



Tuesday 10 November 2015

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Together we see people finding freedom in Jesus



Headquarters restructure update

Transition overview

There are a number of activities currently underway to support you as we head towards changeover to the new structure on 7 January. These activities are grouped under 3 broad headings:

- **People:** Ensuring appropriate professional and pastoral support is in place for all officers, employees, volunteers and partners, including ensuring position descriptions and training are in place for all new roles.
- **Assets:** Managing all documentation, equipment, and other assets that will need to be transferred, particularly at DHQs.
- **Processes:** Establishing the necessary decision-making processes and authority levels that will come into effect from 7 January.

Process Improvement update

Continual process improvement will be a key component of The Salvation Army now and into the future. That being said, there are a number of priority processes that need to be redesigned prior to 7 January.

Processes in the new structure are intended to be as frontline-centric as possible. Some of the options being explored are:

- Increasing frontline spending limits and levels of authority, combined with increased training and accountability for frontline managers



- A more robust budget approval process followed by freedom to operate within approved budgets
- Where decisions can't be made solely on the frontline for legal or governance reasons,
 - Streamlining approvals by allowing sign-off by frontline-connected representatives (e.g. Area Officers, Regional Property Managers) rather than submissions to boards
 - When decisions are required to be submitted to a governance board, ensuring greater openness and transparency in the decision-making process

Separate taskforces are currently working on redesigning processes for frontline corps and frontline social centres. These taskforces include representatives from the frontline, from DHQs and from THQ.

'Dob in a process'

We want to establish a culture where every officer, employee and volunteer feels empowered to help improve the way we work. If you have an idea on how to improve a process, no matter how big or how small, please write to us at forwardtogether@ae.salvationarmy.org. Territorial leadership will review your suggestions.

We're committed to seeing every process as effective and streamlined as possible. Some of these suggestions could be quick fixes but others may have more complex components behind the scenes that will take longer to unpack. We want your help in understanding which processes are causing the most frustration so that we can prioritise appropriately.

There's no timeline or deadline attached to this request – when you spot a bad process, just let us know!

HQ Mission Review survey

As part of the Headquarters Restructure we are currently conducting a review of mission support needs to help us determine what kind of mission support would be most beneficial to the front-line.

The survey was sent to over 800 Corps Officers and local corps leaders. Thank you to all people who have responded, we have had approximately 450 submissions with more still coming in.

Once the results have been collated and analysed, we will enter into a period of consultation and design for HQ mission support into the future.

Training for new divisional teams

A special training workshop is being planned for the new divisional leadership teams (Divisional Commanders, Divisional Secretaries, Divisional Secretaries for Personnel and Area Officers). This training workshop will take place 27-29 January.

How to contact support services

If you're confused about how to contact various HQ Support Services during this transition phase, we have prepared a reference page for you at the below link. If anything changes we'll update the page right away, so we'd suggest you bookmark it for future reference.

<http://salvos.org.au/forwardtogether/hq-restructure/useful-contact-details/>

FAQ Updates

7.6 Is Recovery Services part of the social services restructure?

Territorial Policy and Mission Council (TPMC) has confirmed that Recovery Services will become one of the specialist streams within the Territorial Social Program Department. Major Rick Hoffmann, Assistant Territorial Social Program Director, will have responsibility for Recovery Services as well some other specialist social streams.

This change will be activated when the Territory moves to the two-division model in January. There will be much groundwork occurring before then to help make the transition as seamless as possible.

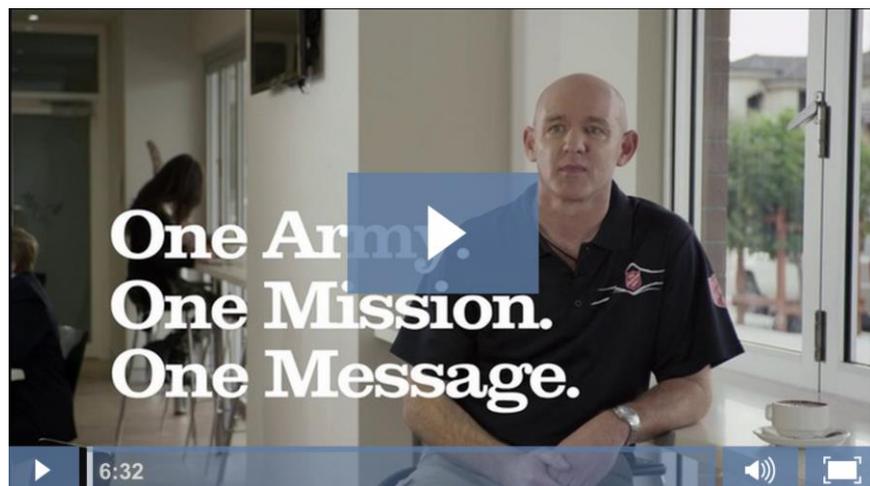
Please note that as with all social programs the Divisions will be collaboratively working with the Territorial Social Program Department to provide missional support to Recovery Services so that transformation of lives, building healthy faith communities, unified mission expression and courageous stewardship continue to be part of our DNA.

Hubs update

From 2016 onwards, all frontline centres around the territory will be part of a hub. Hubs exist because *“the need is great, and we’re better together.”*

If you’re still unsure of what a hub is and why hubs have been created, please watch our *Introduction to Hubs* video at the below link.

<http://salvos.org.au/forwardtogether/resources/find-out-about-hubs/>



You’ll also find some other resources, including a copy of the *Hubs Roadmap* document and a map of all the hub regions at the above link.

Doorways review

In September, Territorial Leadership commenced an independent review of the Doorways Emergency Relief Program. The review is being facilitated by ARTD Consultants.

The review involved an online survey, client telephone interviews, internal stakeholder telephone interviews, comprehensive data analysis and a program logic workshop.

The review is set to conclude on November 13 2015. Further information will be provided following the completion of the review.

Support available to you

We all respond to change in our own way. Our desire is to provide relevant and appropriate support that is available to all officers, employees and members of our immediate families.

For all officers, staff, and immediate family members:

As part of the Employee Assistance Program (EAP), Salvos Counselling and Psycare can provide counselling and/or the services of a psychologist. These services can be contacted on:

- Psycare Assist – 1300 615 160
- Salvos Counselling – 1300 734 603

For officers and staff at DHQs:

In addition to the above, the Divisional Commander will be happy to recommend an appropriate Salvation Army Officer for pastoral support if you would prefer a more informal opportunity to chat.

For officers and staff at THQ:

In addition to the EAP opportunities, you can contact the THQ Chaplain Major Joy Lotty if you would prefer a more informal opportunity to chat.

Support regarding employment opportunities:

Please feel free to contact your HR representative for any enquiries about potential jobs or any other employment concerns.

Prayer points

- Please continue to pray for all employees and officers impacted by the restructure
- Pray for the new Divisional teams, that they would be blessed with inspiration and clarity regarding their new roles, and that new team bonds would form quickly
- Pray that people would find freedom and that the light of God would be seen and received throughout the communities where we serve

Have questions or want to know more?

We have created a number of resources to keep you informed of the changes. You can:

- Email any questions you have to forwardtogether@ae.salvationarmy.org
- Watch the announcement video and read the latest information regarding this restructure on the Forward Together website salvos.org.au/forwardtogether
- Review the supporting resources available in our [announcement pack online](#)
- Access a list of FAQs to answer your queries [HQ Restructure FAQs](#)

Forward Together

It's all about becoming more front-line focused, missionally alive and effective!