

Management Profile

Head of Spiritual Care (Chaplaincy)
Spiritual Care Service [*Dienst Geestelijke Verzorging*]

Position in the organisation

The Head of Spiritual Care represents the Sending organization the Custodial Institutions Agency [*Dienst Justitiële Inrichtingen*] in the position of delegated manager. Is accountable as regards operational aspects (compliance with statutory obligations, employment law, security policy, legal integrity, finances, staff management, job appraisals and assessment interviews, Management Team organisation) to the director of Spiritual Care Service.

Aim of the position

Organises and realises the official, professional and substantive supervision of, and assistance to, offenders on the basis of faith and philosophy of life. Contributes, on the basis of his own denomination, to the Spiritual Care Service strategic policy plan and to Spiritual Care Service innovation.

Activities and results

Result areas	Activities	Results
Strategic policy	<ul style="list-style-type: none">• Contributes to the formulation of the Spiritual Care Service cross-denomination multiannual policy plan.• Advises the Spiritual Care Service director on the execution and realisation of multiannual plan.• Advises the Spiritual Care Service director on the development of policy in the field of spiritual care.	<ul style="list-style-type: none">• Quality policy contributions (to be proactive, coordination with denomination and official interests, realistic).
Implementation policy	<ul style="list-style-type: none">• Takes responsibility for the formulation and realisation of a (multiannual) policy plan with the substantive and management points of departure and qualitative frameworks for spiritual care within his own denomination.• Writes implementation policy documents on the basis of the specified strategic policy and submits these to the Spiritual Care Service director.• Deals with and answers questions from the Parliament.	<ul style="list-style-type: none">• Continuity of spiritual care.• Coordination with his own denomination and official interests.• Coordination with other denominations.

Operations	<ul style="list-style-type: none"> • Contributes to the ideas and views held throughout the Ministry of Justice and Custodial Institutions Agency relating to operations policy with regard to spiritual care. • Identifies the implementation-related consequences of proposed policy measures for the daily practice of spiritual care. • Is responsible for the execution of the spiritual care annual plans within the agency. • Advises the general directors of the prison agencies as regards implementing Spiritual Care policy. • Identifies developments within his own denomination and translates these into consequences for the Spiritual Care Service. • Monitors political and social issues and interprets these for his own denomination and Spiritual Care Service. • Participates in various consultative bodies related to science, social organisations, (inter)national organisations, cooperation bodies and the media (within Custodial Institutions Agency frameworks). • Represents the mission during consultations with politicians at local and national levels. • Consults with the management and ministry in the event that the Spiritual Care Service director is absent. • Maintains contacts with, for example, training institutes regarding the provision of training courses, local religious organisations regarding preaching and universities regarding cooperation on programmes. • Chairs work progress meetings and participates in various consultative bodies. 	<ul style="list-style-type: none"> • Quality policy contributions (pro-active, coordination with his own denomination and official interests, realistic); • Realisation of agreed spiritual care quality. • The interests of sectors and offenders are optimally served.
Planning & control	<ul style="list-style-type: none"> • Contributes to the Spiritual Care Service annual plan, annual report and quarterly report. • Helps to coordinate the spread of staff across the agencies. • Monitors the allocated budget and the its use. 	<ul style="list-style-type: none"> • Quality policy contributions (pro-active, coordination with denomination and official interests, realistic).
Providing leadership	<ul style="list-style-type: none"> • Provides leadership to the spiritual caregivers of his own denomination and applies the appropriate instruments, such as 	<ul style="list-style-type: none"> • Percentage of absenteeism from work.

job appraisals and assessment interviews, making proposals within the framework of decisions based on the legal position, identifying training and career possibilities, processing study and leave applications, drawing up a training plan and organising trips abroad, etc.

- Optimises the working conditions, as referred to in health and safety legislation and any supplementary internal regulations.
- Implements the Spiritual Care Services absenteeism from work policy within his own denomination.
- Takes responsibility for increasing staff expertise.
- Supervises the management of the resources and material allocated to the denomination.
- Ensures the development and perpetuation of teamwork and team spirit.
- Organises seminars and workshops.

- Realisation of training plan.
- Satisfaction of spiritual caregivers as regards quality and scope of professionalization initiatives.
- Within the frameworks of the law and regulations.
- Realisation of conditions on behalf of the Spiritual Care Service.
- Realisation of annual plan.
- Realisation of support on behalf of denominations.

Competencies

Competencies and behaviour indicators

Skills

- *Flexibility*
 - Chooses an approach that fits in with the situation
 - Changes the leadership style when there is cause to do so
- *Organisation sensitivity*
 - Knows the views and sensitivities in the organisation and takes these into account
 - Demonstrates that he is aware of the different interests within the organisation
- *Networking skills*
 - Develops and perpetuates partnerships in order to achieve a goal

Essential situations

1. Creating scope

The denomination head operates in a complex field with many interests and parties and fulfils a wide variety of roles therein. For example, he is the manager and supervisor of spiritual caregivers, intervenes in controversial situations that arise between prison agencies and spiritual caregivers, represents the Sending Organisation and is a member of the Spiritual Care Service Management Team. All this requires him to be able to operate within and between a variety of fields of influence without losing his consistency and credibility.

It is also important that he, as a member of the Management Team and thereby partially responsible for progress at the Spiritual Care Service, can acquire a satisfactory position within the sending Organisation and within relevant networks to be able to act with a certain degree of independence within the Spiritual Care Service. A key issue in this is the capacity of the head of denomination to be able to estimate, in the relationship with the mission, his scope for action and indicate the moment at which the involvement of the rank and file is desirable and/or necessary.

Skills: flexibility, organisation sensitivity, networking skills, persuasiveness..

2. Orientation around administrative agreement

- *Persuasiveness (for negotiating skills)*
 - Argues in a structured manner and puts forward logical and relevant arguments at the right moments
 - Doses his arguments/viewpoints at decisive moments
 - Does not respond defensively to negative responses, but enquires about the underlying arguments
- *Forming opinions*
 - Includes various points of view when assessing a matter
 - Takes account of the practical feasibility of a solution
- *Cooperation*
 - Responds actively and constructively to the ideas of others
 - Places the collective interest above individual interest
- *Situational awareness*
 - Demonstrates that he is aware of the different interests within society
 - Anticipates social changes which affect his own organisation
- *Creativity*
 - Puts forwards innovative ideas
- *Group-oriented leadership*
 - Encourages individual team members to cooperate
 - Ensures that the team members communicate with each other and solve problems

Within the context of the division between the church and the state, the head of denomination is responsible for the content of the spiritual care offered and the functioning thereof and for the organisation and the operating of the spiritual care within the agency. Tension can arise at the interface between content and operations. It is essential that the head of Spiritual Care Service and the heads of denomination are open to the frames of reference of others, consult with each other and show a willingness to solve matters reasonably with each other.

Skills: forming opinions, cooperation, persuasiveness.

3. Managing diversity

The head of denomination is a member of the Spiritual Care Service and actively bears partial responsibility for operations. He also organises and monitors the continuity of the spiritual care on behalf of the Sending Organisation. Presumably, the spiritual care will be characterised by considerable variations as a consequence of, for example, cutback operations, regime austerity, changes in detainee population and changing social opinions about imprisonment.

All denominations will be confronted by the same developments and can therefore strengthen each other as regards the positioning of the spiritual care and human imprisonment, and as regards the question of how spiritual care can be optimally fashioned within the agencies. The cooperation between the denominations has a considerable educational effect.

It is important that the head of denomination has a keen insight into the meaning of spiritual care in a residential context. He can distinguish social and political developments and developments within the specialist field and can anticipate these as regards content and operational policy.

Skills: situational awareness, creativity.

4. Encourage, bind and call to account

The developments referred to above will affect the organisation, working methods, etc. of the spiritual caregivers within the agencies. The head of denomination has initial responsibility within the denomination for the realisation of the changes.

The realisation of changes is not a matter of course within the professional context of spiritual care. As a result, change processes may become bogged down.

For the realisation of changes it is essential that the head of spiritual care can convince the spiritual caregivers, on the basis of his own commitment and competencies linked to the office, of the need for the changes and can encourage them to contribute to them. This requires encouraging and uniting leadership. It is also important that the head of denomination can direct and supervise the individual spiritual caregivers within the

- *Commitment*
 - Shows commitment to the organisation
- *Individual-oriented leadership*
 - Expresses expectations about staff performance and the expected result
 - Raises the matter whenever performance or behaviour is insufficient
- *Sensitivity*
 - Empathises with the points of view and positions of others
 - Puts the feelings and needs of others into words
- *Professional integrity*
 - Makes his own position and interests clear in business situations
 - Approaches the other party in an open and clear manner
 - Prevents conflicts of interest

Management styles

- *Goals*
 - Is able to bind others to a collective goal. Displays energy and enthusiasm and a significant degree of commitment to the goals
- *Coaching*
 - Pays attention to staff development. Recognises their needs and offers opportunities for development. Listens, supports, expresses appreciation and recognition.

framework of the fulfilment of his task in the dynamic environment outlined.

Skills: group-oriented leadership, commitment, individual-oriented leadership.

Management style: goals.

5. Coaching leadership of professionals

The work of the spiritual caregivers is characterised by a significant degree of independence, solitude and a heavy spiritual burden and it requires specific and broad professionalism and considerable spiritual flexibility. This is related to, for example, professional secrecy, the complex problems faced by the target group, the sometimes tricky positioning of spiritual care within the institution and the considerable involvement on the basis of the professional awareness and the solidarity with the denomination.

It is essential for the continuity of spiritual care within the agencies that the head of denomination is quickly able to identify declining vitality or latent stress among individual spiritual caregivers and takes the initiative to provide substantive, emotional or functional help and support.

Skills: Sensitivity.

Management style: coaching.

Knowledge and skills

Job requirements	Specific knowledge and skills
A high level of professional and intellectual ability	<ul style="list-style-type: none">- Broad knowledge in the specialist field of theology and philosophy of life in his own denomination.- Knowledge of and insight into the Custodial Institutions Agency organisation and the underlying processes.- Insight into the interaction between spiritual care and imprisonment.- Knowledge of the applicable legislation and regulations.- Knowledge of and insight into Spiritual Care Service operations.- Knowledge of more than three modern languages.- Skilled in conflict management and the propagation and defending of policy and concepts.- Analytical and organisational skills.- Advisory skills- Management skills.- Communicative skills.- Ability to express oneself verbally and in writing.