

## Delivery of UCW's Learning & Development Framework – Information for Prospective Suppliers

### INTRODUCTION

In late 2017 UnitingCare West (UCW) embarked on an ambitious renewal of its organisation to ensure it was built to meet the needs of the future, to be sustainable, and that it and its people would flourish in the new community services context.

This represents a significant transformation of what we do, how we do it and most importantly, the positive impact we will continue to have for our team, the people we serve, and the broader community. It is the most fundamental change for our organisation in a decade and we must be successful at realising our new 'self'.

This success is reliant on our workers understanding the need for the change, embracing the change and absolutely 're-tooling' for a radically different work environment. Hence, learning and development is one of the foundations for equipping and mobilising all workers to be 'change agents' throughout the organisation, with our partners, funders and communities.



*The investment in equipping our workers essentially acknowledges a paradigm shift from the way we have worked in the past and the capabilities implicit to success.*

This prospectus outlines the background and key learning requirements we seek to embed in our workforce over the coming 12-18 months and beyond.

## CONTEXT FOR OUR RENEWAL

To remain a leader in our sector UCW had to evolve into a very different organisation, one where the overarching design principles would necessitate new structures, new service pathways, new ways of working, new service ethos and new capabilities; while retaining existing strengths of passion, commitment, trust, reliability and authenticity.

Our approach is deliberately developmental with no pre-determined 'template'. This in of itself is a strong marker for the capabilities required by workers to engage wholly in the transformation.

## THE TRANSFORMATION & MODELS

We are in the early stages of changing into a learning organisation; a "soulful and purposeful workplace that is authentic and full of passion" (Laloux, 2014).

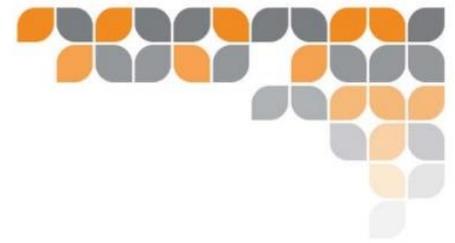
A significant underpinning approach for UCW's renewal is the movement from being a traditionally managed organisation towards being an organisation that is characterised by being less hierarchical and bureaucratic, highly collaborative, innovative, creative, inclusive, self-organising, and decentralised in its decision-making. Laloux (2014) named this sort of organisation as being 'Teal'.

The fundamental design is based in systems theory, learning organisations, a movement across the community service sector towards self-organisation and deliberately developmental, or Teal organisations. Additionally, the work by Lencioni (2002, 2007, 2012) on organisational health, high performing teams, and effective communication is used as a foundational approach to assist teams to evolve towards the higher order skill levels required for self-organisation.

The reason this approach is to address the key organisational aims of:

- Reducing hierarchy and increasing organisational agility so that all of our teams can act quickly to meet individual and community needs;



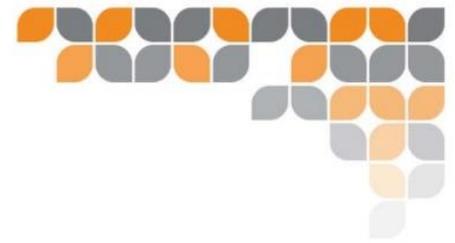


- Getting rid of red tape (bureaucracy) wherever possible so that our teams can focus their time and energy on the work that matters most – i.e. supporting people we serve;
- Providing people with the tools and delegations that would enable them to get on with their jobs so that they can spend more time with people we exist for;
- Adopting an approach that brings out the leadership potential in each individual and values all of their skills, gifts and abilities;
- Ensuring service models are contemporary and robust enough to meet the changing face of community services (including the introduction of NDIS);
- Ensuring that cultural competency is strong and service design reflects the needs and strengths of Aboriginal peoples;
- Building place-based and service responses that are collaborative and in partnership with other providers and the local community in order to deliver great outcomes;
- Enhancing service and operational efficiencies; and ensuring that UCW is viable and sustainable into the future; and,
- Harnessing opportunities to increase efficiencies in the stewardship of UCW resources, including funding.

## THE MODELS & THINKING

The main resource references underpinning what we are trying to achieve include:

|                    |   |
|--------------------|---|
| Frederic Laloux    | ‘Reinventing Organisations’, 2014   |
| Patrick Lencioni   | ‘The Advantage’ (2012)  |
|                    | ‘The Five Dysfunctions of a Team’ (2002)                                  |
|                    | ‘The Ideal Team Player’ (2016)  |
| Peter Kaldor et al | ‘Rethinking Leadership’ (2017)  |
| Peter Senge        | ‘The Fifth Discipline.’ (1990)  |
| Simon Sinek        | ‘Find Your Why’ (2017)  |
| Corporate Rebels   | <a href="https://corporate-rebels.com/">https://corporate-rebels.com/</a> |



## OUR L&D REQUIREMENTS

To enable us to create a learning organisation and purposely facilitate the renewal we need to build skills and capacity across the organisation. To do this, UCW has built resources into its leadership team, and also pre-determined some foundational learning and development outcomes.

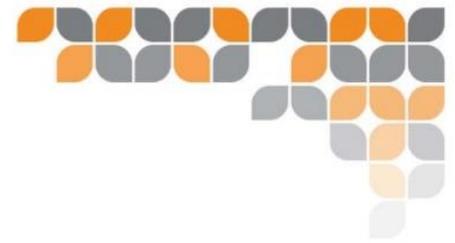
As this is a transformational change, the early phases of our development will be top down. Once the basics have been embedded, a more organic process will be designed to meet team-based learning needs.



While we are still developing a comprehensive Learning and Development Strategy, there are some fundamental or core areas of training required now and into the future.

Building or honing these capabilities are essential to the transformation and we seek to engage external providers to deliver on topics including:

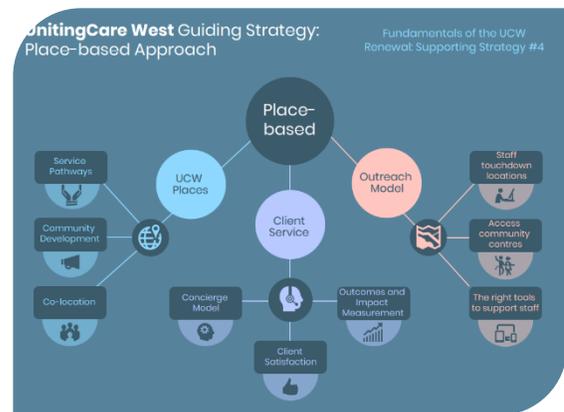
1. Leading and Influencing – formal & informal leadership, shared leadership, engagement, leader as a servant;
2. Defining & measuring key performance indicators;
3. Coaching and mentoring – the difference and how to apply the approaches effectively;
4. Change management – every person's role in change and affecting it;
5. Building effective teams – Lencioni's team model;
6. Self-organising teams – the what, who, and how;
7. Decision-making in a self-organising team; and
8. Communication and conflict management.



## CONTENT & DELIVERY

UCW has invested in some key models and ‘know-how’ and expects that providers would embed/present those in the content of any learning package/s to ensure that there is consistency, integration and interdependence in messaging and learning for all our workers. For us, at this phase of our transformation, coherence is an imperative and this may mean providers working together in various degrees to ensure seamlessness. We do not want conflicting content and there needs to be a uniform consciousness of our renewal vision that informs what and how the learning is delivered.

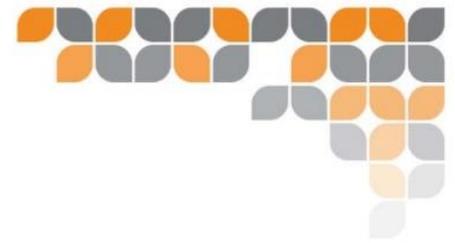
It is important that the content and delivery methodologies, while being underpinned by robust models and theory, are very accessible and ‘applied’ to ensure all cohorts of workers are strongly engaged with the material and the application of adult learning principles are evident in mediums/courseware and structure. The outcome ideally will be that a worker can easily and confidently translate the learning to their immediate work environment or circumstance at UCW.



We expect that there will be multiple ways of embedding learning and not all will require consultants and workshops.

Utilisation of UCW resources or building internal capability will complement and grow our capacity to undertake ongoing learning for the future.

There will be a robust evaluation of learning outcomes that will seek to measure individual learning of content, and most importantly application in the workplace.



## PREFERRED PROVIDERS

It is expected that we will engage providers who have wide-ranging, contemporary content and delivery methodologies, with a flexibility to incorporate UCW specific content and customise where appropriate.

Providers will be small or medium suppliers whose core reason for being is to create learning capacities that make a difference to people and organisations where the application of lifelong learning becomes a key strength. We are a very 'Belief' and 'Values' driven organisation that wants to work with others who complement our approach to service and outcomes.

Ideally we want to engage providers who can collaborate and co-operate with each other to ensure our overall goals are achieved.

## EXPRESSION OF INTEREST SUBMISSIONS

Submissions must include:

1. Consultancy Overview
2. Capabilities & capacity (including Bios)
3. Courseware/products that address the UCW L&D requirements and any complementary offerings
4. Specific experience and/or knowledge in applying the specified models
5. Fee Structure/s

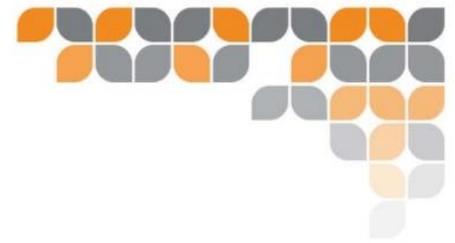
Submissions are requested to be emailed to [paul.mcgann@unitingcarewest.org.au](mailto:paul.mcgann@unitingcarewest.org.au) by close of business 20 September, 2018.

## FURTHER INFORMATION

For further information, please contact:

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[paul.mcgann@unitingcarewest.org.au](mailto:paul.mcgann@unitingcarewest.org.au)



## ABOUT US

### Our Belief Statement:

Communities thrive when everyone has a life of belonging, hope and purpose.

### Our Values

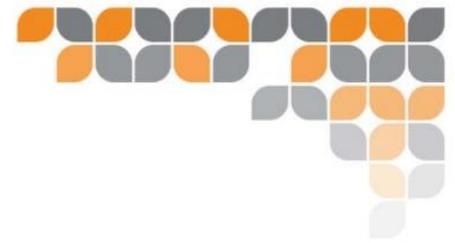
#### First Order:

- Empathy - Showing understanding for the feelings and circumstances of others.
- Respect - Valuing people, property and the environment.
- Inclusiveness - Embracing and celebrating diversity.
- Integrity - Working ethically, nurturing trust and upholding our principles in everything we do.
- Commitment - Working together towards agreed outcomes with steadfastness and resilience.



#### Second Order (New 2017):

- Boldness - We will bravely stand up for what is right and tackle hard to solve problems.
- Curiosity - We actively pursue new information and evidence-based approaches to influence how we work and Interact with one another.
- Hospitality - We approach all interactions with the people we serve with a strong customer focus and a 'how can we help?' attitude.
- Creativity - We will look for new and innovative ways to enhance how we work and the service we provide.



**Our Value Proposition:**

- We walk with people experiencing vulnerability and disadvantage;
- We listen intently, care deeply, and passionately respond to individual and community need;
- We amplify the voices of people who would not otherwise be heard;
- We provide innovative service responses tailored to individual needs, service gaps and the priorities of communities and government;
- We work in partnership with other organisations and communities to leverage resources and maximise our collective impact;
- We help people move from isolation to connection to contribution.

**WORKFORCE PROFILE**

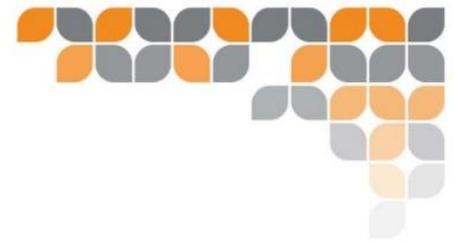
**Employees -** 374 (headcount)

**Broad Profile**

- 271 Client contacts roles  
(e.g. primary carers, support workers, counsellors, family care workers)
- 55 Internal Services (e.g. HR, IT, Finance, Communications, Assets/facilities, Admin)
- 22 Team Leader/Facilitators
- 26 Practice Leaders/executives

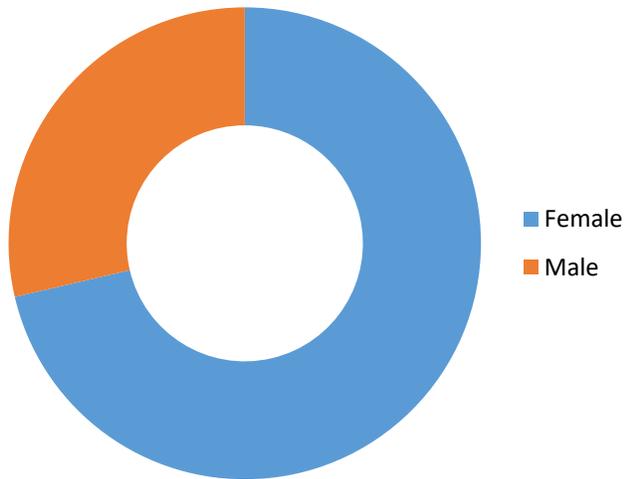
**Volunteers** 300 approx

**Corporate Profile** <https://www.unitingcarewest.org.au/about>

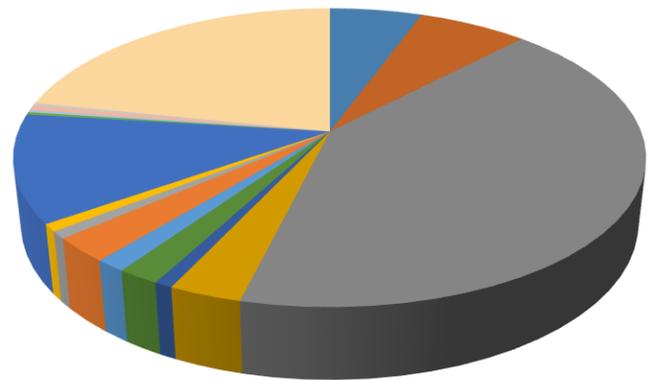


## WORKFORCE SNAPSHOT

### Gender

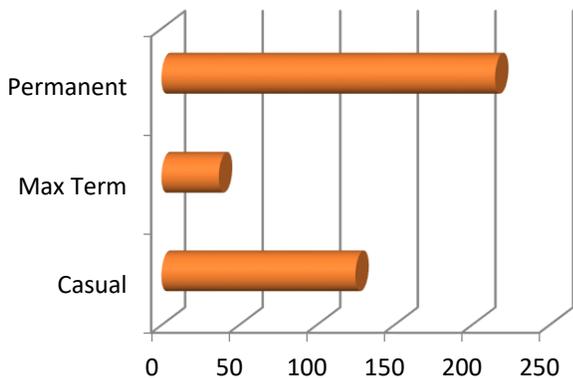


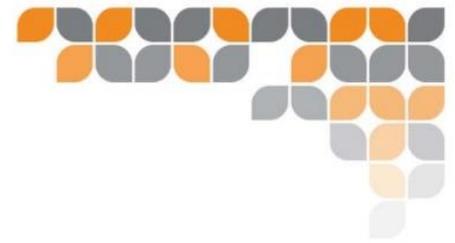
### Ethnicity



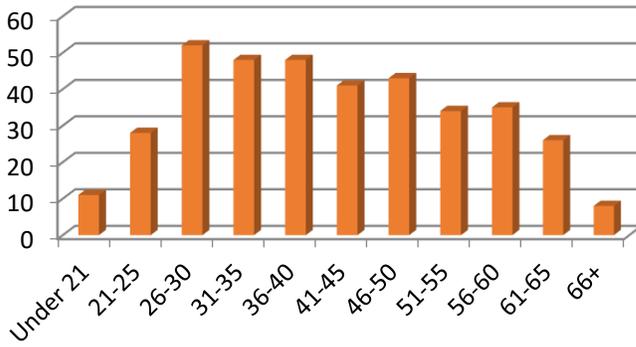
- African
- Asian
- Australian
- Australian Aboriginal
- Austria, Nederland, France, Germany, Belgium, Switzerland, etc.
- East European - Czech, Estinian, Hungarian, Latvian, Polish, etc
- Maori
- New Zealander
- North American
- North European - Denmark, Finland, Iceland, Sweden, Norway, etc.
- North West Europe - UK
- Not Aboriginal Torres Sratit Islander
- Other Pacific Islander
- South America

### Employee Class

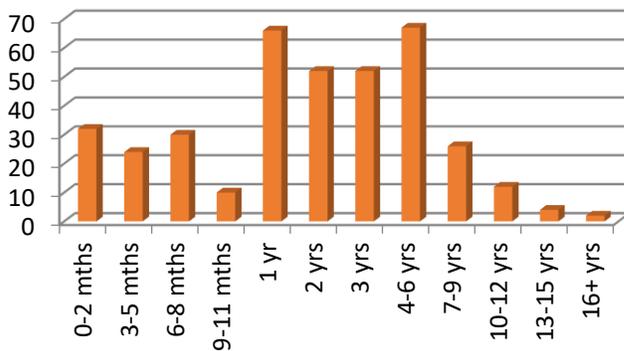




## Age Profile



## Length of Service



## Employee Type

