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# Ministry Board Formation for Mission Policy and Framework



Ministry Board to customise text in blue.

## Purpose

The purpose of this policy is to:

- Outline the expectations and responsibilities of (Ministry name) Directors regarding ongoing Formation.
- Provide guidance to (Ministry name) Directors to ensure that Formation inspires and informs action to achieve our mission and purpose.

## Scope

(Ministry name) Directors

## Formation Definition

### (Ministry name) Directors Formation Definition

Formation is a transformative process. It helps cultivate a contemporary mission ethos that responds to the signs of the times and supports effective leadership. Rooted in faith and guided by the Holy Spirit, formation involves theological reflection, dialogue, and discernment.

Expressed within a communal context, (Ministry name) Directors' Formation is a faith-based journey, grounded in Scripture, Catholic tradition, and charism of XXXX (religious order/congregation founder). It fosters stewardship of the (Ministry name) mission by nurturing each individual's spirituality, while also forming a common spirituality, unique to (Ministry name) – (insert the Ministry's mission).

## Policy Statement

This policy focuses on the communal component of (Ministry name) Directors' Formation. Communal Formation creates intentional environments and ongoing opportunities for dialogue based on Scripture and the living Tradition of the Catholic Church.

(Ministry name) Directors are expected to be grounded in their organisation's mission, values and charism.

## Formation Principles

The following principles provide a guide for applying the Formation Framework.

Principles	Descriptor
<b>Holistic</b>	Formation engages the whole person – intellectually ( <i>head</i> ), emotionally / spiritually ( <i>heart</i> ) and practically ( <i>hands</i> ) - fostering deep alignment with the mission.
<b>Discernment</b>	Formation involves discerning the voice of God through: <ul style="list-style-type: none"><li>• The Mission Discernment process - <i>Prepare, Analyse, Decide, Act (Call to Action)</i>.</li><li>• Synodal processes, such as <i>Conversations in the Spirit</i>.</li></ul>
<b>Fidelity to Mission</b>	Formation supports individuals and community in aligning with the mission of (Ministry name) to .....insert Ministry's mission.
<b>Spirituality and Theological Reflection</b>	Each Director has her/his own unique spirituality which may be enriched through engagement with Scripture and the charism of XXXX (religious order/congregation founder).
<b>Dynamic and Contextual</b>	Formation responds to the signs of the times, adapting to evolving roles and contexts – equipping people to respond meaningfully to present-day needs.
<b>Communal</b>	Formation embraces a collaborative approach, with the (Ministry name) Board acting as a Christian community in partnership with its staff, students/employees, Mercy Partners Board and the wider Catholic Church.

## Responsibilities

Who	What
<b>Mercy Partners</b>	<ul style="list-style-type: none"><li>• Endorse the (Ministry name) Board's Formation Policy and Framework.</li><li>• Provide and support Catholic Identity Formation to the (Ministry name) Board</li><li>• Deliver Mercy Partners induction to (Ministry name) Board directors, CEO / Principal and Mission Leader.</li><li>• Receive an annual Formation Report of the (Ministry name) Board's formation.</li></ul>
<b>(Ministry) Board</b>	<ul style="list-style-type: none"><li>• Plan Board formation that addresses the Formation Framework domains.</li><li>• Fulfill the (Ministry name) Formation obligations expressed in the Constitution based upon Gospel values, Catholic tradition and the founding charism.</li><li>• Participate in Mercy Partners' induction.</li><li>• Provide an annual Ministry Board Formation report to Mercy Partners.</li></ul>

## Relevant Documents and Information

- (Ministry name) Constitution
- Mercy Partners Formation for Mission Policy
- Mercy Partners Formation for Mission Framework for Trustee Directors
- Annual Ministry Planning Guide

## Formation for Mission Framework

### Domains within Mercy Partners' Formation Framework for Ministry Boards

Mission	Understanding the mission and charism of (Ministry name) and the alignment with the mission of Mercy Partners to the (Ministry name).
Spirituality and Theological Reflection	Engaging in personal and communal prayer, discernment using synodal processes, and theological reflection.
Catholic Thought and Context	Understanding of scripture, Canonical Law, Catholic doctrine, practice, and Catholic social teaching within relevant contexts.
Leadership and Governance	Demonstrating competency in leadership and governance roles.
Ministry Context	Maintaining knowledge and experience of the ministry context.
Human Relations	Respecting the dignity and diversity of all people and stakeholders.

Refer to Appendix 1 for examples of domain elements.

### Formation for Mission Planning

Ministry Boards assess their formation needs based on the Framework and develop an annual plan. It is anticipated that all domains will be covered over a three to five-year timeframe.

### Formation for Mission Reporting

Refer to Appendix 2 for the Formation Reporting Template. This template replaces all previous Formation reporting formats.

As outlined in the *Mercy Partners Annual Ministry Planning Guide*, Formation reports are to be submitted every six months.

Education Ministries should include Formation reporting in their half-yearly reports. All other Ministries are to submit their Formation reports as part of their Quarterly Year Reports for the quarters ending in June and December each year.

### Policy and Framework review

The policy and framework will be reviewed in three years. Ongoing feedback and improvements are welcomed.

After implementation in the next three years, further work will occur in collaboration with Ministries to measure the impact of Formation.

## Appendix 1

### Domain Elements

The domain elements outline the values, knowledge, and competencies for Directors.

#### Domain 1: Mission

##### Each Director:

- Articulates the mission and values of (Ministry name).
- Understands the charism and heritage of (Ministry name).
- Understands the mission and values of Mercy Partners.

#### Domain 2: Spirituality and Theological Reflection

##### Each Director:

- Values spirituality and the regular practice of individual and communal prayer.
- Shares their spirituality with other Directors and supports the development of a shared spirituality.
- Understands synodal processes as a way of working together and listening.
- Applies discernment processes in personal, professional, and organisational life.
- Appreciates the centrality of 'relationship' in Christian theology – with God, self, others, and creation.

#### Domain 3: Catholic Thought and Context

##### Each Director:

- Understands Church law, canonical responsibilities and church governance structures.
- Understands and engages with Scripture, Theology in particular ecclesiology, missiology, and Catholic Social Teaching.
- Appreciates the centrality of Christ.

#### Domain 4: Leadership and Governance

##### Each Director:

- Articulates an understanding of faith leadership grounded in contemporary theory and good practice.
- Recognises the role of leaders in shaping organisational cultures appropriate to (Ministry name).
- Demonstrates an understanding of governance processes for ethical decision-making in a Catholic organisation, including strategic planning, risk management, and financial stewardship.
- Demonstrates corporate governance knowledge and capability aligned with a mission lens and understands the distinct roles of Ministry Board Directors and CEOs/Principals.

#### Domain 5: Ministry Context

##### Each Director:

- Demonstrates knowledge and experience relevant to the context of (Ministry name).

#### Domain 6: Human Relations

##### Each Director:

- Demonstrates a commitment to human dignity, especially in relationship to safeguarding children and vulnerable adults.
- Recognises First Nations' People and is committed to reconciliation and action for justice.
- Demonstrates the importance of stakeholder relations and establishing relationships that nurture *communio*.<sup>1</sup>

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<sup>1</sup> *Communio* refers to the idea of communion, fellowship, or mutual sharing.

## Appendix 2

### Draft Sample - Formation Reporting Template for Ministry Boards

Ministry:

Reporting period:

#### Domains within Mercy Partners Formation Framework for Ministry Board Directors

Domain	Overview	Modality of delivery	Who Led the Formation Session	Date
<b>Mission</b> – Understanding of and alignment of the Mission of XXX (Ministry Name), with a personal expression of mission.				
<b>Spirituality and Theological Reflection</b> – Engaging in personal and communal prayer, discernment using synodal processes, theological reflection.				
<b>Catholic Thought and Context</b> – Understanding of scripture, Catholic doctrine, practice, and Catholic social teaching within relevant contexts.				
<b>Leadership and Governance</b> – Demonstrating competency in leadership and governance roles.				
<b>Ministry Context</b> – maintaining knowledge and experience of the ministry.				
<b>Human Relations</b> – Respecting the dignity and diversity of all people and stakeholders.				
Other				

Approval and Authorisation					
	Overview of updates	Author	Approved By	Date Approved	Next Review Due
1	Creation of Policy	CB	MP Board	8 October 2025	8 October 2028

