Ministry Governance - planning and evolving issues

Orientation and Ongoing Formation

Global Mercy World

Spiritual - Meaning, Purpose and Relationship with God

Human - Individual Personality, Character, Maturity and Self-Awareness

Aim, Purpose and History

Leadership and Organisational Framework

Current Governance model and resources

CANONICAL GOVERNANCE

Intellectual - Developing a Knowledge Base

ONE MERCY MISSION

Safeguarding of Children and Vulnerable People

God's Mercy and our Response

Mission and Ministry

Pastoral - Practical aspects of Ministries within the Church

Governance Formation Schema

✝ ISMAPNG April 2020

Governance is "The role of responsibility for and stewardship of the purpose and meaning of an organisation in the light of the relevant law (canonical and civil) and the expounded mission of the organisation." *(Chait, Ryan and Taylor, 2005, p. 3)*

Ministry Vision and Mission

Organisational Focus

Individual Director Focus

Constitution

Clarification of Key Roles

CIVIL GOVERNANCE

MINISTRY-SPECIFIC CULTURE and CONTEXT

Principles Underpinning Good Governance

Reserve Powers and Decision Requests

Annual General Meeting

Stakeholder Focus

Board Focus

Exploring the ISMAPNG Governance Formation Schema

Background

The launch of the Governance Formation Schema marks a significant development for the Institute of Sisters of Mercy of Australia and Papua New Guinea (ISMAPNG) as it explores the most effective way to govern its ministries, enabling them to flourish into the future. During the Governance Schema's development phase, from August till December 2019, input into an Interim Schema was sought and received from Ministry Boards and CEOs, Principals, Institute staff who provide professional support in the governance of our ministries, the Institute Leadership team (ILT), the Mission Integration team and from Sisters. Members of the Future Governance Working Party also provided comments. A second round of feedback, on a revised document and graphic, was sought from the ILT, Boards and CEOs, Principals and Sisters during February-March 2020.

The final document is now available as a guide for Boards in the development of their Governance Formation plan over the three years from April 2020 till March 2023. It will also guide the Mission Integration team in their development of cross-ministry Governance Formation offerings and their provision of online resources to support Boards and CEOs as they engage with the Schema.

As ISMAPNG moves to establish a Public Juridic Person (PJP) which will hold responsibility for most of its incorporated ministries, it is hoped that the Governance Formation Schema will also be a useful document for Trustees of the new PJP and for the ILT as existing Company Members.

Gratitude is expressed to all who have contributed to the development of this Governance Formation Schema. May it be a valuable resource for enhancing the effectiveness of our ministry of governance.

Introduction

Within the Faith, Life and Ministry Education (FLAME) Framework for ISMAPNG there are five focus areas. The first four are Encountering the God of Mercy; Engaging the stories of mercy; Developing a reflective stance towards the cries of mercy; and Impelling reflective action for earth and its people. This Governance Formation Schema sits within the fifth element 'Sustaining integrity in Mercy Mission', expanding on the area of 'understanding the requirements of good governance of ministries.'

The definition of Governance underpinning the Governance Formation Schema is that provided by Chait, Ryan and Taylor (2005, p. 3), cited in Thornber and Gaffney (2014) p. xv:

Governance is "The role of responsibility for and stewardship of the purpose and meaning of an organization in the light of the relevant law (canonical and civil) and the expounded mission of the organization."

Each person engaged in ministry governance within ISMAPNG brings to the role significant skills, knowledge, wisdom, a values base and a range of personal and professional experiences. An openness to ongoing personal and professional learning, to formation, is also recognized as an important attribute of potential and existing Company Members, Trustees, Directors, CEOs and senior leaders.

A transformative process, with a number of dimensions, ongoing formation enables us to deepen our connections with God, the earth and its people. We share our common home, embracing its diverse cultures, languages, hopes and aspirations, challenges and opportunities. Within ISMAPNG we engage with people who call Australia and/or Papua New Guinea home and we also contribute to an emerging global Mercy presence.

Building on our existing leadership and governance skills, we can grow in our knowledge, understanding and ability to govern our ministries effectively through intentional formative experiences and processes which engage the whole person. Through personal reflection and shared conversation, we can recognize our own giftedness and appreciate the significance of what we have learned from our previous experiences as we integrate these into our new learning. We can find a deeper meaning in life and recognize who we are called to become and what we are called to do, especially through our commitment to Mercy ministry as a Trustee, Board Director or Senior Leader. Our participation in the ministry of governance is a significant contribution to the life and mission of ISMAPNG.

Dimensions of ISMAPNG's Governance Formation Schema

The four dimensions of Governance Formation included in the Schema are:

1. One Mercy Mission
2. Canonical Governance
3. Civil Governance and
4. Ministry-specific Culture and Context.

Chait, Ryan and Taylor (2005) highlight the Mission, Canonical and Civil dimensions of governance, to which has been added a fourth dimension, namely the specific cultural and contextual aspects relevant to a particular Ministry within ISMAPNG.

As outlined below, each Dimension in the Schema includes content areas for exploration by Boards and senior leaders over a suggested three-year cycle of Governance Formation. The areas

are not mutually exclusive – they relate to each other as part of an integrated approach to Governance Formation.

It is important that Company Members, Trustees, Boards, CEOs, Principals and senior leaders engage in governance formation so that they have a common understanding of the principles underpinning good governance and can work together in their implementation.

There may be content areas in addition to those identified in the Schema which Boards wish to include in their three-year programme in order to address specific local needs.

Regular consultation with Ministry Boards and CEOs will assist the Mission Integration Team to identify governance formation programmes which might best be offered in a cross-ministry context during the proposed three-year cycle or offered by agencies external to ISMAPNG.

The Schema does not identify formation processes or resources which can be used to explore different content areas. Ongoing work will be undertaken to assist Boards with possible processes and appropriate resources for incorporation into their own Governance Formation programmes.

❖ Dimension 1: One Mercy Mission

1.1 *God's Mercy and our response – exploring the following:*

  a) God's mercy as the source of our mission (i.e. our purpose) and ministry (i.e. our public activity) in the name of the Church.
  b) Mercy mission – the 'bigger picture' call to follow Jesus as people of mercy and compassion.
  c) Heeding the cry of our earth and the cry of the poor - taking a merciful stance in response to the needs of our world through our engagement in mission and ministry, especially with those who are disadvantaged.
  d) Engaging in Mission and ministry in diverse cultures.
  e) Enhancing mission integrity by nurturing a culture of mercy and reflecting that in all we do.
  f) Building our capacity for mission through partnerships between Religious Congregations, other Church entities, women, men, children and young people connected to Mercy, and people of goodwill.

1.2 *ISMAPNG's aim, purpose and history – exploring the following:*

  a) ISMAPNG's aim and purpose – to advance the reign of God through engagement in the spiritual and corporal works of mercy (Constitutions J2.10).
  b) Catherine McAuley and the foundation of the Sisters of Mercy in Ireland in 1831.

c) History of ISMAPNG and founding 15 groups of Sisters of Mercy in Australia and Papua New Guinea.
d) ISMAPNG's canonical status - a religious institute of pontifical right within the Catholic Church.
e) Role of Chapters and election of Leaders.
f) 2017 Chapter Statement and Directions to Leadership.
g) Continuing the engagement of the Sisters with Institute staff, ministry partners, Associates and volunteers to further our mission.
h) Continuing our engagement with the Sisters of Mercy Congregations of Brisbane, North Sydney and Parramatta, including through our shared ministry responsibilities.

1.3   ISMAPNG within the Global Mercy world – exploring the following:

a) Mercy International Association – purpose, vision statement, Members, Board, Leadership team and other key personnel.
b) Mercy Asia-Pacific Network.
c) Mercy International Centre, Dublin – focus, programs offered, place of pilgrimage.
d) Mercyworld website and resources.

1.4   ISMAPNG's Mission and ministry involvements - exploring the following:

a) Responding to the Gospel through engagement in the spiritual and corporal works of mercy.
b) Overview of the ministry of Sisters, partners in ministry, staff, Associates and volunteers.
c) Institute website and resources.
d) Broader involvement in Church and other organizations within Australia and Papua New Guinea.

1.5   ISMAPNG's Leadership and Organizational framework – exploring the following:

a) Institute Communities (location, number of Sisters, role of Community Leaders, Assistants, etc).
b) ILT and Executive Director – responsibilities for leadership and decision-making.
c) Mission Integration - key people and overview of services offered.
d) Professional Services - key people and overview of services offered.
e) Organizational chart or equivalent – for inclusion when available.

1.6   ISMAPNG's current Governance model and key resources – exploring the following:

a) Nurturing the relationship between ISMAPNG and ministries.
b) Overview of ISMAPNG entities, sponsored and co-sponsored ministries.

    c)   Common Constitutions for Ministry Companies, including Reserve Powers.

    d)   Ministry Governance Charter – exploring key roles and governance principles.

    e)   Role of Executive Officer Ministry Governance (EOMG).

    f)   Annual Ministry Governance Forum.

1.7 ISMAPNG's Ministry governance: current planning and evolving issues – exploring the following:

    a)   Direction regarding Ministry Governance from 2017 Institute Chapter.

    b)   Contribution of Future Governance Working Party (FGWP).

    c)   ILT's timeline for responding to Recommendations from FGWP.

    d)   Transition to new Governance structure.

    e)   Sustaining our Institute ministries into the future – frames of reference for decision-making re existing or new ministries; ministry collaboration; embedding new governance structures.

1.8 Orientation and ongoing formation for Directors and ministry leaders within ISMAPNG – exploring the following:

    a)   Support and formation for ministry offered by the Mission Integration Team.

    b)   Faith, Life and Ministry Education (FLAME) framework.

    c)   Governance Formation Schema.

    d)   Support to ministries offered by Professional Services (e.g. Ministry Governance, Property, Finance, Legal, Human Resources, Communication, Archives and Heritage).

1.9 ISMAPNG's policy and procedures regarding the Safeguarding of children and vulnerable people – exploring the following:

    a)   Current Institute policies and procedures.

    b)   Ministry policies.

    c)   Redress Scheme.

    d)   Catholic Professional Standards Limited (CPSL).

❖ Dimension 2: Canonical Governance

[drawing on Thornber and Gaffney, 2014]

2.1 Human dimensions (individual personality and character, maturity and self-awareness) – exploring the following:

    a)   Personal maturity, integrity and self-awareness of those involved in governance.

b) Appreciation of the gifts and talents people bring to governance and addressing the gaps through ongoing personal development.

c) Reflection on mercy given and received – nurturing a personal commitment to mercy.

d) Capacity to discern the needs of those serving and those being served by the ministry.

e) Reflecting the dignity of the human person in governance and decision-making.

f) Justice, compassion and respect as core values for those engaged in decision-making in relation to ministry and governance.

2.2 Spiritual dimensions (meaning, purpose and relationship with God) – exploring the following:

a) Mission and meaning – spirituality, the Word of God and Christian tradition.

b) Prayer, reflection and openness to ongoing spiritual formation.

c) Spirituality through the lens of mercy, including exploration of the Works of Mercy.

d) Governance as a sense of vocation or response to a baptismal call to contribute to human flourishing.

e) Governance as a public ministry of the Church.

2.3 Intellectual dimensions (developing a knowledge base to inform the work of governance) – exploring the following:

a) Catechesis and Theological reflection – exploring individual and corporate experience in light of the wisdom of our religious heritage and our Mercy tradition.

b) Biblical and theological foundations of mission and mercy.

c) Understanding the connections between scripture, faith and tradition.

d) Ecclesiology, Church structure and operation.

e) Engagement with the Catholic Social tradition.

f) Laudato Si' – key principles and their implications for good governance.

g) Canon Law overview including requirements for ministries with regard to decision-making and accountability.

h) Public Juridic Persons (PJPs).

2.4 Pastoral dimensions (the practical aspects of having responsibility for ministries within the Church) – exploring the following:

a) Mission of the Church.

b) Mission of the organization and its relationship to the Mission of the Church.

c) Contribution of women and men as lay leaders to leadership and governance within the Church.

d) Developing and sustaining the spiritual life and Catholic identity of the ministry.

e)   Discerning the 'signs of the times' at a number of levels in order to sustain the mission.

f)   Role and relationships with Bishops, Institute/Congregation Leaders and PJPs.

❖   Dimension 3: Civil Governance

[drawing on the Australian Institute of Company Directors (AICD) frameworks and principles and the Australian Charities and Not for Profit Commission (ACNC) Governance Standards: Reference -   http://www.companydirectors.com.au/director-resource-centre/corporate-governance-framework/framework]

3.1   Principles underpinning good governance – exploring the following:

a)   Appreciation and understanding of the guiding principles of good governance (AICD and ACNC).

b)   ACNC Standards.

3.2   Individual focus (the practices a Director brings to the role of Director in the organization) - exploring the following:

a)   Role of Director.

b)   Directors' duties; fiduciary duty (a legal obligation, based on trust, to act in the best interests of another, especially in relation to the care of money or property).

c)   Competence – knowledge, experience, skills and development.

d)   Leadership and decision-making.

e)   Behaviours, relationship building.

f)   Role of Board Chair – responsibilities and approach to leadership.

3.3   Board focus (the practices of individual Directors in relation to the Board as a whole) - exploring the following:

a)   Role of the Board.

b)   Board and Committees – structure, membership, appointment, performance, succession.

c)   Meetings – procedures and processes, decision-making, role of advisors.

d)   Board dynamics – respect, appreciation of diversity.

e)   Board competencies, skill matrix and succession planning.

f)   Legal standards – understanding, compliance.

3.4 *Organizational focus (responsibilities of Directors in relation to organizational performance) - exploring the following:*

    a)   Compliance – Constitution, operating environment.
    b)   Governance policies and assurance – reporting framework.
    c)   Board Culture – effective ways of operating to engage in mission.
    d)   Executive team – selection and appointment, evaluation, succession, remuneration.
    e)   Strategy – development and approval, mentoring.
    f)   Risk – framework for analysis, investigation, monitoring and response.
    g)   Corporate outcomes – financial, environmental.
    h)   Interplay between Mission and Margin – managing resources to enable mission.

3.5 *Stakeholder focus (the essential interactions between Directors and Stakeholders) - exploring the following:*

    a)   Member engagement – communication, legal standards, accountability
    b)   Reporting – Members, stakeholders, peak bodies and agencies
    c)   Stakeholder relations – nurturing and strengthening key relationships
    d)   Society and Community – community engagement, image, reputation, marketing

❖ Dimension 4: Ministry-specific Culture and Context

This dimension explores the following areas specific to each Ministry Board and its exercise of good governance:

4.1 *Ministry Vision and Mission – exploring the following:*

    a)   Ministry Mission, Vision and Values Statements and Strategic Plan.
    b)   Local Mercy history and history of the ministry.
    c)   Current 'big picture' and local contexts within which the ministry operates [social, political, economic, regulatory, ecclesial (e.g. diocese and local parish)].
    d)   Ministry Culture – the ways in which the ministry operates in order to live its Mission.
    e)   The sponsorship/governance history and context within which the ministry operates – sole or co-sponsored.

4.2 *Constitution – exploring the following:*

    a)   Company Constitution – overview and key elements.
    b)   Company Secretary duties and responsibilities.

4.3   *Reserve Powers and Decision Requests – exploring the following:*

      a)   Reserve Powers held by the Company Members.
      b)   Process for Decision requests to come to the ILT as the Company Members.
      c)   Process for identification, selection and appointment of new Directors.

4.4   *Clarification of Key Roles – exploring the following:*

      a)   Clarification of the roles of Members, Directors, CEO, Executive Leaders and ministry staff.
      b)   Role of Institute Councillor as ILT ministry contact person.

4.5   *Annual General Meeting of the Company – exploring the following:*

      a)   Institute arrangements for the Annual General Meeting of the Company.
      b)   Annual Report.
      c)   Annual Financial Report.

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Acknowledgements
Governance Formation Schema Graphic – designed by Anne McMillan rsm

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