



**POOR SERVANTS OF DIVINE PROVIDENCE
- General Management -**

Principles of a Calabrian Collegial Management

Management of Activities through Boards



*«Happy are the meetings
to which the light and counsel
of the Holy Spirit preside.*

*Everything is done
in charity and
fraternal love,
then Jesus
will be with us».*

(SAN GIOVANNI CALABRIA)

For an Opera of disciples-brothers-missionaries

**Calabrian Management: Subsidy 01
Verona, 2015**

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Verona, Feast of St. John Calabria.
08-10-2015

POOR SERVANTS OF DIVINE PROVIDENCE

General Management

PRINCIPLES OF A CALABRIAN COLLEGIAL MANAGEMENT

Management of Activities through Boards

*The works of men are like a pyramid that rests on the ground and ends with a tip; the works of God instead rest on the ground just the tip.
We have the roots up*

Calabrian Management: Subsidy 01

Presentation

Management method

“Bring about a collective management method inspired by the spirit of the Opera; it should consider the board of directors with the participation of religious and laity and promote a real solidarity among houses with a more agile and shared management style”¹

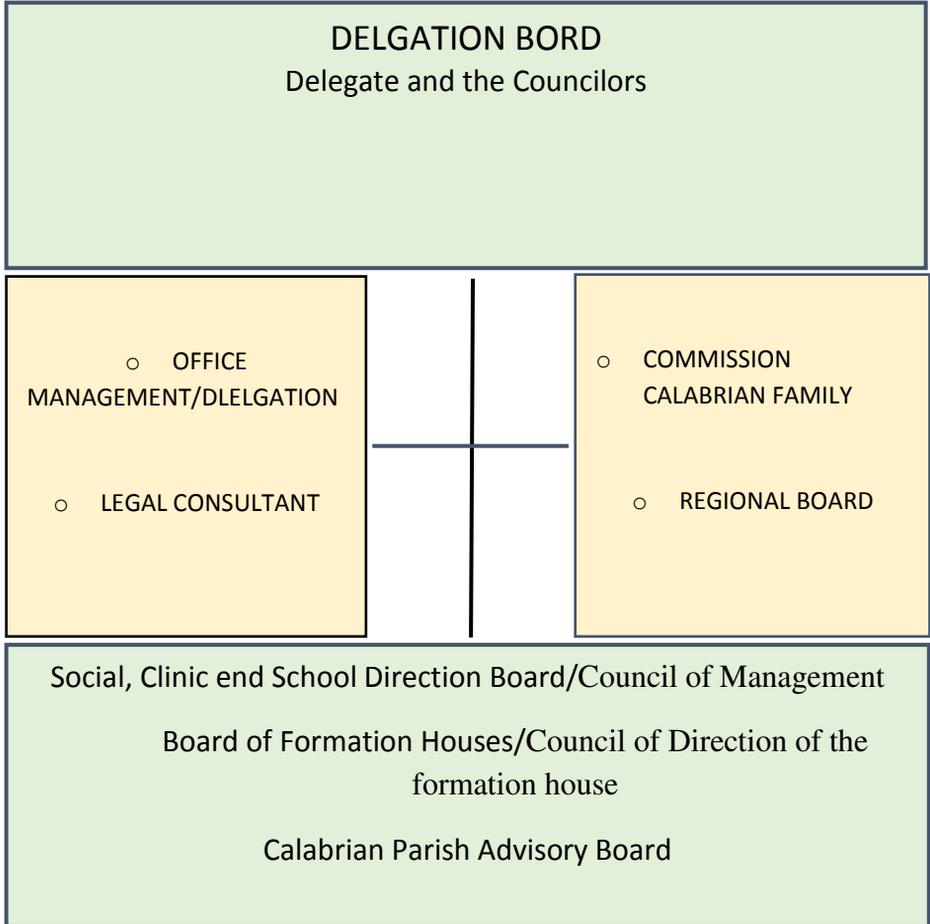
We know that a new methodology of management, as asked for by the Chapter members, demands a new organizational structure, new principles to manage the organizations and above all an attitudinal change of the organization and people involved in the activities. Then, a management methodology become the culture of the institution and is necessary to keep in mind two measures: to Organize and to Form.

Finally, we wish that the guidelines contained in this module could help us to undertake a new journey in the management of the Opera, where collegiality and participation is envisioned. We believe that only in this manner we can make the management of the Opera a testimony of the Charism that St. John Calabria has left us where foundations of communion, participation, transparency and confidence to build in the dealings a true spirit of family.

General Administration PSDP
Bro. Gedovar Nazzari

¹ XI General Chapter, B.4, p. 21

1 – The Delegation: Administrative Organization Chart



2 - Boards: General Regulations

2.1 - The Regional BOARD

The Regional BOARD is one thing demanded by the proposals by the lay collaborators for XI General Chapter and deliberated by the Chapter members with the approval of the document “the Challenge of the Radicality”, to establish a consult of the laity.

The general objective of every Regional BOARD “ is to increase the co-responsibility of the religious and laity both in the sharing of the charism and the management of the activities” and “to make so that lay and religious succeed in to share with more clarity the objectives, choices and the spiritual and material motivation that guide the` Opera”. It is what the document “the Challenge for a Radicality” asks the delegation BOARD to respond to the demand “to develop a participative way of management” because this “represents a sure journey in order to face the changes that involve today the society and the organization. Besides in the participative management we see a way to lead the activities closer to the charism and spirituality of the Poor Servants of the Divine Providence”.

The regional BOARD is formed by the Council of Delegation with the presidents, and directors of the Council of Administration, of the activities and represented by the Parish,

with a maximum of seven or a minimum of five members. The regional BOARD is formed of :

- A Coordinator;
- Vice-Coordinator;
- In addition to the councillors.

They are part of the regional BOARD, as invited members, those people whom the council conjointly believes opportune. The guest members do not have right to vote. The Coordinator of the Regional BOARD must always be a religious who takes part of the Mission of St. John Calabria.

The DELEGATION BOARD is a responsible institution for the representation and unification of activities carried out by John Calabria Mission or Delegation and are specifically competent:

I - To represent the Council of Delegation before the activities carried out in the respective Delegation,

II – to coordinate the activities of common to public and private interests, the activities of the institution and of the territory.

III - To integrate the activities of the areas: Parish, Educational and social Assistance, Formation and Vocation Animation, Health and health related all being one single area of the Delegation.

IV - To define and conduct policies and common strategies of participation among the activities that the council represents.

V - To stimulate the realization in network among the activities under the jurisdiction of DELEGATION BOARD to be able to have the use of common form of resource material and structures and existing services.

VI- To promote and stimulate the formation, continued education, in the area of Calabrian management and in other areas that are necessary to maintain the collaborators brought up-to-date in their competences.

VII - To encourage the Councils of management to put into effect the proposals formulated by the Mission / Delegation Council for area of management of the activities.

VIII - To give to advice in matters of purchase and sale of immovable assets, proposed by the Council of Management, and hand over the opinion for the final approval by the Mission/ Delegation council.

IX- To ask approval for the Council of Delegation for expanding projects and reformation of the physical structures, to begin new activity and projects or to close an existing activity.

X - To suggest to the Council of Delegation the names of the people to take part in the Councils of Management of the activities under its jurisdiction.

XI - To ask the Councils of Management explanation of the plan for management of activities, to give opinion, and to present them to the Delegation Council for approval.

XII - To ask annually the Council of Directions for the processing and reports of the activity that is carried out and present them to the Delegation Council.

XIII - To meet regularly with the Council of Directions of the activities to verify the economic situation and financial institution of the single activity and to try to face the problems faced.

XIV - to make the verification of the Calabrian activities annually, as recommended by the Delegation Council.

XV - To analyse the economic and financial indicators of the activities in order to verify the quantitative and qualitative performances and to decide to resolve the problems in front.

XVI - To analyse the reports, minutes of the board meetings, of council of management, and other indicators found necessary for a professional management of the activities.

XVII - To respect and to enforce the regulations of Regional Board and the Statutes of the Delegation.

2.2 - Designation of the Council of Management

The Council of Management is the responsible organ of the Administrative Management of the activity for which it is appointed. The Delegation Council names the Council of Management after listening the local Religious Community of the activity. It is constituted by a maximum of seven and a minim of five members and remain in the office for three years,

being able to be reconfirmed for other mandates thus constituted:

- Director-General;
- Administrative director;
- Councillors.

To be the DIRECTOR GENERAL of the Council of Management one must be always a religious belonging to the Delegation. Other persons if the council of Direction believes opportune can take part in the Council of Administration, as invited members. These invited members do not have right to vote.

It is the competence of the Council of Direction:

I - To process the plan of management and the annual budget.

II - To propose the Council of Delegation a Guideline of the activity and its modifications.

III - Fix criteria to take new agreements and plans, to approve the administrative processes proposed by the president or other members of the Council.

IV - To constitute a Commission foreseen in the guidelines or alter the interest of the Organization.

V - To submit to the approval of the Council of Delegation new plans of construction, expansion and revitalization of the physical structures of the activity.

VI - To approve and send to the Delegation Council the report of the activities carried out in the past year.

VII - To verify annually the activity in tune with the guideline of the Council of Delegation/Administration of the Delegation.

VIII - To analyse and give their opinions to the proposed administrative schemes by the President, General Manager or other council members.

IX - To give suggestions in order to improve the standard of integration amid sectors and collaborators of the activity.

X - To propose and to adopt initiative measures to improve the institutional performances.

XI – To not to hesitate to place people to be in activity, which is carried out.

XII - To make the activity a privileged place of performances and technical and professional improvement of its collaborators and beneficiaries.

XIII - To stimulate the collaborators to the ideal to train, to care life and to live Calabrian Charism.

XIV - To guarantee and handle financial matters with the maximum possible correctness.

XV - To make sure that the institution is above the individual interests and thus guarantee its patrimony is used to the advantage of beneficiaries.

XVI - To meet regularly with the strategic equip and coordinators of sectors with the intention of carrying out a job in team and verifying the realization of the management plan and the regulations of the activity.

XVII - To try to analyse the new proposals of the society, mainly in tune with the poverties that demand updating the activity.

XVIII - To make sure that the Calabrian Charism is lived in the activity and the guidelines respected.

2.3 - Designation of the Council of Direction of the formation house

The Council of Direction of the formation house is responsible organ in charge of the management of formation activity. It is composed of five members appointed by the Delegation council for a mandate of three years, with a possibility to be reappointed.

The Council of Direction of the Formation House is constituted of:

- A Coordinator
- Vice-Coordinator
- Three Councillors

The Superior of the Formation House and the Administrator are effective members of the Council of Direction of such house. The Superior of the community of the Formation House exercises the function of Coordinator of the Council of Direction.

The other councillors, indicated by the religious community of the religious and laity of the Formation House, who are set aside for their dedication and zeal in the Calabrian cause in the field of animation and vocation orientation.

2.4 - The competences of the Council in the Formation House are the following:

I - To support and develop vocation activity in the formation house with community prayer, and to encourage the prayer for vocations in the local community, to create an atmosphere that favours the vocation journey.

II - In tune with the Council of Delegation, represent the interests of the Poor Servants of Divine Providence in the local community in front of the public and private organizations in issues that regard them.

III - To propose strategies and activities in the field of vocation animation orientation.

IV - To seek local choices and to organize events aimed to support financially the vocation promotion activity.

V - To write up annual plan of management, the formation plan of the Formation House and their respective preventive budget.

VI - To evaluate the activities of the Formation House and the results achieved, and to prepare the annual report.

VII - To deliberate on ordinary issues of administrative nature and to engage in their actualization.

VIII - To make functional the Plan of Management with the People, as recommended by the Delegation.

IX - To put into practice the evaluation plan of the Calabrian Institution for the Formation House, as recommended by the delegation.

X - To submit to the approval of the Delegation Council the outcome of this by the competence of the Council of the Formation House - as assumption of staff, sale and acquisition of immovable assets etc.

XI - To make sure that the formation house is above all the individual interests.

XII - To maintain the Formation House focused on the vision, mission and values sourcing of Calabrian Charism.

XIII - To analyse the financial indicators and the annual reports of the formation activity in order to verify quantitatively and qualitatively the performances of the Formation House.

XIV - To encourage the search for institutional improvement and the development of people and the processes of management.

XV - To promote events and develop plans aimed at the sustenance of the Formation House;

XVI - To participate to the vocation meetings and the vocation activities along with the responsible of the vocation animation.

XVII - To participate to the formative moments offered by the Formation House and support from within the religious community.

XVIII - To follow the pastoral activities carried out by the formandi in social, educational, health and pastoral done by the Poor Servants of the Divine Providence.

XIX - To prepare and to propose modifications to the norms, rules and program of the Formation House and guarantee conformity.

2.5 - Designation of a Calabrian Council for Parish Assistance – CCPA

The Calabrian Council for Parish Assistance - CCPA, is a bounding organ for the Poor Servants of the Divine Providence in order to act in the parishes entrusted to the Congregation. It is indicated by the Religious community that works in the Parish is appointed by the Delegation Council.

The CCPA composed of the parish priest, who carries out the function of coordinator of the Council, parochial vicar and others five councillors named from people pertaining to the local Calabrian Movement: religious and laity gifted with

technical experience, formation in the spirituality and the Calabrian charism, involvement and the engagement in the Calabrian mission.

The fundamentals for Calabrian parish priority:

Jesus called disciples to carry on his mission; he called twelve, seventy-two and gave them power and assured his constant presence. Calabrian focus on family and youth is to cultivate vocation for the Church and Opera. A parish that generates local vocation to carry out the mission is one of the realization of Calabrian pastoral goal.

The Calabrian Council for Parish Assistance - CCPA has as general objective to help to defend and live in the parish the content of the document “Profile of the Calabrian Parish” and thus favour the diffusion of the Calabrian spirituality and charism in the parish level.

In classified term The Calabrian Council for Parish Assistance - CCPA is subordinated to the Parish Priest and his Assistant, Pastoral Council and the Financial Council of the parish.

Particularly, The Calabrian Council for Parish Assistance - CCPA , commits in the parish competences that follow:

I - To help the parish priest in the parish management and to contribute to the realization of the guide lines of the document, “Profile of the Calabrian Parish”, trying to make the parish true and a living expression of the spirituality and charism left by the founder of the Poor Servants of the Divine Providence, St. John Calabria;

II - To maintain and develop in the parish level, a Calabrian Pastoral Charism is recommended. They are : announcement of the Paternity of God, trust in Divine Providence, continuous and dynamic return to the Gospel, love for the Church, gratuity and poverty, option for the poorest and abandoned, animation and vocation formation, ecumenism, opening to the mission, the formation of disciples, brothers and missionaries, spirit of family, spirit of community and fraternity;

III - To make the annual planning of their activities and to send it to the Council of Delegation, for approval;

IV - To help, to watch and to verify/ monitor the economic situation and the Parish pastoral, finally to verify the quantitative and qualitative performances;

V - To help for that the convention, contract or agreement between Poor Servants of the Divine Providence and the diocese or archdiocese is respected and to suggest modifications of the same if necessary.

VI - To follow the Calabrian family groups in the parish: Calabrian laity, External brothers and sisters and to encourage the creation of new groups of Calabrian laity;

VII - To encourage the pastoral councils, pastoral movements to participate and develop actions with schools, Health structures, municipality and legislative chamber as means for the evangelization;

VIII - to organize, develop and promote the application of the faith formation and politics, heading to a more meaningful participation come leader in the public and social life;

IX – to participate /or favour the participation of the members of the Parish Pastoral Council in the local councils of the human rights within of the territory, the Municipality and the province;

X - With the assignment of the Council of Delegation, it represent the interests of the parish and the Congregation in the public and private institutions and within the territory concerning their issues;

XI - To take part in the DELEGATION Council which is constituted as a means to carry out a combined mission between the Calabrian activities in the territory;

XII - To release attributions with a reporting on the parish as demanded by the Delegation Council.

XIII - To maintain permanent relations between the other councils bound to the Congregation, in the region those bound with the same parish.

XIV - In line with the rest of the parish councils, to organize course, conventions and meetings in the field of the administration and Calabrian spirituality.

XV - To contribute for the Parish Councils, especially pastoral Council and Economic Council, to be constituted and make active.

XVI - To maintain itself informed on the new forms of poverty that the parish is facing.

XVII - To develop in the parish the plan of management with people as recommended by the Delegation.

XVIII - To send to the Delegation Council the programming and the minutes of the board meetings Calabrian Council for Parish Assistance - CCPA;

XIX - For the principles of transparency, periodically introduce to the Delegation Council the financial budget of the management of the parish;

XX - Annually verify the “Calabrian Institution” for the Parishes consistent with guideline of the Delegation /Administration council of the Delegation.

XXI - To respect and to enforce the regulations of the Calabrian Council for Parish Assistance - CCPA and of the statutes of the Delegation.

XXII - To search and analyse the new proposals of the society, mainly with relation to the poverties, that demand the updating of the activity.

XXIII - To make sure that the Calabrian Charism is lived in the activity and respected in guidelines.

3 – Principles collegial management

*“We are all sons of the same Father, just one family:
the family of God. (St. John Calabria)*

3.1 - Management through Councils, in Calabrian Opera

Increase in all the activities the principle of the collective management. (*Providence and Management of the Activities*)

The XI General Chapter of 2014, asks us “To bring about a collective management method inspired by the spirit of the Opera; it should consider the boards of Directors with the participation of religious and laity”. But it is important to emphasize that the organization of the management through Councils is not an invention of this or that superior or Administrator, but, on the contrary, Catholic Church stimulates this practice by Code of Canon Law² where it is determined that the management of the church organizations is done through Councils .

But, much more than a legal structure, the management through Councils is stimulated by the Church, but also by the Poor Servants of the Divine Providence, because of a management methodology that affords “the functions of essential relations, proposed by Jesus that generates true

² The Code of Canon Law, Art. 132 and 137.

communion... so that the world may believe”³. A methodology carries a Calabrian style to manage the activities, through the participation of sisters and brothers in decision-making, generates communion, brotherliness and spirit of family. At last, the Councils can be instruments, if well adapted to, collaborate because there is a real unity in the mission, and with this testimony of unity, the activity becomes “a good and Calabrian work that reflects and reveals the face of God the Father in the face of his sons and daughters, who are part of the Opera. Above all, the activity turns out to be a prophecy and a “publicity” of the love of the Father”.⁴ Thus we can say that the management through Councils is a method that permits us of dealing issues like: common good, participation, gratuity, relation among people and the mission. This structural climate of unity becomes “symbolic expression of the transcendence, that breaks into in the imminence” of the organization⁵.

For us, who are part of the Calabrian Opera, the fact that people form the Councils, carries along with a great theological and charismatic meaning. The Calabrian Opera goes much beyond an organization of health care, social assistance, pastoral and educational. It is called to offer to the people an integral formation, as our Constitutions demands:

³ Volume -So that the World Believes, Discernment and Verification of our activities, 2013, Introduction, p.1.

⁴ Volume III – so that the World may Believe, Discernment and the Verification of our activities, 2013, P. 3.

⁵ Agenor Briguenti, *To Igreja Perplexa. As novas perguntas, novas respostas*, Paulinas, São Paulo, 2004, P. 104.

Our work of education, or assistance, should not be considered or reduced to a simple substitute for its lack in the civil society. Our presence in this activity is a task of faith and of the Church, and should express the originality of the Gospel. (Constitution PSDP n° 28)

With this passage, we can conclude that, to be Calabrian Opera, the activities realized and the style that leads the organization must be nourished with the charisma and spirituality. This means that for an integral formation of a person, the methodology of management of the activity must express and testify the faith we profess. Many a times St John Calabria has repeated: “our actions must express what we believe, all the more, we are living gospels...”

On the other hand, considering the individualistic society we live in, the management through Council is not a simple task. Dealing with a method that tries to live the community values, which is participative and reliable; triggers a real confrontation with the individualistic principles, which are the foundations of present functioning. In this individualistic scene of today, the management through the Councils must be promoted as a testimony of solidarity and fraternity.

The more satisfying and motivating for a Calabrian Director is to be able to confirm that this methodology of management carries in it the gospel values: as the first Christian communities lived... or as Jesus who did not intend to realize the work of the kingdom all alone, but has called the apostles and disciples to be his collaborators.

But it is not enough that the administrative structure is formed by Councils because the essential rapport be lived within the activity. It becomes true testimony of the kingdom of God, if the councillors are conscience that this administrative structure, formed by single or group of individuals, who are sons and daughters of God, bestowed with the Holy Spirit; manage the administration in participative form. It is necessary to understand that the Council is the managing body of the activity for which it is constituted. In this concept, the Council is not only advisory, but also deliberative. This means that the Council is not a group of people who remains in the hands of the director for being consulted with, whenever it is necessary. Moreover, the final decision will be of the council and not of the Director. In the structure of Councils, that we intend as expressions of our charism, it is the Council that deliberate, and take decisions.

Moreover, a Council well conducted becomes means that prevents the director or the directress to take individualistic decisions, and therefore, becomes a “self-centred, autocratic and Machiavellian, who in many a times, in the name of the result of the job, also of evangelization, excludes the same evangelizers” from the decision making process, and many a times, also from the mission.

For the Councils to reach the objective, with the help, of Christian teaching and testimony of authentic a Christian living, the meetings must be planned, qualitative, formative and with informative characteristics. The Council is the body responsible to organize the management of the activity. The

Council is the responsible administrative body for the planning, organization, control and verification.

1.2 - Participative management: Communion and Belonging to the Opera

A management model that favours the participation and the involvement of the people is spiritually better than concentrated power, the decisions or the merit of the success in single hand. Therefore, the indicator of spirit of the organization is a sound degree of joined management and mutual apprenticeship.⁶

The participative management is sure step to face the changes through which the society and the organizations pass today. Above all, is a collegial form of managing that is closer to the charism and Calabrian spirituality. The participated management is a sure fireplace “in existence to put a methodology of collegial management inspired by the spirit of the `Opera”, as our XI General Chapter demands.

The term “management”, is defined as a joined venture, method, process of functioning and organization: to plan, organize, control, verify and to implement the process demanded by the activity. These actions are not only directed to the governing body of the organization, but to all those who participate in the process of the activity. To manage well is to know to decide.

⁶ Afonso Murad, 2008

For a participative decision of the management, everyone in the mission must be involved. The participation of the individuals in taking a decision, asserts Rousseau (1965), creates a psychological effect on the participants, guaranteeing a continuous interrelation between the actions of the organizations and the qualities and the psychological attitudes of the individuals who interact. Through the participative method, the individual remains in constant relation with the organization.

The role of the participation is that the people must be managed according to the logic of the rules and praxis that they have created. This situation automatically makes impossible the presence of autocratic managers in the administration of the organizations. The objective of the participative process is to generate in the individuals responsible and collective actions. He learns that the public and private interests are connected.

The first function of the participation is that the more the individual participates; more is qualified to do it. Above all, the human results obtained in the participation process supply an important justification to develop a participative system of management. Participating, people learn to become citizens.

Rousseau still asserts that a deep association between participation and control exists. As much the feeling of freedom of the individual, so much increases the effective freedom with its participation in the process of taking decisions, because such participation gives a real degree to control on the course of one's life and on the organizational

structure in which one is involved. The participation makes easier to accept the decisions taken by every member.

The third function of the participation, according to Rousseau, is that it promotes more integration. It produces the feeling that every isolated citizen “belongs” to his community. Nevertheless, the main function of the participation is informative. Instructive in the wider meaning of the word, as well as in the psychological aspect, as such in the achievement of practical ability and relational procedures.

These three functions of the participation already are sufficient in order to justify a participative model of management as important instrument to make one organization lighter, human and spiritual. In this context, Afonso Murad (2008) asserts that one of the pointers of a spiritual organization is the participation degree that is developed in it, between collaborators and beneficiaries, in the decision-making.

As we have seen, the people learn to participate, participating to the process of decision-making. In this form, as Freitag (2014) asserts “ *the acting of the executive is a didactic experience of creating acquaintance, of development of ability and attitudes that leads in potential fortifying of the entrepreneurial of the same management*”. This means to assert that, in the Calabrian optical of management, every form of leadership has the foundation to produce acquaintances through a process of participation of the people in managing the mission, in which one is involved.

The word participation is used with several and numerous meanings among them. But, Carole Pateman (1992), a studios of the participation, indicates us that there can be three forms of participation of the individuals in the process of making decisions. There can be total participation, partial participation and the pseudo participation.

There exists total participation when the decision prerogative is of all the individuals concerned. That is, all discuss the topic, object of decision, and the decision is made of a conscience. All decide the road to take. Because there is total participation, it is important that all the participants have acquaintance with the topic being dealt and determined. In this way, the use of the pointers, the relations and the studies on the topic to being dealt is of sum importance for a good decision. The total participation demands transparency complete of the management. In case of management through Councils, the councillors need to have approach at all the data of the organization. Moreover, in this case, the Council has a Director and not the Director who has a Council.

There is only Partial participation when the topic is discussed; object of decision, but the final decision is the prerogative of Director. In this case, the Director has always the last word, even if it is contrary to the proposal of the majority of the council. Be a matter itself of a management through Councils, in this case he can assert himself that he is the Director who has a Council and not the Council that has a Director.

The pseudo participation exists when the director or leader has already taken a decision and tries to reunite the group or the

council in order to convince the members to join to the decision taken. In this case, in order to succeed to have the adhesion of the group uses a lot instruments like conferences, motivational films, and, in complicated cases, the flattery can be appealed to, buy ballots, corruption, as means because the individuals join to the already taken decision, without even basic acquaintance of the topic being dealt with. When we confirm the existence of pseudo participation in the decision taken, we can assert that there is no participation, and normally the management is autocratic, if not despotic.

The ideal of the participative management is to educate to the work in team and to take the decisions in collegial form. This management method has greater costs, it demands more time in order to decide, but the result is much greater than just decisions. Above all, the total participation enables the individuals of a true collaborator of the organization, with a sense of belongingness much stronger at work. They begin to take part of the mission, take enthusiasm around it, because they have helped to construct it through the decision-making. They take responsibility and they answer some. It substantially increases the transparency and the confidence in the personal relations, fundamental foundations for the success of the realized mission and the Opera everything as one. We can also assert that the participation makes the method of more coherent management with Spirituality and the Charism of the Organization.

The objective of the management through Councils is a total participative exercise in taking of decisions. The form of total

participation is the main roads for the development, through the managerial actions, the true spirit of family and brotherliness. Above all, the participation in the decisional process is the way to act of the executive, who wants to testify that God is Father and Mother, as has St John Calabria taught us.

PRAYER FOR CALABRIAN FAMILY

Lord God all-powerful Father, look with benevolence on us members of your Opera; Grant us your life and fill us with your spirit, to respond faithfully to your call.

O Lord preserve us in your love through the intercession of the Immaculate Virgin Mary, queen of the Apostles, of St. Joseph, of St. John Calabria and all our patrons.

Send us brothers, sister, and lay people with the Apostolic spirit that united in one family we may believe in you and your Word.

Grant that free from all earthly worries, with full trust in your providence and in communion with those representing you, we may be ready do your will and to suffer with Christ so that the souls may welcome your holy Kingdom. Amen.

