

*“We see a God-raised, Spirit-filled Army for the 21st century – convinced of our calling, moving **forward together** into the world of the hurting, broken, lonely, dispossessed, and lost, reaching them in love by all means with the transforming message of Jesus, bringing freedom, hope, and life.”*



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STRICTLY CONFIDENTIAL UNTIL 10AM 23 SEPTEMBER 2015

HQ Restructure Announcement Pack

*Prepared as part of the **Forward Together** Headquarters Review Initiative*

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Dear colleagues,

Today marks a significant day in the history of The Salvation Army Australia Eastern Territory.

Our territory is committed to seeing that every part of our headquarters activities are as effective as possible in supporting frontline mission. To that end, I write to you today to share news that Territorial Policy and Mission Council, supported by General Andre Cox and the International Management Council, has decided on a comprehensive restructure of THQ and DHQ in order to deliver the best possible mission-centric support to the frontline.

The changes we make as part of this restructure will help us to be a stronger, more agile and more innovative Army now and into the future.

Some of the key components of this restructure are:

- A new vision for DHQ, released from administrative responsibilities to become highly focused on supporting missionally vibrant healthy faith communities within corps, hubs and centres.
- Consolidating the number of divisions from 7 to 2 in order to facilitate a more consistent, collaborative and team-centric approach to corps and hubs mission support.
- Significantly increasing the capacity of divisions to come alongside the frontline through the creation of the new Area Officer role.
- Aligning all frontline social services throughout the territory into a unified Territorial Social Program Department, allowing for significant improvements in strategy, consistency and collaboration.
- Increasing the delegation of authority to the frontline, and increasing support available to the frontline, by streamlining the structure for territorial support services such as HR, Property, Finance and CPR.

The above details and more will be explained in greater detail as you read the accompanying information.

This is a day of mixed emotions. We have conviction that this is the right move for the future of our territory, but at the same time we are acutely aware that these decisions bring with them considerable pain for some highly valued members of our team. Our executive team would like to acknowledge the outstanding contribution of employees and officers throughout DHQs and THQ over many years. We are eternally grateful for the diligence and professionalism that you have displayed in supporting our mission.

As a territory, the coming months will be filled with new opportunities but also with new challenges that we have not faced before.

If The Salvation Army is to become everything that God is inviting us to be, we must be deeply rooted in prayer, overflowing with hope and grace, and committed to transparency, honesty, vulnerability and tremendous love for one another. Each of these things must be true for us now more than ever.

After you have read the document, our executive team would be pleased to receive any questions you have via the email inbox

forwardtogether@ae.salvationarmy.org. You are also able to view information regarding this restructure and other initiatives on the website salvos.org.au/forwardtogether.

I truly believe that the best days of our territory are before us, not behind us. Let us together raise up a Holy roar of fervent prayer as we press forward together into all that God has for us to do.

God bless you in Jesus name.

James Condon
Commissioner

About the restructure

Case for change

“The creation of new structures will never produce renewal in an organisation. Renewal is instigated with a new mission, a compelling vision, and the adoption of new values. However, the change process is never ultimately achieved or solidified without the adoption of a new structure. In fact I would go further and suggest that the adoption of a new structure that is consistent with new mission, vision and values accelerates the change process. Also failure to adopt a new structure will eventually stifle the implementation of a new mission and vision.”

– Paul Borden *Hit the Bullseye*

Currently, we are faced with a number of challenges regarding our administrative structure throughout the territory that have resulted in a decrease in quality of support to front-line ministry contexts. A survey of our senior leaders across the territory in early 2014 and again in early 2015 highlighted the following themes:

- Indications that accountability and rigor in measuring performance needed to be strengthened
- Low morale caused in part by a lack of consistency and visibility of decision making
- Inconsistent / insufficient capabilities (especially in the area of more courageous and facilitative leadership) at all levels to effectively advance our core mission
- General consensus that TSA is stretched beyond its current capacity and not sufficiently focused (i.e. a desire to do less and to do it better)
- Current service delivery models often siloed and not agile enough to meet dynamic local community needs
- Corps members increasingly less involved in front-line service delivery activities (resulting in missed opportunities both for spiritual growth / discipleship of members and the building of genuine relationships with members of the community in need)
- A number of data sources pointing to evidence that Corps attendance numbers are significantly declining
- Repeated frustration from unclear decision making processes, including double-handling and other inefficiencies.
- Significant financial pressures due to over-spend, reductions in giving and changing Government / community requirements

These significant issues represent a compelling need for change.

To address these issues, five requirements were established to frame the development of a new administrative structure for the territory.

In order for the new structure to address the current issues, it had to meet the following:

- Highly effective spiritual formation, leadership, personnel development and accountability at every level
- Structures designed to focus all expressions on mission priorities
- All mission expressions more effective, empowered, equipped, connected and supported
- Clear and achievable roles and responsibilities at every level
- Streamlined business functions without unnecessary or duplicated processes

The agreed structural change to address the above findings will be implemented alongside a highly focused culture revival throughout the territory. The leaders of the territory are committed to embracing and driving this new culture and will be modelling behaviours representative of the values we are moving towards.

We believe that we are being called into a new season as The Salvation Army in Australia, a time of renewal, a time of hope, and a time of increased missional vibrancy like we have never seen before. Let us come together and step forward courageously as the Holy Spirit guides us.

“Be strong and courageous. Do not be afraid; do not be discouraged, for the LORD your God will be with you wherever you go.” Joshua 1:9 (NIV)

Decision process

The following activities have formed the basis for this restructure plan:

Activity 1: Working group

In 2014, the working group for the Courageous Stewards strategic plan focus area undertook a review of all our Headquarters and business functions under the oversight of Lt. Colonel Brian Hood (standing SBA).

The working group formulated three possible structure change scenarios for the administrative structure of the territory, which were:

- Maintaining all 7 DHQs, and reviewing THQ/DHQ purpose and processes to better support the frontline, OR
- Transitioning to a 4-Division model, and reviewing purpose and processes to better support the frontline, OR
- Transitioning to a 2-Division model, and reviewing purpose and processes to better support the frontline.

Each of these scenarios supported the unification of territorial support services (HR, Property, Finance and CPR), irrespective of the number of DHQs.

The Courageous Stewards working group proposed that the new structure would:

- Increase clarity, consistency, and focus of mission and overall effectiveness, strengthened by compelling visionary leadership
- Realign headquarters to support Hubs as the glue that keeps mission focus together
- Enable the focused delivery of Strategic Plan objectives
- Clarify and build on the strength of what DHQ and THQ provide and release greater resources towards frontline mission
- Ensure efficient, effective, and ongoing stewardship of all Salvation Army resources and processes
- Continue to review and refine structures and processes to fuel ongoing missional vibrancy

Activity 2: Historical analysis

The Strategic Change Unit undertook a review of territorial historical plans and proposed restructure initiatives from 1998 through to 2009.

The territory also reviewed key learnings from similar international projects such as the recent restructure of The Salvation Army in Canada.

Activity 3: Resource Audit

In mid-late 2014, the territorial finance and human resources departments conducted a territory wide resource audit to highlight possible areas for refinement, streamlining and savings.

Activity 4: Focus Groups

In May and June 2015, Focus Groups were held in each division to discuss our culture, structure, and what support is needed to see growth in missional vibrancy and effectiveness.

The focus groups were comprised of front-line mission personnel and divisional personnel. The primary outcome of the focus groups was that increased relevant support was needed for the front-line.

Activity 5: International Headquarters engagement

In July 2015, Commissioner James Condon and Colonel Mark Campbell presented to the International Management Board of The Salvation Army at IHQ. Further engagement between IHQ and territorial leadership continued until September 2015 when the restructure plan was approved.