

CatholicCare NT



Workforce Development

STRATEGY

2017 – 2020





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MESSAGE FROM THE DIRECTOR OF CATHOLICCARE NT

I am pleased to present the CatholicCare NT Workforce Development Strategy for 2017 – 2020.

This strategy is consistent with our Strategic Plan and Reconciliation Action Plan and our efforts to Close the Gap.

A disciplined workforce that reflects our values, shares our commitment to the mission and vision and reflects our diverse population.

We need to attract people who are committed to our success and want to make a positive contribution to the community. CatholicCare NT will support and develop the skills and capacity of staff. Having high quality staff is a significant driver of achieving good outcomes for clients and builds confidence in our service delivery.

The strategy establishes a framework to guide our staff to existing and new initiatives, actions and goals that will lead to a workforce that is flexible and inclusive with a focus on retention, mentoring, leadership and career development.

I sincerely encourage all staff to take this opportunity to enhance your career pathways and develop a workforce that resembles the community we serve.

Jayne Lloyd
Director



ABOUT CATHOLICCARE NT

CatholicCare NT is a social services organisation with over 25 years of experience in providing expert care to people in the Northern Territory (NT). Our focus is on delivering high-quality services to help strengthen families and build resilient communities across the NT.

Our Mission

To contribute to a society that values all its members by strengthening individuals, families and communities in ways that respect their dignity and culture.

Our Vision

Healthy families, connected communities, honouring cultures

Our Values

- Dignity and respect
- Economic justice
- Preferential option for those experiencing poverty and vulnerability
- Working for the common good
- Stewardship of creation
- Subsidiarity, participation and inclusion
- Promotion of peace

CASE STUDY 1

Chamari Alaharuwan**Community Development Program (CDP) Activities Coordinator,
South East Alice Springs**

Chamari is the Community Development Program (CDP) Activities Coordinator for CatholicCare NT's South East Alice Springs region. Her job involves overseeing a team spread across three communities. She originally joined CatholicCare NT in 2015 as a Work Experience Mentor and has since had the opportunity to work as an Employment Consultant and now as the CDP Activities Coordinator.

"When the opportunity came up to apply for the Santa Teresa Op Shop Mentor position, I was initially reluctant because I hadn't worked in community before, but CatholicCare NT helped me settle into the role. At the time, the Op Shop was a brand new activity, and we had over 20 job seekers participating which involved providing lunches, making coffees and selling items. It engaged the whole community; everyone got to come and have coffee – teachers, clinicians, tourists".

"I've received so much training from CatholicCare NT – more than any other organisation I've worked for. I was given the opportunity to do a Cert IV in Employment Services, and I've been to several conferences across the country. I've also had the opportunity to go to Darwin for training".

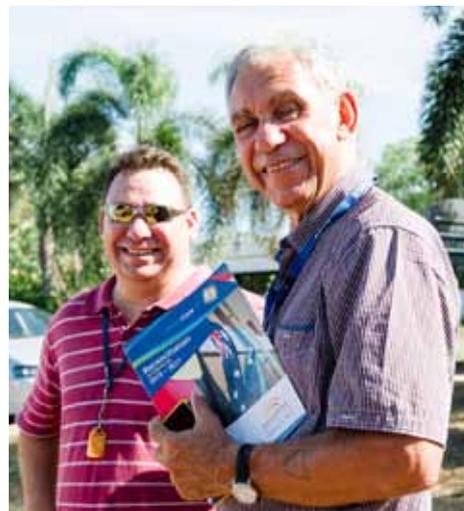
"CatholicCare NT has listened to my ambitions and my goals and has been willing to provide me with training opportunities that have grown my career. If I don't like things or if there are things I want to learn, it's easy to bring it up with my supervisor and make a plan".

"Because I've been able to have different roles across different communities I've gotten a lot of experience doing different things. The mentors in community have become friends with the job participants, and the community feels comfortable telling us what they want. That's why I like working for CatholicCare NT. I also think CatholicCare NT contributes a lot to community development through CDP and it is rewarding to be part of it".

**RECONCILIATION ACTION
PLAN 2015 – 2017**

Our vision is to be an organisation that works in partnership with Aboriginal people and communities in a way that supports and facilitates our collective strengths and expertise to strengthen Aboriginal people, their families and communities.

The Workforce Development Strategy brings together new and existing initiatives that will assist all CatholicCare NT sites to increase our Aboriginal workforce and meet our Reconciliation Action Plan target of 30 per cent Aboriginal employment at each site by 2020.



WORKFORCE DEVELOPMENT STRATEGY 2017 – 2020

The Objectives

The objective of the strategy is to recruit and retain high-quality staff by providing professional development opportunities that assist all CatholicCare NT employees in determining their own career paths. The strategy also aims to increase Aboriginal employment, participation and capability in all areas and at all levels of CatholicCare NT operations and service delivery.

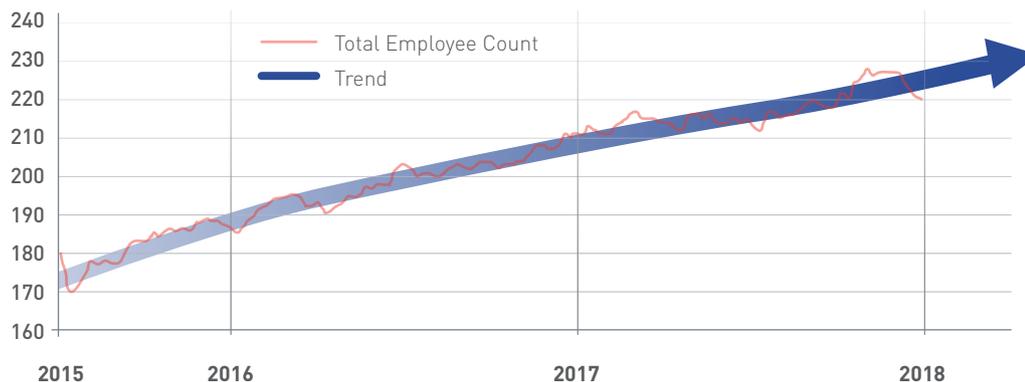
The Principles

CatholicCare NT commits to improving employment, participation and capability at all levels.

CatholicCare NT commits to being flexible and prepared to find new ways of attracting and retaining employees.

CatholicCare NT commits to engaging with all employees in order to have a collaborative approach which values and respects all employees' cultural differences.

Total employee count 1/7/15 - 01/04/2018 and projection to 230 employees





The Themes

Four key themes have been developed to guide our organisation in developing a workforce that reflects our values and makes a positive contribution to the community. These four themes will assist CatholicCare NT in having a workforce that is flexible, inclusive, diverse and high-achieving by attracting, retaining, developing and engaging staff in ways that empower them to develop their careers at CatholicCare NT.

THEME

1

ATTRACTION AND RETENTION OF STAFF

Standard practices can act as a barrier to attracting and retaining staff. CatholicCare NT will adopt flexible new initiatives to attract and retain staff.

CatholicCare NT will include culturally appropriate recruitment and retention strategies to attract and retain Aboriginal staff.



THEME

2

CAREER DEVELOPMENT TO BUILD SKILLS CAPACITY

Staff will be given access to training and development opportunities that will ensure our staff are adequately equipped to perform the key functions of their roles and will lead to career progression.

CatholicCare NT will develop pathways that assist staff in creating their own career development strategies, which will lead to a quality workforce and improved program performance.



T H E M E

3

TARGETS FOR ABORIGINAL EMPLOYMENT

CatholicCare NT has a target of 30 per cent Aboriginal employment across all sites and levels of operation within the organisation.

Ongoing commitment and leadership from all levels of the organisation is essential if we are to meet this objective.

The strategy will require a coordinated and collaborative approach to ensure the organisation's efforts are targeted and consistent.

T H E M E

4

ENGAGEMENT AND SUPPORT

CatholicCare NT will build the capacity of our staff by creating learning and mentoring opportunities that allow Aboriginal staff to identify goals that will assist them in reaching their full potential.

CatholicCare NT will form strategic partnerships with local councils and organisations that can deliver on-the-ground training and capacity building opportunities for community-based staff.



CASE STUDY 2

Jordan Braver**Team Leader for Intensive Family Preservation Services (IFPS), Alice Springs**

Jordan started working for CatholicCare NT in 2016 as the Team Leader for the Intensive Family Preservation Services (IFPS) program in Alice Springs. After seeing the role being advertised on the website, he immediately applied for the position and started working for CatholicCare NT soon after.

“Since starting work with CatholicCare NT, I’ve been fortunate to have a lot of beneficial training opportunities. In my first week of the job I attended the Triple P Parenting Course. This was followed by thorough online induction and training modules. I’ve also been fortunate enough to go to Darwin several times for leadership training”.

“As part of my professional development plan, I went to the SNAICC – National Voice for our Children conference in Canberra, which was all about raising happy, healthy and confident children in our communities. From the beginning, I flagged my interest in attending this training with my supervisor, and with their support I was able to attend”.

“CatholicCare NT has also been really supportive of my personal development by giving me time off to focus on my studies. I’m studying TaKeTiNa, which is a form of music therapy. CatholicCare NT has supported me with this by giving me leave to attend my courses every six months and by allowing me to run rhythm meditation practice for staff once a week”.

“CatholicCare NT has been a supportive employer by allowing me to do what I need to for my personal and professional development”.

ROLL OUT

This strategy will be rolled out across all CatholicCare NT sites across the Northern Territory. An action plan and reporting framework will be developed under each Theme to assist sites in meeting outcomes set by the Workforce Development Strategy.

WORKFORCE OPERATIONAL PLANS

The Workforce Operational Plan will outline specific initiatives and action items to attract, retain and develop staff across the organisation. Each site will have an individual Workforce Operational Plan. This allows each site to set objectives specific to their local operational needs and that are best-suited to the needs of the staff.

The implementation of these tasks will rely strongly on support from each site, through commitment and leadership, to achieve the strategy’s outcomes.

To ensure that the organisation meets its objectives, a six-monthly evaluation report will be conducted to establish the progress of the strategy, monitor each site’s progression towards its goals and review progression against each theme of the strategy.

SUCCESSION PLANNING

CatholicCare NT will develop a succession plan that involves assessing job requirements and skills of existing staff members and then seeking to fill the gaps between needs and skills with targeted training and development activities.

Succession planning is the most effective workforce modelling module to engage and retain staff.

CatholicCare NT's succession planning framework gives staff the opportunity to share skills and knowledge across the organisation's different sites, programs and functions.





CASE STUDY 3

Alexandra Brown

Executive Assistant to the General Manager Programs, Darwin

Being new to Darwin, Alexandra approached a recruitment consultant to help her find a job.

"Because I had a background in administration and recruitment, I knew that my best chance of finding a job in a new city was to go to a recruitment consultant. Luckily for me, I was offered a job at CatholicCare NT as the Executive Assistant to the General Manager of Programs".

"Coming into a new role can make anyone nervous, but CatholicCare NT's training and induction process is very in depth. You go into the organisation not knowing a lot, but you come out of the orientation knowing what CatholicCare NT is, what CatholicCare NT does and what CatholicCare NT believes in".

"I was also extremely lucky that my supervisor – the General Manager of Programs – was incredibly supportive of my goals and ambitions and gave me the opportunity to apply my knowledge in real-life situations at CatholicCare NT and provide me with growth opportunities that benefited both me and the organisation".

"CatholicCare NT gave me the opportunity to complete a Cert IV in Human resources and then apply this to the organisation by reviewing our internal policies and procedures and implementing new systems. I was also able to represent the General Manager of Programs at external forums, which gave me more opportunities to grow professionally".

"While my job didn't involve working with clients, I loved working for CatholicCare NT and knowing that I was still contributing to the broader mission of the organisation. My supervisor went to great lengths to help me set goals for personal and professional development, and I'll always be thankful for that".

EMPLOYEE DEVELOPMENT PLANS

Each staff member will have the opportunity to develop an Employee Development Plan that establishes their program and career goals, identifies the skills, competencies and resources needed to achieve their goals, and outlines a timeline of activities to help the staff member meet their goals.

By providing our staff with the opportunity to reach their professional development goals, CatholicCare NT will build a high-quality workforce that is properly equipped to achieve program and career goals and help the organisation achieve its mission.

Employee Development Plans link closely to, and are informed by, staff appraisal processes. These documents are components of the strategic, organisational planning and evaluation frameworks.

ACCOUNTABILITY

The General Manager Workforce & Partnerships will ensure all specific initiatives under each theme are implemented across the sites of the organisation. The action items will be monitored and reported on in annual stages from 2017 to 2020. A progress report will be presented quarterly to the Leadership Group, and an annual progress report will be presented to the Director.



CASE STUDY 4

McRoberts Olango

Financial Wellbeing & Capability Case Manager, Darwin

McRoberts has worked for CatholicCare NT for over ten years. He joined the organisation in 2007 as a part-time team member in the Home Strength/Pregnancy Help program and soon after transitioned to a full-time position in the team. In 2016, McRoberts became a Case Manager for the Financial Wellbeing & Capability Program.

"CatholicCare NT has developed my professional career through training, mentoring and regular supervision in both my previous and current role. The training opportunities I've had include mandatory training during my orientation period, professional development training and other program-related training for specific skills development. CatholicCare NT is now supporting me to do a Diploma of Financial Counselling".

"CatholicCare NT has extended my experience and ability to learn and work as a social worker in my previous role – supporting families and children who were entrenched in the family and children's services system (FACS) – and in my current role as a case manager for the Financial Wellbeing & Capability Program, where I support individuals, families and communities to improve their money management skills and wellbeing, especially for those who are going through financial stress".

"I've enjoyed working for CatholicCare NT. There are issues in every workplace, but management support us to make things much better".



ACKNOWLEDGEMENT OF COUNTRY

We wish to acknowledge the past, present and future traditional and custodial owners of these lands and waters on which we meet and conduct our services.

We respect their spiritual relationship with their country and acknowledge the continuing importance of their language, heritage and culture.

We acknowledge our gratitude that we share this land today, our sorrow for some of the costs of that sharing, and our hope and belief that we can move to a place of equity, justice and partnership together.

