The Uniting Church in Australia
QUEENSLAND SYNOD

Tool

Governing Body Recruitment and Communication Plan
E/1.6.1.4

Governing Purpose

The purpose of this plan is to:
1. identify markets from which we develop talent pools for:
    a. Governing Bodies of The Uniting Church in Australia, Queensland Synod
    b. The UnitingCare Board, and
    c. The Wesley Mission Queensland Board
2. develop recruitment strategies
3. develop communications strategies
4. develop key messages in relation to the announcement of governing body recruitment

Objective

Our objective is to ensure:
- recruitment strategy delivery is consistent and timely
- communications are delivered in a positive and sensitive manner providing potential applicants with relevant, factual and detailed information appropriate to their needs and/or interests
- applicants feel valued and communication is open and honest
- development of a talent pool (including one or more databases) from which we can source potential governing body members.

Background (refer to Project Proposal Governing Bodies)

Goal

To intentionally invest in identifying, attracting and developing current and emerging leaders to serve the Uniting Church with a holistic "One Church" view to leveraging their gifts and contributions.

What are our expectations?

The objective of this initiative is to have a "One Church" approach to a framework for attracting and developing leaders who will contribute to specified leadership and governance roles within the Uniting Church in Australia, Queensland Synod governing bodies.

This framework is aimed at establishing a talent management pool of individuals with strong connections to the mission and values of the church who are willing to volunteer their time, gifts and services to the life of the church.

Where are we now?

The traditional "who do you know" or "tap on the shoulder" recruitment is no longer sufficient to fill positions requiring increased levels of organisational accountability, skills, attributes and experiences to

undertake these roles. Going forward we require active collaboration in identifying, recruiting, inducting, developing, and succession planning candidates for a talent management pool for leadership and governance roles within the governance structures of the Queensland Synod.

Poor recruitment policies and practices to leadership and governance roles within the church increases organisational risk and potential damage to reputation and operations through poor governance decision making.

Current recruitment, development and retention of highly skilled and experienced professionals who are aligned to the mission and/or values of the Uniting Church are no longer working.

There are also systemic challenges with lack of effective succession planning and competition for suitably qualified and experienced Uniting Church members across the Queensland Synod for positions on governing bodies.

Recruitment and Communication Group

Recruitment contacts:
- UnitingCare Recruitment Specialists, WMQ Human Resource team, Uniting Church Human Resource Officer

Communication contacts:
- UnitingCare Marketing and Communications team, WMQ Marketing and Communication team, Uniting Church Communications Officer

Recruitment principles

The following principles should be used to guide the development and delivery of all recruitment initiatives.
- Identify the best means of reaching our audience and to pique their interest
- Identify the platforms that we can use
- Identify how we can best engage the wider church family/networks
- Ensure we are clear on what we are seeking e.g. what specific skill set do they bring
- Highlight what additional skill sets we can provide e.g. governance
- Clarity on mandatory versus desirable pre-requisites
- Build targeted succession plans (to governing bodies and between governing bodies)
- Identify and utilise key external influencers
- Identify and utilise board and church alumni
- Identify how we can share vacancies, candidates and processes
- Consider matching interest with availability
- Clarity on any requirement to be active in faith versus values aligned

Communication principles

The following principles should be used to guide the content and tone of all recruitment communication.
- Face to face communication (e.g. breakfasts, networking events) to lead development and as part of awareness campaign
- Tailor specific to the audience
- Clarity on criteria for governing body membership—some governing bodies of the Synod (Synod Standing Committee; Finance, Investment and Property Board; Board of Christian Formation; Property Trust) are elected at Synod in Session and subject to a process governed by the church's regulations. Appointments to other governing bodies are through a selection process.

- Omnichannel multimedia
- Visual
- Plain English
- Short messaging
- Tone should be personal, professional, clear, attention grabbing and aligned to our values
- Aim to make connection between the audience and the communities we impact through a narrative

Talent pools

Sources of talent include:
- The Synod office uses SugarCRM as the database of congregational office bearers and ministry agents. Contact details provide an opportunity for direct contact
- Employees, particularly those identified as emerging leaders
- Ministry agents
- Agency and Synod office leadership teams
- Social media searches, particularly LinkedIn
- Existing governing bodies where the member's term with an existing governing body is concluding
- Uniting Church school boards
- UnitingCare volunteers
- Uniting Church members and non-members
- People with an association, past or current e.g. Uniting Church school/college/childcare parents, grandchildren of Uniting church members, past board members (i.e. alumni), previous Uniting Church members, applicants for positions
- Referrals e.g. existing board members
- Service provider network
- Volunteer Queensland
- Corporate social citizenship programs
- Donors
- Other emerging leader programs e.g. Queensland University of Technology (QUT), University of Queensland (UQ), Rotoract
- Existing networks e.g. Unite (young adults), school alumni (old boys/girls), residential college alumni (e.g. KOCS)
- AICD network (graduates)

Key messages

General

- Building a narrative around each of the following human psychological needs that suits the relative governing body:
- Certainty
- Variety
- Significance
- Connection
- Growth
- Contribution
- Number of Queenslanders supported (in excess of 100,000 users)
- Diversity of opportunities
- Opportunity to make an impact
- Range of governing bodies (boards, committees)

- Purpose of governing body (role, function, charter)
- Emphasise decision making (authority and delegations)

Moving forward – what are the plans?

- Transformative process with opportunities and challenges
- Multi-media campaign
- Create personal touch points
- Drawing together the human resources and financial resources to develop 'advocates'

What are our expectations?

- Attract experienced professionals
- One united voice with massive impact

Action plan

Target audience	Tactic/initiative/key messages	Date of delivery	By whom	Materials	Comments
Alumni (board, schools, colleges)	▪ Re-connect ▪ Clarify connection with Uniting Church ▪ Remind/inform of community impact	Rolling (monthly) to build a pool	Create Uniting Church in Australia, Queensland Synod governing body recruitment committee	• Facebook • LinkedIn • Magazines • School/college website • Newsletters • Reunion/alumni gatherings	
Volunteers	▪ Diversify your service ▪ Use your gifts	Rolling (monthly) to build a pool	Queensland Synod governing body recruitment committee	• Volunteer Queensland • Agency volunteer relations resources • Welcome packs • Website • Job boards • Word of mouth referrals • Refer my buddy program finder's fee	
Advocates	▪ Give them the information ▪ Help them to relate to their connection to us ▪ Paying It forward	Rolling (monthly) to build a pool	Queensland Synod governing body recruitment committee	• Short story videos • Dedicated page • Central repository • Link advocates to professional networks	Utilise a 'community services round' in major sporting codes
Professional networks (AICD, UQ, QUT)	▪ "Connect for purpose" ▪ Appeal to desire for corporate social responsibility ▪ Employees of other not-for-profits looking for board experience	Rolling (monthly) to build a pool	Queensland Synod governing body recruitment committee	• Video • AICD magazine • Post-graduate information session • Conference presentations	Corporate breakfasts and fundraising events If you haven't got the money, give us your time NFP Governance Conferences

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	▪ Re-connect back to the church of your youth				
Service users	▪ Enjoying or like our service? Join us!	Rolling (monthly) to build a pool	Queensland Synod governing body recruitment committee	• Television screens at retirement villages and aged care facilities	Learn from others (e.g. associationofcharis.org.uk NFP News Church Resources
Employees (Synod office, WMQ, UCQ)	▪ Inform breadth of church ▪ Community impact ▪ Professional development ▪ Personal purpose/significance	May and October (annually)	Communications and marketing teams of each entity	• Social media • Intranet • Uniting News • Executive Leadership Team (ELT) blog • Facebook Workplace	Chair "connect strategy" resource
Emerging leaders (employees – SLT/ELT, students, middle management)	▪ Professional development ▪ Networking opportunity ▪ Community impact ▪ Personal purpose/significance	January/February annually (link to performance cycle)	ELT/ED's Organisational Development Team L&D Team	• Presenting to SLT workshops/meetings	
Ministry agents and advocates	▪ Communicating future needs pipeline ▪ Training and development opportunities	March (annually)	SSC	• Attend Presbytery meetings	Board succession planning with chairs
Congregational members	▪ Inform breadth of church ▪ Potential opportunities within governing bodies/agencies	Adaptive according to demand	Congregation and Presbytery Leaders	• Newsletters • Facebook	
Children and grandchildren of congregation members (may be advocates or professionals)	▪ "Give back" opportunity ▪ Purpose of NFP ▪ Professional development ▪ Networking	Ongoing	Congregation and Presbytery Leaders	• Facebook shares and tags • Forwarding newsletters • Websites (external)	