



Pathways is about a way forward...
We embark on the journey together aware of
.... where we have come from and where we are headed.
.... being on the frontier without a clear map of the territory we are traversing.
.... travelling with a deep sense of belonging to those on the journey with us and
..... how we will sustain each other along the way.
.... responding to the needs of all - near and far, large and small.
.... regularly discerning our direction and the best ways of achieving our goals.
.... being guided by our founding vision and commitment to the Gospel.

Pathways Action Priorities Matrix

The CHA Pathways Taskforce was established to facilitate a collaborative approach to formation of people in governance and leadership roles as trustees, board directors and executives. The rationale for Pathways is outlined in detail in the Discussion Paper prepared for the CHA Governance Conference in April 2013. (Available via www.cha.org.au)

The Pathways Taskforce has developed this Action Priority Matrix describing a range of new strategies and resources designed to achieve its goal.

Since the roles of mission leader, ethicist and pastoral practitioner are essential to the mission of Catholic ministries, they have been given specific attention in some categories. These roles are sometimes described as 'Strategic A' positions.

The initiatives described in this Matrix are intended to guide and assist the formation of *both incumbent as well as potential, future* trustees, board directors and executives. The majority of initiatives will impact on incumbents of these roles while some are targeted towards attracting appropriate people to Catholic health and aged care so as to ensure appropriately skilled and formed personnel for the future.

Each listed initiative will eventually be developed more fully as a detailed work plan with an indication of expected resources and implementation processes. This detailed planning will begin following input from the Member Survey conducted December 2013 to March 2014.

When detailed work plans are developed, there will likely be some re-ordering of and greater inter-connectedness between initiatives in different categories.

UNDERSTANDING WORKFORCE ISSUES

	ISSUE	GATHER	ANALYSE	ALLOCATE RESOURCE/TASK	IMPLEMENT
1	Workforce planning	Gather data to ascertain current and future requirements in terms of the numbers and skill set of personnel required to serve as trustees, directors, executive team members, mission leaders, ethicists and pastoral practitioners	Analyse data and establish an estimate of future requirements	CHA Taskforce Seek sponsorship	Data informs the range, timing and availability of formation programs. Fund scholarships for education of key personnel e.g. bioethicists, pastoral practitioners
2	Tools for assessment of formation needs	Research availability of formation needs assessment tools	Consider the elements needed in such a tool to be effective	CHA Taskforce	Develop resources that will assist in assessing the initial and ongoing formation needs of new leaders with a planned approach to supporting their growth
3	Recruitment and orientation processes for trustees, board directors and executives	Identify the processes currently adopted in the recruitment and orientation of trustees, board directors and executives	Assess the effectiveness of these processes	Consider outsourcing to a system already developing a process	Develop a “recruit for fit” guide for key personnel
4	Scope of practice and conduct for key roles, e.g. trustee, mission leader	Research availability of scope of practice models	Analyse usefulness for purpose	CHA Taskforce/Current system resource	Articulate model scope of practice and conduct for key roles, e.g. trustee, mission leader
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	Assess the effectiveness of these strategies	CHA Taskforce	Develop a resource articulating a range of recruitment strategies to inform and attract suitable people to key roles such as trustee, board director, mission leader, pastoral practitioner
6	Mission leader support	Research current orientation, development and formation processes for mission leaders	Analyse usefulness for purpose	CHA Secretariat	Facilitate a mission leader formation program to support new and potential leaders Facilitate a community of practice for mission leaders

STRENGTHENING FORMATION

	ISSUE	GATHER	ANALYSE	RESOURCE/TASK ALLOCATION	IMPLEMENT
7	Current approaches and availability of formation opportunities for those in governance and leadership roles among CHA members, other Catholic ministries and Catholic universities and institutes	Research current approaches to leader formation – models, content, workshop/program availability	Identify the strengths and perceived gaps in available formation programs	CHA Secretariat	<p>Develop a generic trustee formation program</p> <p>Develop resources that could be adopted as components of an individual organisation’s trustee and senior leader formation program</p> <p>Develop resources that enhance familiarity with the language of ministry within teams through use of resources specifically developed for their range of needs. A resource such as <i>So You’re Working for the Catholic Church</i> (Tony Doherty) could be adapted for health and aged care needs</p> <p>Facilitate development of online learning communities supported by accessible resources</p> <p>Develop online resources to support team-based formation within organisations</p> <p>Liaise with tertiary institutions to facilitate development of appropriate formation programs and courses, both credit and non-credit</p> <p>Facilitate reduced participation fees for less well-resourced members</p>
8	Enhance ethics expertise for key leaders	Identify current practice for supporting ethical awareness and competence	Assess perceived gaps	CHA Secretariat	Develop modules and online resources to facilitate competence and confidence in application of the <i>CHA Code of Ethical Standards</i>
9	Evaluate the effectiveness of formation programs and identify means for improvement	Identify current evaluation methods	Analyse effectiveness of these methods	Consider outsourcing to a system already developing a process	<p>Develop a tool for evaluating the effectiveness of formation programs</p> <p>Evaluate and report the impact of formation programs to support “best practice” and effective use of resources</p>
10	Mentoring and coaching for key leaders	Identify existing models for mentoring of key leaders	Assess perceived gaps	System resources with CHA Secretariat	Facilitate a community of practice for current and potential trustees

					<p>Facilitate cross-ministry mentoring relationships for key roles</p> <p>Engage the experience and wisdom of “retired trustees” especially via involvement with community of practice and mentoring</p>
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ENGAGING TERTIARY INSTITUTIONS					
	ISSUE	GATHER	ANALYSE	RESOURCE/TASK ALLOCATION	IMPLEMENT
11	Engagement of key 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>CHA Secretariat</p> <p>CHA Secretariat</p>	<p>Develop a strategy to facilitate engagement of key institutions and emerging thinkers in formation processes</p> <p>Develop a strategy to facilitate engagement of key institutions and emerging thinkers the issues with the issues and concerns impacting on Catholic health and aged care</p>
12	Foster the discourse around the Australian experience of Catholic health and aged care ministry	Research current academic and other offerings		CHA Secretariat	Develop an academic journal for exchange of ideas related to governance, mission and ethics