MERCY PARTNERS

GUIDELINE

Guideline for the Appointment of a CEO (Non Education Ministry)

Introduction

Mercy Partners is a pontifical Public Juridic Person (PJP) enacted by the Holy See in November 2008. Mercy Partners, the PJP, is governed by its Canonical Statute which has been approved by the Holy See. Mercy Partners Limited, the civil entity, is a company limited by guarantee and is governed by its Constitution.

Mercy Partners is the canonical sponsor and civil owner of a number of health, aged & community care, social enterprise and social justice ministries located in Queensland and New South Wales. These ministries are also companies limited by guarantee, with Mercy Partners being the sole Member of each of the companies.

Context

The Constitutions of each of these ministries set out the Reserved Powers of the Member and include the power of the Member to approve the appointment or dismissal of the CEO of the ministry in accordance with contractual, industrial and legal due process and in consultation with the Directors of the ministry Company.

Whilst the ministry Board is the employer, the CEO complies with and ensures that the ministry's Executive Leadership Team implements the Board's strategic direction and policy. The CEO is responsible for the ministry's leadership and management, the ongoing formation of the ministry as a community of faith, the good order and quality of performance of the ministry.

Appointing the right person as CEO is critical for the ongoing success of Mercy Partners ministries. Rigorous recruitment and selection processes are essential if ministries are to attract and be led by CEOs of the highest personal and professional calibre. Moreover, such processes are to be ethical, procedurally fair and effective.

It is the role of Mercy Partners to establish Guidelines for the Appointment of a CEO. It is the role of the ministry Board to implement the process and protocols for the appointment of the CEO in consultation with Mercy Partners and aligned to this Guideline.

This Guideline is intended to support Board Directors and all people involved in the CEO appointment processes to achieve these outcomes.

Key Selection Criteria

The role requires that the CEO be committed the Mission, Vision and Values of the ministry.

- demonstrated capacity to lead in alignment with the ministry's mission and vision;
- recognised and have current qualifications that are required to be effective in the role;
- proven leadership experience;
- ability to serve as both a leader and a role model for the ministry's values and aspirations;
- fulfill the requirements of the role as determined by the Board of the ministry

The new CEO should be held in high esteem by peers and have the energy and capacity to encourage and inspire all members of the ministry community.

Other criteria will be specific to the needs of the ministry at the time and will be underscored by a well-defined position description that outlines specific duties.

Role of Mercy Partners in Selection and Appointment Processes

When a CEO's term is nearing completion or upon their resignation, the Chair of the ministry Board must immediately notify the Chair of the Mercy Partners Board.
The ministry Board must prepare a selection procedure document for the information of Mercy Partners, and it should specify:

- The names of selection panel members for each stage of the recruitment process
- The entity responsible for coordinating recruitment
- The Selection Panel Chair and members
- Indicative timelines for each stage of recruitment

Mercy Partners will appoint a representative—typically the ministry's Liaison Person—to serve on the selection panel.

After interviews, once the panel identifies a preferred candidate, the Chair of the ministry Board will seek formal endorsement of the candidate from the Mercy Partners Board, via its Chair. Only after endorsement may an offer of appointment be made.

Upon acceptance, a notification protocol will be agreed between the ministry and Mercy Partners Chairs to ensure timely communication with all key stakeholders.

Role of Recruitment and Selection Panels/Personnel

The recruitment and selection panels are responsible for:

- Advertising the position.
- Preparing an application package (including ministry overview, position description, criteria, process, and timeline).
- Receiving and managing applications.
- Conducting probity and credential checks (qualifications, employment history, criminal history clearance).
- Conducting reference checks.
- Scheduling and conducting interviews.
- Formulating an appointment recommendation to the ministry Board.

If an external recruitment officer or agency is engaged, a clear written brief must define the scope of their duties. This brief must include:

- The expected deliverables and timelines.
- A fee proposal and credentials, including relevant experience, referees, and demonstrated capacity to undertake executive recruitment within the Catholic or the not-for-profit sector.
- A statement acknowledging that the recruitment agency is not part of the decision-making process.

Particular emphasis should be placed on the ministry's Catholic identity and culture, and on the expectation that the successful candidate will actively further the mission and objectives and upholding the ministry's tradition, ethos, and philosophy.

Confidentiality

All persons involved in the recruitment and selection process must maintain strict confidentiality throughout every stage. Information relating to inquiries, applications, interviews, or deliberations is not to be shared beyond those authorised to participate in the process.

The names of individuals who make inquiries or submit applications must remain confidential and are not to be disclosed outside the Selection Panel, the Chair of the ministry Board, and the designated Mercy Partners representative. This preserves the privacy and professional reputation of all prospective applicants.

All panel members, recruitment officers, and associated personnel are required to maintain confidentiality after the process concludes and to securely destroy or return all recruitment documentation once the appointment is finalised.

CEO Induction and Formation

Once appointed, the incoming CEO will participate in a program of initial formation and induction into the Mercy Partners governance arrangements and the traditions of the ministry's founding charism. This will include opportunities and links with other Mercy Partners' Leaders in Australia. The programs should start, if possible, prior to the commencement of the position being taken up formally by the incoming CEO.

Handover and induction at the ministry level is a responsibility of the ministry Board and will need to be cognisant of the incoming CEO's experience, skills and transition needs.

The CEO will have ongoing personal and professional formation pertaining to Mercy Partners and the ministry's founding charism.

Appendix

Included in the Appendix is a summary and checklist of the key selection and appointment actions and the personnel responsible for the completion of each of the actions.

Appendix 1

Summary and checklist of key steps in the CEO selection and appointment process and the personnel responsible for the completion of each of the actions.

It should be noted that the Chair of Mercy Partners Board may delegate one or more of their assigned responsibilities to an authorised representative appointed by the Chair of the Mercy Partners Board.

Action	Responsible Person	Status *(tick once action is completed)*
Current CEO resigns or retires, the Chair of the ministry Board to notify the Chair of Mercy Partners Board immediately.	Chair of the ministry Board	○
Selection procedure, including proposed selection panel Chair and members, is to be prepared by the ministry Board and provided to Chair of Mercy Partners Board.	Chair of the ministry Board	○
Chair of Mercy Partners Board to notify the Chair of the ministry Board of the Mercy Partners representative/s for the selection and appointment process.	Chair of Mercy Partners Board	○
The Chair of the Selection Panel to make a recommendation to the ministry Board of the preferred candidate.	Selection Panel Chair	○
Chair of ministry Board to seek endorsement by Mercy Partners Board of the preferred candidate through the Chair of Mercy Partners. No offer is to be made to the preferred candidate until Mercy Partners endorsement is received.	Chair of ministry Board	○
Chair of Mercy Partners Board to advise the Chair of the ministry Board of the endorsement or otherwise of the preferred candidate.	Chair of Mercy Partners Board	○
At the completion of the appointment process, the ministry Board Chair and the Mercy Partners Board Chair to agree on a Notification Protocol to key stakeholders.	Chair of ministry Board and Chair of Mercy Partners Board	○
The incoming CEO to participate in a Mercy Partners formation and induction program.	CEO and Mercy Partners Formation Directorate	○

Version Control

Version #	Overview of updates	Author	Approved By	Date Approved	Next Review Due
1	Creation of Guideline	MP CEO	MP Board	11 February 2026	11 February 2029
2	Updates to the Selection and Appointment Process and Role of Recruitment and Selection Panel/Personnel, along with the inclusion of a confidentiality section.	MP CEO	MP Board	11 February 2026	11 February 2029