

## HR Support for Religious Orders



**N**ot every Religious Order will come across the same issues, but our experience of working with communities means we have an intimate understanding of the varying challenges that can arise. In a sector built entirely on its people and their skills, excellent HR management is crucial in safeguarding the future of Religious Orders.

### Legal compliance

UK employment law is constantly changing, and even those with the best of intentions can find themselves struggling to stay up-to-date. For Religious Orders, there are no exceptions, and a few may have realised these regulations a little too late. For some, this has meant unnecessary costs or fines and a lot of time and input from the leadership team. Fortunately for those we have worked with, an independent HR review has easily avoided or resolved such a situation.

An HR audit works to identify where you meet the legal requirements and if you don't, the solutions you need to meet employment law regulations – giving you peace of mind and reassurance.

### People problems

Every entity has people problems and our HR consultants have seen them all. Knowing how to deal with issues within the boundaries of employment law can be challenging and time consuming.

People problems require people solutions. Solutions to ensure your people are engaged and dealt with effectively might simply mean implementing employee engagement techniques, facilitated mediation, resolving conflict, establishing appropriate people management processes, handling disciplinarys or investigating grievances.

As a consultancy, we will work with you to ensure that your communities and congregations are protected for the future, while ensuring that the lay people employed embody the calling of the order.

### Repurposing and restructuring

Over the years we have helped Religious Orders change the purpose of their properties, restructure their businesses and have dealt with the most tricky employee situations to ensure they are fit for the future. We have brainstormed the future, analysed the Order's needs and objectives and guaranteed the best possible solutions.

### Mergers

Sometimes Orders merge to ensure sustainability and strength for the future. In such instances, we have provided independent objective support around the legal requirements involved based on employment law as well as Canon law. In such cases, TUPE nearly always applies and there may be redundancies. The challenges of this can be made easier by expert advice.

## Get in touch

As an HR consultancy, we believe in developing an HR and Learning and Development strategy that aligns with your mission. We take the time to gain a thorough understanding of your challenges so we can ensure we address your specific needs. In times of change and uncertainty, we look to build relationships for the long term, which means growing with you as your needs evolve.

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## Cost and process efficiencies

Some Orders have been reflecting on whether they are as efficient as they could be in terms of staffing, line management, workflow and outgoings. In response to this we have been undertaking 'organisational analyses' to help provide the data for the leadership team or Trustees to make appropriate decisions for the future. Following our work here we have been able to identify cost savings, more effective line management structures and have helped the religious implement changes where appropriate.

## Developing leaders for the future

Not all leaders of Religious Orders have had the benefit of 'business' leadership training before moving into their significant senior role and its accompanying responsibilities. It can be an onerous mantle to take on however willing the individual is. Sometimes new people join the leadership team or Trustee group. In these instances, we have helped this transition through either one-to-one executive coaching or group coaching. Similarly, preparing the staff for the future is vital for your order's success. We provide group and individual management training for new and future managers, so whenever circumstances change, you have people ready to take on new responsibilities.

## Finding the right employees

Recruiting people who are a good fit with the mission and values of a Religious Order is a specialist skill that we have been honing for many years now. We have recruited at all levels from receptionists or administrators through to senior leaders. Whatever the role, we'll fill it in line with your goals.