



Developing a Compelling Value Proposal and A Sustainable Framework for Mining Chaplaincy

Report: November 2011

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Executive Summary

In Part 1 of this study there were 33 interviews conducted with operational employees in mining companies across Australia. Part 1 established that there was 100% satisfaction with the chaplaincy services provided at mine sites; 60% very positive.

Further, there was an overwhelming positive response across all sites to the concept of on-site chaplaincy services (9% very positive, 73% positive), with only 18% cautious.

This initial survey concluded that the mining industry should consider the value that chaplains can provide as a strategic resource; especially in situations where mine sites are remote and employees may be isolated from support networks.

In this second part of the study, the task was to develop a compelling value proposition for mining companies, proving that chaplains are a strategic resource.

There were 10 interviews conducted with chaplains at a variety of mine sites around Australia, working under a number of different models:

- Working with Converge International in a formal Employee Assistance Program contract
- Working with Bush Church Aid, providing a chaplaincy service for contract
- Working as an independent chaplain
- Volunteering as a chaplain from a base in a local church
- Working as a chaplain supported by a major denomination
- Working as a chaplain on behalf of a consortium of churches who made a formal proposal.

The results of the detailed interviews were cross-referenced with a Human Resources General Manager for a major mining organisation, to test the validity.

The initial areas of value were listed as:

- Increasing the **resilience of the organisation**: supporting employees and helping them to be more flexible and deal with change
- Helping to **reduce risk and improve safety**: improving relationship skills so employees can focus while they are on the job
- Engaging with a **sense of calling in work**: reducing turnover
- **Staying positively motivated** at work: helping employees to feel good about going to work
- **Supporting the values of the organisation**: embodying the positive and people values
- Developing the **human sustainability of organisations**: supporting employees so that there is continuity in employment and a more humane environment; including links with home
- **Solving problems**, especially the time-consuming emotionally-draining issues: managing the employee and their family through sickness, mental health, alcoholism and addiction, so that management can focus on other tasks
- Enabling employees to **maximise their effectiveness** while at work by assisting with the out-of-work issues: reducing absenteeism and helping employees to feel well supported



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- **Equipping operational leaders**, coaching them in relationship issues and providing a debrief service: operational leaders find it difficult to share with others, especially about their struggles. They might receive training and managing people, but need coaching in application

Following the collation of a number of mining proposals; and a workshop with chaplains at the annual Out of the Pit Conference, these propositions were further refined to the following areas:

- **Supporting the organisation**
 - *Critical incident support*
 - *Reducing workforce absenteeism and attrition*
 - *Assisting and enhancing community links*
- **Supporting leadership**
 - *Maximising safety and effectiveness*
 - *Managing longer-term pastoral issues*
 - *Increasing resilience in the organisation*
- **Supporting all employees**
 - *Developing life skills*
 - *Triage for personal work/non-work problems*
 - *Facilitating workplace relationships*

These will be explained in full later in this report.

The critical point that has been made is that there is much competition for employees amongst mining organisations. With high pay and comparable conditions, the point of differentiation becomes quality of working life issues, including feeling valued and cared for. The presence of on-site chaplains, addressing the out of work issues, can make the organisation an **Employer of Choice**.

During the preparation of this report an opportunity came up to tend for a chaplaincy opportunity with a BHP site.

The research and statistics that form the basis of these two reports were used in the proposal, and BHP decided to move from a part-time to a full-time chaplaincy role.

Another chaplaincy role is being applied for in the Narrabri region, and the proposal for that opportunity helped to shape the value proposition included here.

A third role is being sought in the Hunter Valley. A sample proposal was put together, but there needs to be further consultation before a final proposal is submitted. That sample proposal is included in Appendix 1.

The compilation of interview material is also included.

In Appendix 2 there are some sample quotes relevant to the value provided by chaplains to organisations; and a sample code of conduct adapted from the National School Chaplaincy Program.

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Detail of a compelling value proposition:

Chaplaincy is not a churchy or religious role, it is a people role, providing care.

Supporting the organisation

- *Critical incident support*
 - Available and accessible for counselling and support
 - Ongoing support after crisis
 - Support for those impacted outside the workplace
 - Memorial services if required
- *Reducing workforce absenteeism and attrition*
 - Dealing with the out of work issues that might impact on working
 - Home visits for absenteeism issues
 - Long term follow-up for employees returning from injury or ill-health
 - Assisting new employees to adjust to organisational culture
 - Helping individuals adjust to change in the workplace
- *Assisting and enhancing community links*
 - Providing a gateway into community organisations and activities
 - Facilitating links between community, work and home
 - Drawing on community resources when required

Supporting leadership

- *Maximising safety and effectiveness*
 - Assisting employees to stay focused on the job by dealing with distracting out of work issues
 - Spotting early warning signs of disconnection
- *Managing longer-term pastoral issues*
 - Assisting with longer term issues such as hospital visits, cancer treatments, even court visits
 - Dealing with the 'human fall-out' of issues like alcoholism, depression, addictions or relationship breakdown
 - Dealing with 'high maintenance' employees
- *Increasing resilience in the organisation*
 - Assisting employees to process and prepare for workplace change, which affect personal and spiritual values, and impact on home-life
 - Debriefing leaders in the midst of change
 - Providing external early-warning on issues and trends

Supporting all employees

- *Developing life skills*
 - Providing courses and advice on personal communication skills, stress relief, anger management, conflict resolution, marriage courses
 - Particularly enhancing relationship skills, improving work as well as personal relationships
- *Triage for personal work/non-work problems*
 - Spotting small issues before they become big problems
 - A point of referral to assess whether EAP or other service required
 - Especially helping with the transition to FIFO or remote relocation
- *Facilitating workplace relationships*
 - Advocating for individuals, that is, not making a distinction between employees and management
 - External to industrial relations forcelines
 - Informally resolving grievances before they become major issues
 - Supporting the aspirational values of the organisation by providing pastoral care



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- Building relationships of trust and confidentiality



RESPONSE SHEET FOR CHAPLAINS

Developing a value proposition for organisations of how chaplains add value to their organisation.

There are examples and evidence in the box provided below the area outlined.

Areas of value add:

Increasing the **resilience of the organisation**: supporting employees and helping them to be more flexible and deal with change.

- Helping people make important decisions about their future
- Helping people deal with changes in the workplace
- In-between employees and management, supporting employees
- Caring holistically for people in the workplace
- Change at work impacts on personal and family life; and affects personal and spiritual values
- Supporting employees going through personal challenges e.g. family members with cancer, grief
- Support employees through redundancies, part-closures
- Support employees through death of another employee
- Employees are more likely to seek counsel, advice, sympathy and compassion from someone they already know and trust
- Supporting employees after a major industrial dispute
- Supporting remaining employees through the termination of employees
- Supporting the families of employees through changes in the workplace
- Debriefing management in the midst of change
- Helping employees and their families in decision-making over FIFO or residential options
- Helping people to settle into the mining culture
- For FIFO, be a visible presence that is a one-stop “help desk”
- Providing feedback for management about trends in attitudes, and how innovations are “settling in”

Helping to **reduce risk and improve safety**: improving relationship skills so employees are can focus while they are on the job.

- As an external person, familiar with the workplace, a chaplain can sometimes spot safety issues or risky behaviour situations
- Chaplain gives talks on health & safety issues e.g. shift pattern impact on mental and personal health, talks on stress and depression and impact on employee and family
- Referrals to chaplains if safety performance impacted
- Dealing with anger management issues
- Dealing with those who have a victim mentality
- Keeping an eye out on those going through grief or stress to monitor whether they are in the right state of mind to work
- Notice that employees only utilise EAP when issue has escalated; early intervention is more effective



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- Chaplain can effectively mediate for time off or lesser duties
- Chaplain can be available so employees can 'vent', which can diffuse stress or anger
- Chaplain sometimes able to monitor stress caused by excessive overtime or work commitments
- Chaplains learn the language: apply concepts of 'fit for work' and 'risk assessments' to relationships at home!
- Sometimes chaplains make a safety assessment on behalf of management of employee state of mind (employees more open to third person)
- Work out strategies with external issues to enable them to better keep their mind on the job while at work

Engaging with a **sense of calling in work**: reducing turnover.

- Crossing between departments and keep people informed
- Representing the commitment of the organisation to employees
- Chaplains can have a good understanding of management's perspective, and employee perspectives, and assist in communication of both
- Helping people feel more comfortable with who they are and what they do
- Identifying resources available to support employees
- Allowing employees to explore their level of commitment to the organisation
- Assisting employees to find enjoyment in their work
- Chaplains see themselves as a unifying presence in the workplace

Staying positively motivated at work: helping employees to feel good about going to work.

- Conversations about maintaining balance and responding constructively to challenges
- Helping employees to feel motivated about homelife as well as work
- Giving positive feedback to managers which they might not otherwise hear
- Helping people to understand the process of depression, cycles of emotion, and helping them look for positive choices and actions
- Building relationship and trust in working relationships
- Helping one employee is appreciated by their mates, who often are concerned but feel helpless to assist
- Moving amongst employees sharing, inspiring, encouraging, laughing
- Assisting employees to develop a productive life external to work
- Encouraging learning and personal growth

Supporting the values of the organisation: embodying the positive and people values.

- Chaplains can help to support the positive and people values of the organisation; but may also give feedback when practises contradict the stated values
- Helping to give the organisation perspective from an external, unbiased source



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- Opportunity to have input from the top to the bottom of the organisation, and back again
- Sharing positive achievements widely
- Encouraging transparency
- Support the aspirational values
- Opportunity to influence individuals positively
- Model positive values
- Some chaplains have been invited to participate in management meeting to comment on the process of the meeting: interactions, relationships, consequences
- Helping to challenge negative frames
- 24/7 availability of chaplain is critical to demonstrating people values
- Helping employees to understand the organisation's values and perspective
- Helping the organisation consider creative ways of living out its values

Developing the **human sustainability of organisations**: supporting employees so that there is continuity in employment and a more humane environment; including links with home.

- Providing a voice against those work practises that grind down people
- Assist people who do not fit in
- Many chaplains have an open door to the GM, and area able to share perspectives that might not otherwise be received
- Alerting manager to early signs of distress
- Helping people value themselves and define their worth beyond their paypacket
- Spotting the dissatisfiers, happy employees are productive employees
- Interventions include stress management and relaxation classes, gym membership
- Looking for opportunities for connection where there are barriers

Solving problems, especially the time-consuming emotionally-draining issues: managing the employee and their family through sickness, mental health, alcoholism and addiction, so that management can focus on other tasks.

- Chaplain can dialogue on ethical issues
- A chaplain is more likely to have the time, wisdom and patience it takes to deal with difficult personal issues
- Dealing with home issues and families of those at the mine; especially in times of grief or injury
- Chaplains are available, can respond quickly, and have access to resources
- One chaplain has attended court with employees; cancer treatments
- Visiting families in hospital
- Conducting funeral/memorial services for employees and their families
- Called in when a death, suicide or major accident has occurred
- Dealing with an issue up to a year later after the crisis has passed
- Reality is that some levels of management have not received sufficient training in people issues, promoted for their technical and logistical skills, chaplain can coach them through
- Some people issues can be very emotional and messy, and take time to resolve



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- Available to debrief leaders who are caught in the middle
- Provide regular feedback or debrief for HR manager
- Dealing with the 'human fall-out' of issues like alcoholism, depression, addictions, relationship breakdown, severe illness or injury
- Providing a private and confidential space for employees to discuss personal issues which might otherwise become bigger problems
- Dealing with 'high maintenance' employees
- Being a safe person for confidential conversations

Enabling employees to **maximise their effectiveness** while at work by assisting with the out-of-work issues: reducing absenteeism and helping employees to feel well supported.

- Helping to ensure employees stay focused, their minds on the job
- Do home visits for absentee issues
- Assist with dysfunctional families when they impact on work
- Follow-up on pastoral issues surrounding employees returning to work from sickness or injury
- Managing expectations regarding work-related issues
- Due to shift structure, out of work issues have far more impact in mining industry because: often outside community support, different pattern of working, intense time together then absent, difficulty getting into a routine
- Do lots of marriage counselling, issues in relationships
- Focusing on a healthy mind, body and spirit

Equipping operational leaders, coaching them in relationship issues and providing a debrief service: operational leaders find it difficult to share with others, especially about their struggles. They might receive training and managing people, but need coaching in application.

- An organisation's success depends on managing all relationships
- Debriefs operational manager once a month
- Coaches, providing follow-up to formal training programs
- Provide advice to GM, especially in crisis situation. One chaplain advised GM to visit grieving widow following accident at mine, and this was a turning point in relationships at the mine
- Supported operational leader grieving death of his father, who didn't feel he could share with anyone else at work in case he appeared weak
- Much time spent debriefing managers following critical incidents
- Operational leaders more open with chaplains because outside the 'chain of command'

Any other ways that you add value to the organisation?



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- Value is in being part of the team, but not too identified with the organisation
- Value can be multiplied by job-sharing the chaplain's role
- Worship service offered fortnightly at accommodation sites
- Chaplains can also FIFO from the major centre where employees are based to follow-up on home issues
- Role is confidante and carer
- Important to complement EAP
- Intervene in the little stuff before it becomes big stuff
- Introduced as 'on-site counsellor' sometimes
- Chaplains are passionate about people
- **The mission of chaplains is to provide pastoral care to all people in the organisation**

PLACE OF CHAPLAINCY:

Minesites: WA, SA, NSW, Qld; Mines Rescue, Petroleum and Steel Industries, Police, Army

YEARS OF CHAPLAINCY WORK: 1-19 years; average 9.35 years



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APPENDIX 1

Sample Proposal

To:

Subject:

Proposal for Provision of Mining Chaplain Services.

Summary:

Mining Chaplains have been part of the industry since its inception. In a modern industry there is even more pressure on employees to work at maximum effectiveness; yet externally there are many pressures that distract: marriage breakdown, mobile workforces, lack of family support, high levels of depression, as well as alcohol and substance abuse, are all at levels never before seen.

While Employee Assistance Programs provide counseling services if the employee is motivated to utilise them, it is no substitution for the presence onsite of a familiar face, a confidential counselor outside the line management structure, who is also available to support family members as required.

[Name of Organisation] has done extensive interviews and research on chaplaincy needs and services in Australia and is able to provide a best practice model. More importantly, we have available the services of an excellent chaplain candidate: [Name of chaplain candidate] (Qualifications).

How chaplaincy services can provide real benefits at [Name of Organisation]:

Increase the resilience of the organisation by helping employees to be more flexible and deal with change

- Change in the industry is the norm, whether from external forces or business improvement initiatives. Some employees cope well with change, others struggle and need help to work through their issues. This cannot always be done through the employee's manager, since sometimes it takes time, and sometimes employees are anxious that any reservations will be interpreted as lack of initiative or employee ability. Chaplains can help support those going through change.
- Chaplains also report their work assisting employees to adjust to the particularities of the mining culture, which at times can be macho or demanding. Chaplains can give employees strategies for making their needs or concerns heard.

Provide a positive impact on the work environment when employees are supported holistically, not just in terms of on-the-job issues

- Out of work issues can be very distracting for employees, sometimes even impacting on mine safety. Chaplains report that they have witnessed the dangers of employees struggling with issues and having a divided mind on the job.
- Conversely, employees who are well-supported, and who know there is support available for their families, are better able to work effectively.
- The lessons employees learn through chaplaincy assistance in dealing with personal issues and improving relationship skills, also have a significant benefit in the workplace.
- One mining manager commented that employees are given significant rehabilitation support and services after a physical injury, but there is no follow-up support for the 'hidden' issues of alcohol abuse or depression. Chaplains can assist in managing that process for the employee, their family, and the work team.

Develop the human sustainability of the organisation



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- Employees in the mining industry can be transient, and lack loyalty to organisations. Chaplains can assist in both humanising the workplace, and providing support services from the perspective of employees.
- Chaplains report running training programs and mentoring on handling shift patterns, recognising signs of depression, handling stress.
- Chaplains are also well-placed to provide counseling and support in crisis situations such as accidents, or death of employees on-site or off-site. One chaplain spoke movingly of the support she was able to provide when the personal assistant of the managing director of an organisation was diagnosed with breast cancer. She drove the PA to treatments, and was available to counsel other employees. When the PA unfortunately lost her battle with cancer, the chaplain was well-placed to assist the managing director and other employees with dealing with their grief; including running a memorial service on-site.

Equip operational leaders, coaching them in difficult human issues and providing a debrief service

- Chaplains can enhance resources provided by the human resources department through personal presence. On-site chaplains comment on how often they are asked by line managers to coach them on dealing with employees with alcohol abuse issues, or going through relationship breakdown. Sometimes those line managers want someone who can help them debrief those issues, without appearing weak.

Evidence of tangible benefits to organisations

- *HR Magazine*, August 2000, quotes an HR Manager who says chaplains "have a positive impact on lost time issues, sick time, personal days off, absenteeism of any sort and health insurance cost reduction..."
- This is backed up by interviews conducted with chaplains who comment on their ability to assist employees back to work, or even to stay at work.
- *Journal of Management, Spirituality and Religion* 5 (3), 2008; said there was a comparison between EAPs and chaplaincy programs which found "Organisations employing corporate chaplain providers have the potential to take their employee assistance programs to a whole new level... this study found employees were more willing to talk about relationship issues. Given the importance of work-family integration for employee and organisational wellbeing, this finding supports theory and anecdotal evidence that corporate chaplains can play an important role in reducing turnover, retaining employees, improving productivity, reducing stress and improving morale." pp.257-258.

Personnel & Working Arrangements:

[Name of Chaplain candidate] is an experienced Ordained Pastor, who has worked in churches and missions for 20 years. He has refined administrative and computer skills, and excellent pastoral and counseling skills. His university education included units in psychology, and he has also developed practical pastoral care skills, including dealing with people in crisis and/or having mental health issues. He has great experience in written and oral communication, particularly in public speaking and teaching. He has considerable experience in both leadership, and team-based work.

Having worked as an ordained pastor, [Name of Chaplain candidate] is able to conduct more formal religious services as required, including commissioning and memorial services.

[Name of Chaplain candidate] is available and flexible for a 1-2 day a week appointment, and for crisis situations, as required.

Fees:

The daily rate is \$600; and an hourly rate of \$100 applies for a call-out of less than 6 hours.



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What about GST?

What about insurances?

Workers Compensation cover provided. Public/professional liability insurance to be negotiated.

Reasonable expenses will be charged, for example, travel expenses if requested to travel to a site more than 20 km away, at the ATO recommended kilometre rate. Car will be supplied by contractor. All IT and consumables will be supplied by the contractor.

Invoice terms: 14 days. Bank details will be supplied on initial invoice; which will also include timesheet.

Cancellation:

In the event of cancellation being required by either party, all outstanding fees will be paid, and all work submitted even if not in final state. There will be a minimum 14 days' notice of cancellation.

Confidentiality:

Each party agrees not to disclose, copy, use or permit the disclosure, copying or use of the Confidential Information of the other party for any purpose, at any time, in any way, except as necessary for the purpose of providing Services and then only in such a manner consistent with the Agreement.

Liability:

To the maximum extent permitted by law, the contractor's liability for a breach of a condition or warranty and for any damage caused to any person or property as a result of an act or omission to act when providing the Services is limited to, the cost of supplying such Services again; or

To the maximum extent permitted by law, the contractors' are not liable to [*Name of Organisation*] or its employees, or any other person for any physical or financial injury, loss or damage or for consequential loss or damage of any kind arising out of the services provided or arising out of the contractor's negligence or in any way whatsoever.

I look forward to your acceptance of the terms of this proposal.

[*Name of Organisation putting forward proposal*]

Client Name:

Project Name: Provision of chaplaincy services to [*Name of Mining Organisation or particular site*]

Date of contract: [Date] – [Date] (consider a six-month trial)

Terms of Business accepted by (please sign and return):

Client: _____ Date: _____

Full CV available on request



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APPENDIX 2

Quotes from Articles & Sample Code of Conduct

“Workplace Chaplains”, Lin Grensing-Pophal, *HR Magazine*, Vol.45, No.8, August 2000

“An organisation can’t be hands-on with every employee all the time. We have access to them eight to 10 hours a day on the job site, but, when they’re someplace else, they can still access these chaplains.”

“There are some people who are not going to identify with a chaplain and there are some people who are not going to identify with a secular psychologist. There are also some times when [chaplains are] not qualified to work with a person who has a deep emotional need, but [chaplains] do have enough training to recognise the need and recommend help from other sources.”

“Corporate Chaplaincy Programs: An Exploratory Study”, Nimon, Philibert & Allen, *Journal of Management, Spirituality & Religion*, 5 (3), 2008

“Organisations employing corporate chaplain providers have the potential to take their Employee Assistance Programs to a whole new level.” (p.257)

“When compared to an EAP, this study found that employees were more willing to talk about relationship issues [with a corporate chaplain]. Given the importance of work-family integration for employee and organisational wellbeing, this finding supports theory and anecdotal evidence that corporate chaplains can play an important role in reducing turnover, retaining employees, improving productivity, reducing stress and improving morale.” (p.258)

Code of Conduct (Adapted from National School Chaplaincy Program)

The chaplain will:

1. Recognise, respect and affirm the authority of the Organisational leadership and Board, and work in consultation with their representatives
2. Respect the rights of employees regarding their own religious and spiritual convictions, including atheism
3. Adhere to all relevant legislation including privacy and confidentiality
4. Where information is provided about support services, it should be accurate and impartial
5. Act as a reference point for all employees on religious, spiritual issues, values, human relationships and wellbeing issues. This includes providing support for grief, family breakdown and other crisis situations. In doing this, the chaplain will:
 - a. Respect, accept and be sensitive to other people’s views, values and beliefs that may be different to the chaplain’s
 - b. Uphold an individual’s right to choose their own beliefs
 - c. Actively discourage any form of harassment or discrimination on the grounds of religious ideology or doctrine, and
 - d. When appropriate, refer the employee to a chaplain in accordance with their own beliefs and values.
6. While recognising that an individual chaplain will in good faith express views and articulate values consistent with his or her denomination or religious beliefs, a chaplain should not take advantage of their privileged position to proselytise for that denomination or religious belief.
7. Not perform professional or religious services for which they are not qualified.
8. Be established in a local fellowship and be supported by prayer, and have a mentor.
9. Spend no more than 10% of their time on administration.