

# PATHWAYS

# Pathways

- an initiative of Stewardship Board following 2013 Governance conference – “Leading the Mission”
- a leader formation strategy
- sector collaboration ie working effectively together to
  - raise profile of the need for excellent leader formation
  - develop high quality resources for formation
  - address gaps in leader formation across the sector

## Pathways - Why work together?

- well formed lay leaders are key to authentic ministry
- we are co-responsible for the Mission. As the “people of God” we are united in a profound way because of our common relationship with God, each other and the whole created world
- members already have formation resources that can be shared
- more “bang for buck” if we work together

# Pathways- Who's who? Taskforce Members



Brigid Tracey



Kevin Mercer



Helen Clarke



Jennifer Stratton



Jan Horsnell



Joe Parkinson



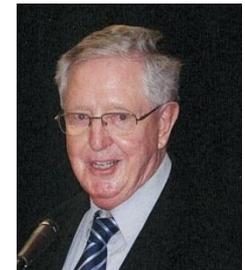
Tony Baker



Susan Sullivan



Gary Everett



Gerry Arbuckle



Cath Garner



Stephen Cornelissen



Kerry Shearer



*"Your vision and commitment is a "bold and creative" response, reflecting the spirit of Pope Francis, to one of the most urgent needs of the Church in our time.*

*The Bishops affirm your courage in traveling new paths, paths that will require new vision and new ways of operating.*

*We look forward to hearing progress of the achievements through your ongoing collaboration".*

*Archbishop Denis Hart  
President  
Australian Catholic Bishops Conference*



*"We are blessed to be living in times which see the emergence of strong lay leadership in Catholic ministry.*

*Our changing world challenges leaders of Catholic ministries to adapt to new ways and to avoid the complacency that says "we have always done it this way".*

*Thank you for the initiative you have undertaken".*

*Sr Berneice Loch  
President  
Catholic Religious Australia*

# Pathways - what's happened so far?

## The Taskforce:

- has developed a work plan – priorities matrix
- surveyed (via Survey Monkey) members early 2014 to further gauge sense of priorities
- followed up initial survey by contracting with Integro Partners to
  - collect more information in key areas
  - build awareness around the need for collaboration/co-responsibility

# Integroe Survey

Who .... What .... How?

- representative organisations determined by Taskforce
  - all large systems
  - sample of smaller organisations
- participants included:  
Trustees- 7; Board- 10; Executive Leaders- 24; Other- 1
- qualitative data plus information on current approaches to formation
- a conversational approach was adopted

# Recruiting Key Leaders

***Getting recruitment right is key to ensuring mission sustainability***

Challenges in recruiting leaders for Catholic health/aged care:

- evaluating mission fit in the recruitment process
- recruiting trustees in PJP's, particularly lay trustees
- recruiting mission leaders and senior Pastoral practitioners
- recruiting board members with a commitment to mission excellence to complement primary competencies

# Mission & Formation

- 'Mission' is interpreted differently across member organisations
- no agreement about (or wide variation in) formation approaches across organisations
- significant reliance on mission leaders to assess and address formation needs
- no comprehensive foundational formation program in use
- content based input is useful but does not satisfy all formation needs
- no assessment tool for determining what formation is needed
- no tool/resources to evaluate formation and impact (individual/organisation)

# Collaboration

- collaboration is viewed positively by member organisations
- collaboration in mission is a key value of a Catholic ministry
- cross-sector collaboration in mission formation provides a new opportunity for exercising co-responsibility for mission
- strong support for CHA to take a key role in leading collaborative approaches to formation

## CHA's Role

- endorsement for CHA developing key resources to assist formation:
  - an assessment tool for identifying formation needs
  - a benchmarking process – eg recruitment for Catholic leadership roles
  - a tool for measuring mission formation effectiveness/impact
  - development of short courses to support mission formation
- interest in CHA developing a collaborative lay leader foundational formation program for the sector
- opportunity for CHA to support collaboration for effective governance including regular dialogue with Board Chairs
- interest in CHA developing a recruitment process for trustees & board directors

# Challenges to Collaboration

- internal focus of members – “Tribalism”
- reclaiming the primary founding story of Catholic health/aged care
- financial impact of providing effective formation

# Pathways - where to from here?

## 1. Work underway in 5 priority areas:

- “tools” for assessment of formation needs for senior leaders
- resources to assist in assessing effectiveness of formation
- support and development for current Mission leaders to assist development of next generation
- resources to assist senior leaders to understand and confidently integrate the language of Mission and Catholic identity
- on-line ethics course

2. Actively investigating the feasibility of partnership with Ministry Leadership Centre's leader formation program – we believe it to be best practice.
  
3. April 2015 Governance Conference will present:
  - Key components of the Leader Formation Strategy including new resources and programs
  
  - Road map of how we could progress as a sector
  
  - Resource implications to do it well