



CatholicCare NT

Workforce Development Strategy 2021 – 2024





Message from the Director

I am pleased to present the CatholicCare NT Workforce Development Strategy for 2021 – 2024. This strategy is consistent with our Strategic Plan and Reconciliation Action Plan and our efforts to Close the Gap. A workforce that reflects our values, shares our commitment to the mission and vision and reflects our diverse communities.

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 quality staff is a significant driver of achieving good outcomes for participants 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 the opportunity to consider how you can enhance your skills and develop as a worker.

Jayne Lloyd



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 quality services to help strengthen families and communities across the NT.

CatholicCare NT belongs to the Catholic Diocese of Darwin and the day to day operations of the organisation are delegated to the Director of CatholicCare NT. The organisation is based in regional and remote Aboriginal communities across the Northern Territory with an operational structure that is supported by the Executive Management Team.

Our Values are based on the Principles of Catholic Social Teaching which include dignity and respect, working for the common good of all people, solidarity, caring for creation, justice, participation, preferential option for people experiencing marginalisation, vulnerability and poverty and promoting peace. These Values provide a framework that guides how we work and is at the heart of all that we do. They provide strong guidelines and direction for us to focus on respect, honesty, courage, fairness and connection as we walk beside and work with the most vulnerable and marginalised people in our society.

Workforce Strategic Plan 2021 – 2024

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 values.

Our Vision

Healthy families, connected communities, honouring cultures.

Our Values

- Respect
- Courage
- Honesty
- Fairness
- Connection

Strategic Goals

- Improving the wellbeing of Children and Families
- Strengthening the Social, Cultural and Economic Capital of Communities
- Collaboration and Partnerships with participants and Other Stakeholders
- High Quality and Integrated Services.



Stretch Reconciliation Action Plan 2018-2020

Our Stretch Reconciliation Action Plan continues to develop, enhance and consolidate our collective strengths and expertise to work in partnership with Aboriginal and Torres Strait Islander peoples, their families and communities.

The Workforce Development Strategy brings together new and existing initiatives that will assist all our sites across the Northern Territory to achieve the goals in our Reconciliation Action Plan.

CatholicCare NT sites will aim to increase our Aboriginal workforce and meet our Reconciliation Action Plan target of 30 per cent Aboriginal employment at each site.

CASE STUDY 1

1. What is your name and your role?

Chamari Alaharuwan Acting Regional Manager

2. When did you start work with CatholicCare NT?

11 February 2015

3. What was your role at that time?

Work Experience Mentor for CDP St Vincent de Paul Op shop Activity

4. What were some of the things you enjoyed about that role?

- Working with people from different cultures
- Helping job seekers to find employment
- Upskilling job seekers to help them learn new things and good work ethics
- Referring job seekers to service providers to address barriers to employment
- Learning new things

5. What roles have you held since then?

- Work Experience Mentor – Santa Teresa Op Shop and Café
- Employment Consultant and Mentor for Titjikala site
- CDP Activities Coordinator
- CDP Team Leader Compliance
- Acting Regional Manager

6. What are some of the things you enjoyed about those roles?

- Working in different communities
- Mentoring job seekers to attend activities and find employment
- Helping job seekers to find employment
- Referring job seekers to other service providers to address barriers to employment

- Providing CDP system training for staff at Central Desert, Tangentyere Employment Services and CatholicCare NT
- Achieving CDP KPIs above 90% and making CatholicCare NT second best CDP Service Provider in Australia
- Job seekers maintaining employment and becoming independent without relying on Work for Dole Benefits
- Improving school attendance and improving community consultation
- Helping potential and existing NDIS participants to register with NDIS and gain assistance to maintain daily life
- Spreading "No More" message through No More program

7. Overall, what have been the benefits of working in different roles across the organisation?

- Learning new skills and gaining opportunities
- Increasing employment satisfaction
- Acknowledgement of achievements
- Working in different programs

8. If you have worked at different sites, what has that been like?

Every site has its own ways of functioning. It took time to get to know staff, people, remember names, adjust to new environments and get used to long travel hours. We all are working to improve lives of disadvantaged people from different communities and backgrounds. It is rewarding to see people grow, trying new things and strengthening as individuals.

9. What would you tell others who are thinking about changing to a different role within CatholicCare NT?

It's a good opportunity to expand knowledge and experience and to apply your own knowledge and skills to improve program service delivery. Embracing change keeps you interested. Different roles make you see one purpose from different angles and make you understand we all are connected and rely on each other.

10. Is there anything else you'd like to add?

I enjoyed each position I've held during last 6 years. It's been a very positive experience. I learned from many staff members and without their support, it would have been hard to face some of the challenging situations. I am very grateful and appreciate the help, support and encouragement I've received.

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.

Workforce Development Strategy 2021 – 2024

The Objectives

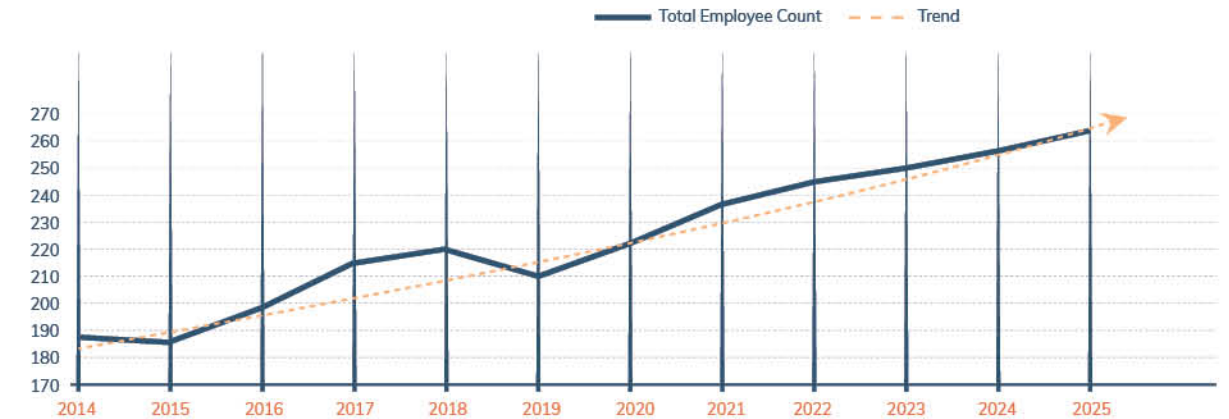
The objective of our strategy is to create a capable and confident working environment where individuals can focus on growing their individual abilities and have the opportunity to develop the skills they require to drive our organisation's business.

We continue to recruit employees from diverse multicultural backgrounds and provide professional development opportunities that will strengthen employees' skills to meet CatholicCare NT, participants' and communities' future challenges and needs.

Aboriginal employment is a critical part of our remote local based service delivery. The strategy aims to increase, retain and focus on individual development opportunities for a large pool of Aboriginal employees and their capabilities in all areas across our regional and remote areas.



CatholicCare NT employee projection



Create an inclusive environment for diverse employees

CatholicCare NT aims to attract and retain talented employees and we will foster an environment where the employees will feel supported and safe in the workplace. We strive to have an inclusive work environment that helps every employee feel valued while also acknowledging their differences and how these differences contribute to our organisation's culture and business outcomes.

Diversity and inclusion (D&I) is more than policies, programs, or headcounts. CatholicCare NT considers itself as a Equitable Employer by respecting the unique needs, perspectives and potential of all our employees. CatholicCare NT will have a more diverse and inclusive workplace earning deeper trust and more commitment from our employees.

Peer Support / Lived Experienced

Our workforce will promote the peer support initiatives where our employees with Lived Experience will act as a coach and mentor, and help participants to set goals, empowering and working toward developing skills and building fulfilling self-determined lives for themselves. By sharing their own lived experience and practical guidance, peer support workers will help people develop their own goals and create strategies for self-meaningful lives in the community.

THEMES

The Three Themes have been developed in conjunction with our Strategic Plan and Reconciliation Action Plan whilst ensuring employees have the workforce knowledge and skills to meet our organisational goals. In addition, action items under each of the Themes have an inclusive, diverse multicultural workforce and reflects our values to make a positive contribution to the community. It will allow our staff to have flexible, inclusive, diverse and high-achieving performance by attracting, retaining, developing and engaging employees in ways that empower their career development.

Theme 1

Attraction and Retention

CatholicCare NT promotes flexible working arrangements in attracting employees to encourage employee work/life balance. CatholicCare NT will adopt flexible workplace safety practices and new initiatives to attract and retain employees from different cultural and gender balanced backgrounds.

CatholicCare NT will also include culturally appropriate recruitment and retention strategies to attract and retain Aboriginal staff, Diverse people from multi-cultural backgrounds.

Theme 2

Career Development to Build Skills Capacity

CatholicCare NT will promote processes and policies necessary for employee professional development and growth.

Employees will be encouraged to undertake a structured employee development plan that will include on-job training activities, skills strengthening, tools and other resources in order to achieve their goals and overcome particular barriers to enhancing their careers.

Theme 3

Targets for Aboriginal Employment

CatholicCare NT continues to have a target of 30 per cent Aboriginal employment across all sites and levels of operation within the organisation in line with our Reconciliation Action Plan.

The Aboriginal employment target will require ongoing commitment and leadership with a coordinated and collaborative approach to meet this objective.

CASE STUDY 2

What is your name and your role?

Stephen Odusa. Role: Lead Practitioner NDIS Transition & Development, APY Lands.

When did you start work with CatholicCare NT?

In 2012.

What was your role at that time?

Work Experience Mentor.

What were some of the things you enjoyed about that role?

Working together to support young fellas. Learning new language and sharing cultural knowledge.

What roles have you held since then?

I held the Role of Team Leader for PHaMS, APY Lands Program from 2015-until NDIS transition program started and my role has been changed to Lead Practitioner since 2019.

What are some of the things you enjoyed about those roles?

Leading integrated team. I contributed in recommending and recruitment of local Anangu in Amata, Mimili & Indulkana communities. CatholicCare NT Cultural brokers are key to bridging the communication barriers.

Participating in decision making during CatholicCare NT Management transition phase was great opportunity for me. I am glad that I had the opportunity to attend some leadership courses as requirement for my position. I have learnt many things and I enjoy representing CatholicCare NT in Conference or Meeting.

Overall, what have been the benefits of working in different roles across the organisation?

I can proudly tell you that it is like observing infant grow. When NDIS was introduced in APY Lands back in 2017, it was very hard but I used my skills from different roles to work with the management team and other stakeholders to make it successful.

If you have worked at different sites, what has that been like?

There is not much difference because CatholicCare NT Mission & Values are the same across all the sites. You get RESPECT at every CatholicCare NT site you visit or work in for a week or more.

What would you tell others who are thinking about changing to a different role within CatholicCare NT?

I found the Leadership team supportive in Empowerment & Skills Development of Staff. I am confident you can do it. Please take the opportunity and you will get the support required.

Is there anything else you'd like to add?

Yes, I am grateful for the trust CatholicCare NT put on me when delivering PHaMS & NDIS support to vulnerable participants in APY Lands. I am happy to be part of an organisation that makes a difference to people's Life.

Employee Development Plans

Employees will be given the opportunity to conduct their own self-assessment to evaluate their own professional goals, interests, knowledge, skills and develop their own growth plan. Their development plan will: include setting and prioritising their own goals, measuring their progress and setting deadlines for when they want to achieve them.

Employees will aim to improve their personal, social and communication skills and emotional development whilst being flexible in increasing their professional and networking relationships and productivity in the workplace.

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

CASE STUDY 3

What is your name and your role?

Hamish McDonald. Role is Lead Practitioner, Intensive Family Parenting Service.

When did you start work with CatholicCare NT?

2016.

What was your role at that time?

Case Manager, IFPS.

What were some of the things you enjoyed about that role?

Working intensely with families, to establish a trusting and working relationship, who are at risk of having children

removed from Territory Families. Being an advocate for people and speaking up for them, who are vulnerable and at times do not have that voice.

What roles have you held since then?

Current role, which is the Lead Practitioner.

What are some of the things you enjoyed about those roles?

Working in a team environment and overcoming the challenges that our program faces in addressing complex child protection concerns. Also working with external agencies to establish networks for the families that we are supporting.

Overall, what have been the benefits of working in different roles across the organisation?

That you are well supported by CatholicCare NT and be given the opportunity to further develop your skills and knowledge. To be able to support colleagues in your program and within CatholicCare NT organisation.

If you have worked at different sites, what has that been like?

Have not worked at a different site.

What would you tell others who are thinking about changing to a different role within CatholicCare NT?

That CatholicCare NT are always welcoming and there are opportunities to further your working career.

Is there anything else you'd like to add?

I was grateful that CatholicCare NT were able to support me with studying for a Diploma in Child, Youth and Family Intervention. I was able to break up my work with study time over the twelve-month period. This certainly helped with gaining skills and experience, which acquired me to be able to move to Lead Practitioner position.



CASE STUDY 4

What is your name and your role?

Kelly Graham, Lead Practitioner in the Housing Support Program, based at the Malak site.

When did you start work with CatholicCare NT?

20th May 2013.

What was your role at that time?

Family Support Worker in the Tenancy Support Program, based at the Palmerston site.

What were some of the things you enjoyed about that role?

Back then, the program was funded differently and we could only work with participants who were currently living in a Territory Housing dwelling. We focused on mentoring and educating life skills to maintain and sustain their tenancies preventing eviction and homelessness. The team consisted of two Case Managers and three Family Support Workers. I really enjoyed supporting people to independently sustain their tenancies by building on their

current strengths, linking them to support networks and services and seeing them become empowered, building self-esteem.

What roles have you held since then?

During my time at CatholicCare NT my roles have been Family Support Worker, Case Manager, Senior Case Manager and Lead Practitioner all within the Tenancy/ Housing Support Program.

What are some of the things you enjoyed about those roles?

I have enjoyed seeing the program evolve over the years and become more of a holistic approach. Not only do we now support people that live in Territory Housing tenancies but we also support people in private accommodation and people that are homeless. I have also really enjoyed being in my current role allowing me to be a support to all program staff in Darwin, Katherine and Tennant Creek. While I am terrified of flying, I look forward to travelling and meeting up with all program staff at the other sites.

Overall, what have been the benefits of working in different roles across the organisation?

The benefits to working in the different roles have allowed me to upskill myself and see all the different aspects of the program. From advocacy, to Case Management, to funding and contract agreements, reporting processes, promoting the program and forming internal and external networks, participating in evaluation and understanding the importance of this, and supporting and upskilling program staff. I believe that starting at a grass roots level and working my way up has helped me to have a better understanding of the program as a whole and be a better support for both participants and program staff.

If you have worked at different sites, what has that been like?

When I started at CatholicCare NT I was based in the Palmerston office for 2 years. The program then moved to the Berrimah office where I was based for 5 years. And in December 2020 we moved again and are now based at the Malak office. This has really helped me form relationships with the different program staff and gain the knowledge of what these other programs entail. All of the sites work very differently based on which program is situated there and where the office is located. Such as Palmerston and Malak have a lot of walk in's as these sites are easy for participants to access, whereas at Berrimah our program was solely outreach.

What would you tell others who are thinking about changing to a different role within CatholicCare NT?

I would say do it if the opportunity is there. Even though I have stayed in the same program throughout my time at CatholicCare NT, being in the different roles has definitely improved my knowledge, skill base and confidence within the program and the homeless sector.

Is there anything else you'd like to add?

I would like to acknowledge all staff within the Housing Support Program in Darwin, Katherine and Tennant Creek and the great work they do. All program staff are very devoted and passionate about their roles and have achieved great outcomes over the years. They have been a huge support for myself and we all continue to learn and support each other. This program is very challenging and requires staff to be knowledgeable, confident, empathetic, and resilient, being able to walk alongside our participants and provide the support needed. I look forward to what the future holds within this space.





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