Continuing The Mission framework* as a guide, develop resources that will assist in assessing the initial and ongoing formation needs of new leaders with a planned approach to supporting their growth.
5	Recruitment strategy to inform and attract suitable people to key roles such as trustee, board director, mission leader, pastoral practitioner	Research current recruitment strategies for trustee, board director, mission leader and pastoral practitioner roles	Assess the effectiveness of current recruitment strategies	5. Develop a resource articulating a range of potential recruitment strategies to inform and attract suitable people to key roles such as trustee, board director, mission leader, pastoral practitioner and which could foster awareness of these potential career pathways. CHA to undertake specific initiatives on behalf of the sector to promote key roles and attract people to them.
6	Recruitment and orientation processes for trustees, board directors and senior leaders	Identify the processes currently adopted by member organisations for the recruitment and orientation of suitable people for the roles of trustee, board director and senior leader	Assess the effectiveness of these recruitment and orientation processes	6. Develop a ‘recruit for mission fit’ guide with suggested orientation processes to assist recruitment and formation of suitable personnel for key positions. Adapt the guide for use by industry recruitment companies.

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STRENGTHENING FORMATION

		GATHER	ANALYSE	PROJECT TO BE IMPLEMENTED
7	Current approaches to and availability of formation opportunities for senior leaders among CHA members, other Catholic ministries and Catholic universities and institutes	Research current approaches to and availability of leader formation including the variety of models, program content, scheduling and availability of workshops and programs	Identify the strengths and perceived gaps in currently available formation programs	<p>7(a) Develop a generic program to be available to all member organisations to support trustees' formation.</p> <p>7(b) Develop resources that could be adopted as components of an individual member organisation's formation program for trustees and senior leaders.</p> <p>7(c) Develop resources that help personnel become familiar with the particular language of Church, theology and ministry. A resource such as <i>So You're Working for the Catholic Church</i> by Fr Tony Doherty could be adapted for health and aged care needs.</p> <p>7(d) Facilitate the development of online learning communities to enhance sharing of challenges and approaches e.g. for mission leaders. Relevant and accessible learning materials to be developed to support these communities of practice.</p> <p>7(e) Develop online resources to support team-based formation within organisations e.g. webcasts developed on key themes and emerging issues related to Catholic ethos and ministry development.</p> <p>7(f) Liaise with tertiary institutions to facilitate the development of formation programs and courses, both credit and non-credit, tailored to the needs of key personnel e.g. executives, pastoral practitioners.</p> <p>7(g) Facilitate reduced participation fees in CHA sponsored programs and workshops for less well-resourced members.</p>
8	Enhance the ethics expertise of key ministry leaders	Identify current practice for supporting ethical awareness and competence of key ministry leaders e.g. executives, mission leaders, pastoral practitioners	Assess perceived gaps in formation in ethics expertise among key ministry leaders. Assess the potential for collaboration between CHA and local archdioceses to promote the availability to Catholic ministries of experienced moral theologians	8. Develop modules, webcasts and online resources for key personnel to facilitate competence and confidence in application of the <i>CHA Code of Ethical Standards</i> .

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9	Evaluate the effectiveness and impact of formation programs and identify possible means for their improvement	Identify current evaluation methods for formation programs	Analyse the effectiveness and impact of these methods	<p>9(a) Develop a tool for evaluating the effectiveness of formation programs.</p> <p>9(b) Evaluate and report the results of evaluations, indicating the impact of formation programs and how “best practice” formation strategies can be supported.</p>
10	Mentoring and coaching to support mission-related formation of leaders in key roles e.g. trustees, board directors, CEOs, mission leaders	Identify existing models for mentoring and coaching of key leaders	Assess perceived gaps	<p>10(a) Facilitate a community of practice to support ongoing formation of current and potential trustees.</p> <p>10(b) Facilitate cross-ministry mentoring relationships for key roles.</p> <p>10(c) Engage the experience and wisdom of retired trustees, board directors, CEOs, mission leaders through involvement with communities of practice and mentoring opportunities.</p>

ENGAGING TERTIARY INSTITUTIONS

		GATHER			PROJECT TO BE IMPLEMENTED
11	Cultivate the engagement of key Catholic institutions and emerging thinkers	<p>Compile a database of institutions, academics, theologians and other personnel with scope to contribute to the formation needs of Catholic health and aged care</p> <p>Compile a database of institutions and emerging thinkers with capacity to engage with the issues and concerns impacting on Catholic health and aged care</p>			<p>11(a) Develop a strategy to facilitate engagement of key institutions and emerging thinkers in formation processes.</p> <p>11(b) Develop a strategy to facilitate the academic engagement of key institutions and emerging thinkers with the issues and concerns impacting on Catholic health and aged care.</p>
12	Foster discourse around the Australian experience of Catholic health and aged care ministry	Research current academic and other offerings			12. Develop an online academic journal for exchange of ideas related to governance, mission and ethics.

*Continuing the Mission: *Expectations of Trustees, Board Directors and Executives* (CTM)