


centacare
we care.

The impact of
Catholic identity and mission
on what we do and how we do it

9-10 October 2013

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Position vacant
- position filled
- mission flourishing

Getting recruitment and induction right.


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Centacare

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Ballarat Diocese
•Ballarat, Mildura, Warrnambool, Geelong, Horsham,
Swan Hill, Hamilton

Approximately 200 staff
Broad range of programs
Mainly government funded

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Centacare

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Our Vision
Life-giving communities in a Just Society



Our Mission
To provide services which empower people to
live with choice and opportunity

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Centacare	
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Values:	
Respect We treat everyone with respect and dignity	
Inclusion We build inclusive communities that value and embrace diversity	
Integrity We act according to our values in working for a fair and just society	
Accountability We act honestly, transparently and take responsibility for our actions	
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Challenges	
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<ul style="list-style-type: none">•Mission drift•Recruitment•Isolation•Growth of Organisation	
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Why Bother?	
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Quality service to our clients	
Saves \$\$	
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Cost of staff turnover	
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100 employees	
18% turnover rare	
\$75, 000 gross salary	
Turnover costs of 75% of salary (cost of recruitment etc)	
= \$1 million per annum	
<small>source <i>insync surveys</i></small>	
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Turnover centacare
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Reduction of turnover by 5%
=
\$280,000 per annum per 100 employees

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Why do people leave? centacare
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Factors centacare
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Job Enrichment Factor 51%	<ul style="list-style-type: none"> • Job Satisfaction • Level of Challenge • Career opportunities • Professional development
Structural Factor 41%	<ul style="list-style-type: none"> • Job security • Pay and conditions • Incentive plan • Equipment, resources and infrastructure • Work stress
Interpersonal factor 25%	<ul style="list-style-type: none"> • Relationship with manager • Relationship with work team • Fit with organisational culture
Home life factor 46%	<ul style="list-style-type: none"> • Location of job • Balancing work and life demands • Personal reasons
Environmental factor 34%	<ul style="list-style-type: none"> • Approached with better job offer

Insync surveys

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Turnover drivers in community services centacare
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1. Job Satisfaction (40%)
2. Balancing work and life demands (39%)
3. Work stress (38%)
4. Career opportunities (34%)
5. Professional development (31%)

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What can you influence?

There is only so much you can do

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Survey

Energise

- Long term direction
- Senior leadership

Execute

- Team leadership
- Team effectiveness
- Accountability culture
- Performance culture
- Investment in people
- Investment in systems
- External focus

Engage

- Engagement

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Survey

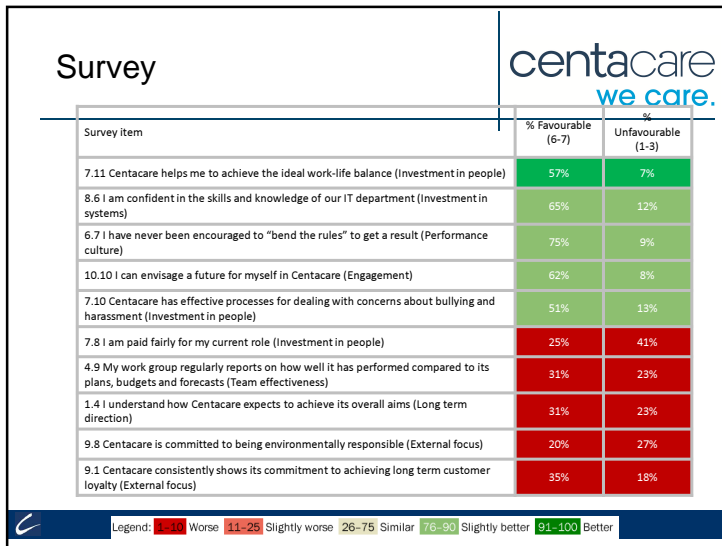
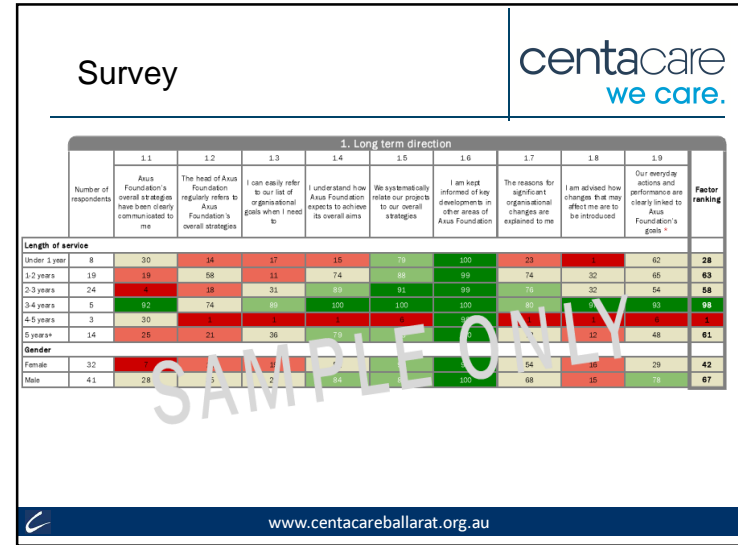
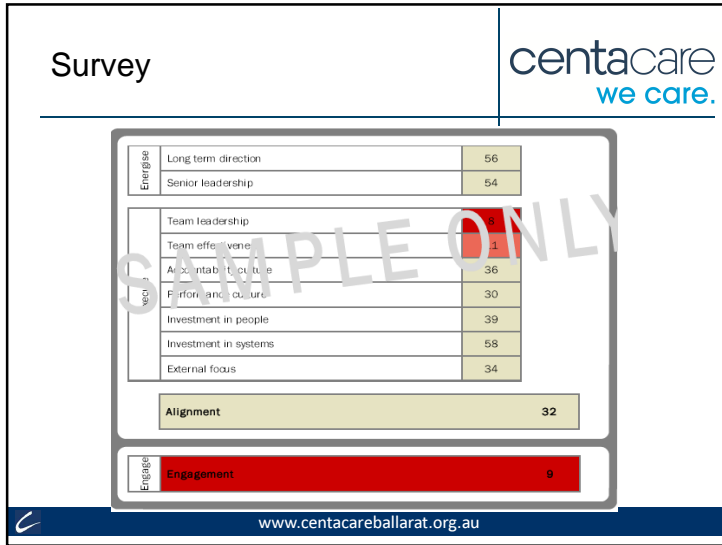
- The framework is based on research by Weiss and Molinaro (2005)
- The rankings between 1 and 100 compare Centacare to other organisations in the benchmark database
- The higher the ranking the better
- Organisations with high engagement and low alignment are defined as 'passionate', whereas those with low engagement and high alignment are defined as 'driven'

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Centacare profiles as a "passionate" organisation

A passionate organisation is characterised by higher levels of engagement than alignment

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What are we doing?



- Workforce Plan
- New Human Resource Information System (HRIS)
- HR Manager
- Staff Alignment Survey (Insync Surveys)
- Developing material for Induction and In-service
- Appointed an Agency Identity person
- “Leading Teams”

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Recruit the Right People



- Comprehensive advertisements
- Comprehensive PD's that require KSC to be completed at time of application
- Panel interviews with generally x3 people including program/general manager, coordinators and HR
- 2nd round interviews if we need to delve further or have two close candidates
- DISC profiling if we feel we need to know more about a candidate
- Comprehensive reference checking
- Working with children checks and police checks
- Induction & orientation program (including new buddy system)
- 6 month probation period
- Monthly formal supervision with line manager

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Holding the Right People

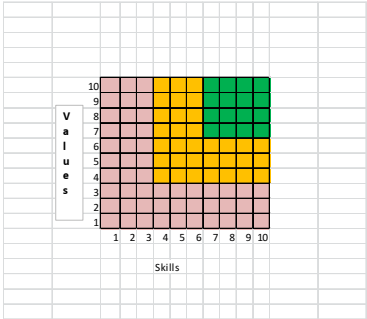


- The ethos of the agency, values, purpose & mission
- Centacare is a supportive workplace with a caring nature
- Family friendly workplace including flexibility if required
- Paid maternity leave
- Salary sacrificing arrangements
- Purchase leave
- Generous personal leave entitlements
- Professional Development
- Training
- Performance reviews
- Recruitment referral program??


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Who do you want to keep?










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Catholic / Agency Identity	
<p>What are they? Are they the same?</p> <p>How do you engage staff?</p>	
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Census	
<p>Approx. 25% of population is Catholic In Ballarat Diocese approx. 10% of these are practising In Centacare $200 \cdot .25 \cdot .10 = 4$ staff</p>	
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Why	
<p>“We now live in an ethical and political space characterized by an excess of political fear, lots of manufactured intolerance, some quite real selfishness and a lot of authentic complacency. Governments generate endless and complacent talk about the need for security, freedom, self-reliance, the values of the market, and the peculiar kind of rationality said to characterize the market.”</p> <p><small>Reframing the Welfare-to-work debate: rights, values and a new politics. Draft Paper. Rob Watts. RMIT University, 2006</small></p>	
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Mission & Values	
<p>Catholic Social Teaching</p>  <p>Human Rights</p> <p>Reframing the discussion</p>	
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<h2>Human Rights Approach</h2> <hr/> <ul style="list-style-type: none"> • A central expression of Centacare’s service and Christian vision of life in society • Tightly linked to religious identity • Shared by all on staff • Moral standards that hold everyone accountable and empower individuals to claim and demand their due • Fundamentally connected to the common good 	
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<h2>Common Good</h2> <hr/> <p>‘the sum total of social conditions which allow people, either as groups or as individuals, to reach their fulfilment more fully and more easily’. (<i>Catechism of the Catholic Church</i>, § 1906)</p>	
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<h2>Human Rights Ethic</h2> <hr/> <ul style="list-style-type: none"> • Personal Rights • Social Rights • Social Inclusion • Protection Rights • Political Rights • Economic Rights • Familial Rights • Religious Rights • Rights of Movement 	
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<h2>Duties/Responsibilities</h2> <hr/> <ul style="list-style-type: none"> • acknowledge and respect the rights of others • a preferential duty/responsibility to provide justice for the underprivileged and the vulnerable • to act with prudence on behalf of our clients • collaborate mutually • respect individual autonomy • care for clients with sensitivity • act for others in a responsible manner • respect the confidentiality and privacy of clients • preserve life and live life with integrity • to listen and speak to clients respectfully • respect the freedom of religion, thought and conscience 	
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Ballarat's Process	
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