

# *Governance as mission and opportunity for collaboration*

Lawrie Hallinan and Ellen Geraghty



# Overview of this workshop

- 1.00pm Introduction: *governance, vocation and mission*
- 1.10pm ***Small group discussion*** : *good examples of governance as a living expression of mission*
- 1.25pm Nurturing mission at the governance and senior management level – stories from AMPJP and ISMAPNG
- 1.35pm ***Facilitated session***: *identifying best practice for nurturing mission at the governance and senior management level*
- 2.05pm Reasons and possibilities for collaboration
- 2.10 pm Wrap up and further action
- 2.15pm Finish

# Governance

Characteristics of corporate governance:

- A governance board;
- Clear and predefined roles and responsibilities;
- Decision making which is open and transparent;
- Separation of governance and management roles; and
- Governance and management are both held accountable for their actions (or lack of actions).



## Governance

Determine core policies/philosophy

Approve long-term strategy

Determine risk appetite

Monitor performance and compliance

Appoint and appraise CEO

## Management

Develop and implement detailed policy

Implement strategy

Finance and operational risk management

Design and implement quality programs

Recruit and manage all other personnel

# Governance and vocation

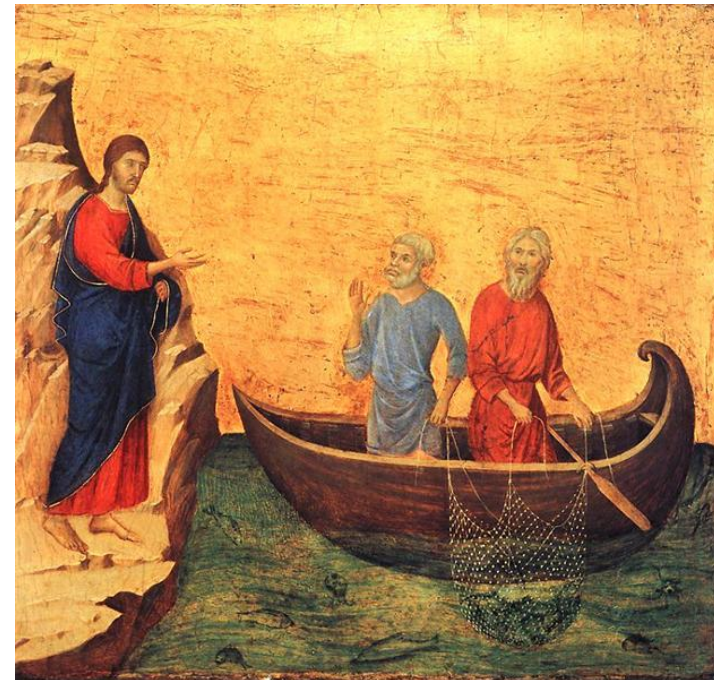
Discipleship is the foundational vocation

*“vocation is...in a broad sense a calling from God, including the call to life, the call to friendship with him, the call to holiness, and so forth.”* (Christus Vivat #248)

Profession as vocation

Lifestyle as vocation

Individual and group discernment  
is needed



# The vocation of Governance has a mission

*The Lord calls us to share in his work of creation and to contribute to the common good by using the gifts we have received. (CV#253)*



## ***Governance and the organisation's mission***

- Governors ensure the organisation's mission is fulfilled
- Governors model the organisation's mission

*Share examples of a person(s) or organisation where governance is a living expression of vocation and mission*



# Nurturing mission at the governance level (1)

- Person is invited to contribute as a volunteer within the organisation
- Reading material
- A Trustee meets with the potential Trustee for mutual exploration of charism, history, current situation and future plans.
- Discernment days for people interested in Trustee/Board positions. Informed about the charism, ministries and roles. During these days the candidate and Congregational Leader discern whether the candidate is being called.

# Nurturing mission at the governance level (2)

- Self-assessment or maturity against formation domains (then choose formation activities)
- Discussions about how the organisation's charism fits with the Trustees life and role
- Buddy/mentor
- Annual trustee formation day with spiritual companion to plan the year ahead
- Governance handbook
- Commissioning liturgy



# Nurturing mission at the governance level (3)

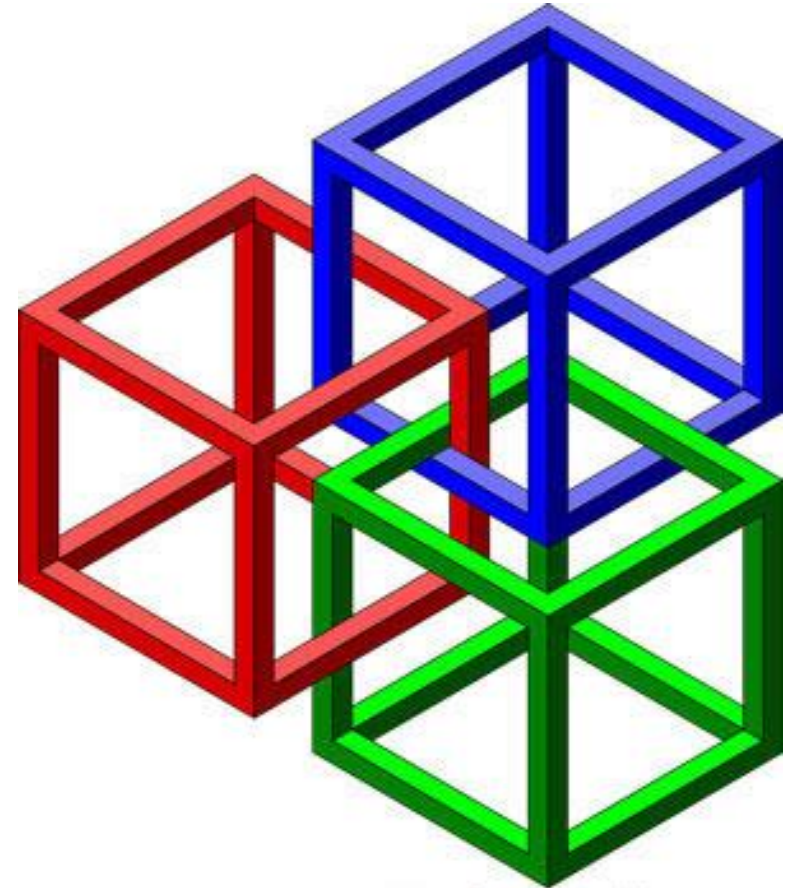
- 2 day annual meeting of Board, Trustees and Members (prayer, guest speakers (practical, ethics, context))
- Pilgrimage
- Annual 1-2 day retreat (with individual and group times)
- Biennial Stewardship Visits to each Ministry - AGM or a gathering with Leaders and normally includes a ritual, celebration of the ministries' works, opportunity for a Q & A and always hospitality
- Governance learning modules (12 Modules) provide a three year comprehensive formation program for building knowledge, understanding and skills
- Spiritual companion engages with Trustees on a one-on-one basis

# ISMAPNG's story



INSTITUTE OF  
SISTERS of MERCY  
OF AUSTRALIA & PAPUA NEW GUINEA

## 1. Frameworks



ComputerHope.com

# Core Elements and Content for the FLAME Framework



1. Giving and receiving mercy in everyday life
2. Biblical, theological and ecclesial foundations of mission and mercy
3. Mission and the engagement of the Catholic Church with the contemporary world
4. Catholic Social Teaching as a guide for mission
5. Exploring Catholic identities through the lens of mercy
6. Deepening awareness of the mystery of the Divine in all creation
7. Spirituality of leadership



1. Stories of Catherine McAuley and the Sisters of Mercy from Catherine's time and across history to sisters in Australia and Papua New Guinea
2. Engaging how scripture informed Catherine's commitment to Mercy and impelled her undertaking of the corporal works of mercy
3. Bringing various aspects of Catherine's story into dialogue with key challenges in mercy ministry today in all its varieties in the Institute
4. Nurturing charism through personal witness and action
5. Understanding of Catherine's leadership qualities and their relevance today
6. Deepening understanding through pilgrimage to Baggot Street and/or contemporary sites of key mercy mission
7. Developing a sense of the global Mercy network and our place within it



1. Deepening understanding of ISMAPNG's Chapter Statement
2. Understanding the important role that discernment plays in guiding and developing conscience
3. Critiquing of our attitudes and actions as they impact on the lives of others
4. Modelling reflective practice, theological reflection, prayer and worship.
5. Engaging in dialogue with science, the Universe story and the first peoples of Oceania
6. Leading action/reflection processes and contemplative practices



1. Developing a deeper analysis of the cry of earth and the cry of the poor
2. Deepening understanding of the link between stewardship of resources and the cry of earth and of the poor
3. Exploring potential for ethical mercy engagement
4. Engaging in pilgrimages and programs that lead to responding to the urgent needs of our time



1. Personal commitment to professional, personal and spiritual development
2. Examining contemporary organisational issues through the lens of mercy
3. Understanding of the significance of Professional Standards for ongoing mercy ministry
4. Stewardship of resources for the sake of mission
5. Understanding canonical governance of Catholic boards and ministry leadership
6. Building leadership for mission across the Institute and across Mercy ministries.
7. Enhancing mutual relationships with the Catholic Church

Timeframe	Expectation	Compulsory units	Optional
Induction	All compulsory units	Overview of ISMAPNG, including relationship between the ILT and the ministry	
Year 1	All compulsory units; any optional units which may be required to supplement or update the board member's knowledge and experience	Introduction to the Mercy story – then, now and to come	Understanding civil and canonical responsibilities Distinguishing between governance and management Leading reflection in a Mercy ministry
Year 2	All compulsory units Plus minimum 3.5 hours' optional units	Encountering the God of mercy Engaging the stories of mercy	Dublin pilgrimage Select from range of scheduled and on-request programs and events
Year 3	All compulsory units Plus minimum 3.5 hours' optional units	Developing a reflective stance towards the cries of mercy Impelling reflective action for Earth and its people	Dublin pilgrimage Select from range of scheduled and on-request programs and events
Year 4 and any additional years on Board	All compulsory units Plus minimum 3.5 hours' optional units	Sustaining integrity in Mercy mission	Dublin pilgrimage Select from range of scheduled and on-request programs and events



# ISMAPNG's story

1. Frameworks
2. Diverse offerings



and waves and be entwined in all that is. Cost: \$600 (GST not included). Sr Lizzie Finnerty rsm, telephone (03) 5258 2661 or email santacasa.enquiries@ismapng.org.au. Open to the General Public



## FREEDOM, AUTONOMY AND RESPONSIBILITY: FINDING THE BALANCE IN CATHOLIC EDUCATION AND THE LAW IN A GLOBAL CONTEXT.

**May 22 @ 8:00 am - May 24 @ 5:00 pm**  
Freedom, Autonomy and Responsibility Conference This conference seeks to create a forum for legal and educational experts to cast



## BBI/TAITE AND AICD FOUNDATIONS OF DIRECTORSHIP COURSE

**May 15 @ 8:00 am - May 17 @ 5:00 pm**  
If you would like to enroll in the Foundations of Directorship Course – please fill in BBI+AICD courses 2019 page 6 and return it to Belinda Srour at BBI-TAITE (02 9847 0030 or bsrour@bbi.catholic.edu.au)

issues surrounding leadership, formation, theology and the practice of mission. Over three days Mission: one...



## WATERING THE ROOTS 2019

**May 19 - June 14**  
Mercy International Association will present this 4-week renewal programme from 4pm on Sunday, 19 May to 11am Friday, 14 June 2019. Participants will have the opportunity to take time out in an atmosphere of warmth,

<https://institute.mercy.org.au/events/>

# ISMAPNG's story

1. Frameworks
2. Diverse offerings
3. Mission audit





# ISMAPNG's story



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OF AUSTRALIA & PAPUA NEW GUINEA





A young green plant with two leaves growing from a seedling on a mossy surface. The plant is the central focus, with its stem rising from a small brown seedling on a bed of green moss. The background is a soft, out-of-focus green, suggesting a natural, nurturing environment.

**Think about how governance for mission is currently being nurtured in your organisation.**

**What is working well and why?**

# Commonalities

- Challenges
  - Size of our organisations
  - Geographical spread
  - Diminishing numbers of religious
  - Changing governance structures
  - Time, financial, regulatory pressure
  - Cultural variability
- Opportunities

# Possible areas for collaboration

- Information and discernment sessions for potential Trustees/Board Directors
- Generic governance and church context education for Trustees/Board Directors
- Session for new staff of Catholic agency
- Shared conference for staff from ministries
- Buddy/mentor possibly engaging previous Trustees/Board Directors
- Regional retreat and other spiritual formation



## **Next steps**

- **Standard for best practice**
- **Continuing the discussion around collaborations**

# Stay in touch

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