



The Salvation Army (TSA) Australia Eastern Territory (AUE) Forward Together (FT) Headquarters (HQ) Restructure 12-Month Review

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Together we see people finding freedom in Jesus

<p>01</p> <p>People transformed by Jesus</p> <p><small>Soul saving</small></p>	<p>02</p> <p>Healthy faith communities</p> <p><small>Growing saints</small></p>
<p>04</p> <p>Courageous stewards</p> <p><small>Using our mission resources effectively and efficiently</small></p>	<p>03</p> <p>Unified mission expressions</p> <p><small>Serving suffering humanity</small></p>



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Executive Summary

This report provides an analysis and evaluation on missional and operational effectiveness 12 months after the Australian Eastern Territory's (AUE) Forward Together restructure (January 2016). Methods of data collection included an online survey, telephone interviews and questionnaires and these were used to compare findings with the six-month review (July 2016). All statistical and anecdotal information can be found in the appendices. Results of data analysed show that culture has improved, the introduction of the Area Officer role has had a successful impact in assisting the frontline refocus on missional work (as opposed to administrative tasks), and since the last review, Support Partners relationships have also improved along with operational effectiveness (although there are still areas for improvement). In particular, comparative performance shows the territory still has opportunities for improvement in the areas of leadership, communication, transparency, decision making, accountability and goal setting.

This report finds the prospects of AUE in its current position are moving towards a positive trend, however more needs to be done particularly in light of the Australia One program. There are some areas that require further investigation and remedial action by leadership (see Recommendations on page 12).

Recommendations discussed include:

- Improving Area Officer (AO) interaction and planning
- Addressing THQ Support Partner and Program Support processes and information flows
- Cultivating, communicating and monitoring cultural change

The restructure had five key objectives that have been evaluated in this report and summarised below:

Table 1: AUE Restructure Objectives, Strengths and Opportunities

Five Key Objectives	Key Strengths	Key Opportunities
1. Highly effective spiritual formation, leadership, personnel development and accountability at every level (territorial, divisional, missional, social, operational).	<ul style="list-style-type: none"> • The Area Officer (AO) role is seen as beneficial by Corps Officers (COs) in strengthening missional effectiveness though: <ul style="list-style-type: none"> - connection - support - receiving pastoral care 	<ul style="list-style-type: none"> • Agree appropriate levels of AO interaction based on unique individual needs of COs i.e. not adopting a standard broad brush approach. • Set clear and agreed missional plans combined with AO accountability support. • Strengthen the levels of: <ul style="list-style-type: none"> - leadership transparency in decision making and rationale - consistency and fairness in decisions made by leaders - holding all levels accountable for decisions



Five Key Objectives	Key Strengths	Key Opportunities
<p>2. Structures designed to focus all expressions on mission priorities.</p>	<p>Releasing the frontline from the burden of administration to focus on mission priorities:</p> <ul style="list-style-type: none"> • AOs are showing an increased level of confidence to support COs with administrative matters (relating to THQ/DHQ). • COs identify their AO as someone who can 'lead them in the right direction' for administrative support. 	<ul style="list-style-type: none"> • Create more understanding and support for social programs (including corps-based social expressions) through the AO role as it plays an integral part in the integrated corps and social space. • Strengthen AO coaching (despite a large proportion of COs reporting not benefitting from it).
<p>3. Clear and achievable roles and responsibilities at every level.</p>	<ul style="list-style-type: none"> • Improved understanding of the AO role. 	<ul style="list-style-type: none"> • Clarify the authority and decision making components of the AO role. • Clarify CO authority levels for Support Partners. • Clarify the role of the AO in facilitating the inclusion of social expertise for frontline planning.
<p>4. Mission expressions focus on being more effective, empowered, equipped, connected and supported.</p>	<ul style="list-style-type: none"> • Improved feelings of frontline empowerment and trust to make more decisions. • Improved approval processes as a result of increased delegated levels of authority at the frontline. 	<ul style="list-style-type: none"> • Improve connectivity to reduce perceived isolation across a geographically diverse workforce - particularly those based in regional/remote areas. • Increase training support and communication throughout organisational change. • Improve access to reliable and current information on change. • Recognise and actively manage change fatigue.



Five Key Objectives	Key Strengths	Key Opportunities
<p>5. Streamlined business functions (no unnecessary or duplicated processes).</p>	<ul style="list-style-type: none"> All Support Partners and Social Program Department scored higher (out of 10) in the online survey in this review. Knowing who to speak to has significantly improved since last review. 	<p>Address issues raised across all Support Partners:</p> <ul style="list-style-type: none"> Accessibility and timeliness of service. Processes – includes inefficiencies and a lack of information. <p>Address unique challenges identified across some of the Support Partners and the Program Support, which include:</p> <ul style="list-style-type: none"> Behavioural (e.g. silo attitudes, directive approaches rather than collaborative). Flexible approaches to managing 'outside of the box' queries. Knowledge management e.g. knowing who to speak to for what purpose, and understanding local context requests / issues. Processes e.g. how to make requests (IT ticketing system). Recognition and understanding what a department offers.



Background

Six design elements were deployed to meet the objectives of the Forward Together restructure:

1. Reduce the number of divisions from seven to two to create greater consistency across the Territory.
2. Push responsibility for mission to the divisions.
3. Pull responsibility for administration (Support Partners) to Territorial Headquarters (THQ).
4. Redesign boards for more efficient, transparent and consistent operation.
5. Create an Area Officer (AO) role to coach, support and provide accountability for mission.
6. Increase delegations of authority at the frontline.

These objectives were also aligned with the Forward Together goals of:

- People transformed by Jesus.
- Healthy faith communities.
- Unified mission expressions.
- Courageous stewards.

The six-month review (July 2016) findings and recommendations were documented in 'TSA AUE - HQ Restructure Six-Month Review - TPMC Report - September 2016 v1.1'.

Note: The six-month review included focus group sessions held across three leadership teams: Social Program Department, NSW/ACT DHQ and QLD DHQ.

A new Mission Support Team (MST) structure came into effect on 29 August 2016, and was therefore not included in the six-month review. However, they are included in this review.

In April 2017, the SCU commenced this 12-month review, which included:

1. **Online survey** – 823 respondents from TSA personnel.
2. **Questionnaires** – sent to AOs and divisional leadership teams in NSW/ACT and QLD Divisional Headquarters (DHQ), however only nine AOs responded.
3. **Phone interviews** – 69 interviews were conducted across Corps Officers (COs), chaplains, social centre managers and Family Store managers.

As with the previous report, this report was independently reviewed by the Christian Research Association (CRA) in May 2017. The following was extracted from the CRA review:

“CRA is pleased to endorse the AUE report and confirm that in general the analysis contained within the report demonstrates a rigorous and accurate representation of the findings of the various elements of this research and evaluation project.

CRA congratulates The Salvation Army (AUE) Strategic Change Unit on the completion of a thorough and robust evaluation and final report. We have been pleased to be involved in this process.”



1. Key Findings

One of the common themes in the six-month review was that it was ‘still early days’. This 12-month review shows that enough time has passed to present a clearer picture of the restructure and where it is continuing to work well, as well as where areas of opportunity still exist.

Albeit, there were slightly less participants in this review (across all sources) compared to the previous review, which may be an indicator of potential TSA officer/employee ‘feedback fatigue’ – particularly, with an increase in similar restructure activities conducted by the Australia One program:

Table 2: Comparison of participation from the six-month review to the 12-month review

Sources	Respondent Participation Rates	
	2017	2016
Survey respondents	↓ 823	1,012
Telephone interviews	↓ 69	75
Questionnaires	↓ 9	19

Irrespective, a key area that strengthened because of the restructure was the introduction of the Area Officer (AO) role to support Corps Officers (CO) in resolving issues through THQ and DHQ channels by engaging a collaborative approach rather than disconnecting.

This review also shows remaining opportunities for improvement to streamline Support Partner processes and lighten administrative burdens for the frontline.

This section will examine key findings presented in this review:

- Area Officer (AO) role
- THQ Support Partners and the Social Program Department
- Change management and communications
- Culture

1.1 Area Officer Role

The introduction of the Area Officer (AO) role has indicated success in pastoral and administrative problem-solving support with a greater feeling of connection experienced, as evidenced by CO feedback.

AOs have developed a deeper level of understanding of their role in how they can help a corps improve its missional effectiveness. In general, AOs have a much more positive outlook on their role than COs do.

Since the last review, a perceptual gap of the role has widened. One area that has continued to deteriorate is where COs agree to set a clear plan to strengthen missional effectiveness with the support of their AO. Almost half of the COs surveyed disagreed they had a plan in place (10% less than the last review, which illustrated that 40% of COs did not



agree there was a clear plan in place). Furthermore, only 45% of COs agreed that the AO role was well-positioned to hold them missionally accountable.

Another area of concern was the role AOs play in the integration of corps and social. Feedback suggests that the current level of understanding and support of social programs (including corps-based social expressions) is of particular concern. Furthermore, when frontline planning is underway and an AO lacks social program knowledge and/or experience, this issue is further compounded because planning does not include relevant social expertise.

In so far as their coaching capability, AOs are confident of their ability despite a large number of COs saying that they had not benefitted from the coaching support provided. It is evident that COs and AOs vary in understanding of the AO role, particularly in the areas of authority and decision-making capabilities. The AO role is described as “not really a decision making role”, one that has “helped connect people together” and a role to enable “quick conversations and decisions”.

Overall though, understanding of the role has improved with a perception that it is central to the Forward Together restructure. Some COs are using their AOs as a ‘first point of contact’ and someone who can ‘lead them in the right direction’ for administrative support. Other COs cited their ‘main interaction’ is with their AO.

COs reported that they had experienced a greater level of support and pastoral care from their AOs - as cited in responses on the frequency of interactions or visits from their AO:

- Interactions/visits are frequent and this is beneficial.
- Interactions/visits are frequent however, given the experience of the CO, this is not required.
- Interactions/visits are infrequent and they would prefer it was more often.

1.2 THQ Support Partners and Social Program Department

1.2.1 Overall

Whilst this review has delivered mainly positive feedback for Support Partners (all departments have improved), systemic issues still abound and have led to administrative burden for the frontline. The most prominent opportunities for improvement are:

- Accessibility and timeliness of service.
- Processes – includes inefficiencies and lack of information.

Most evident in the survey results was that every department improved with:

- Higher ratings out of 10
- More positive ‘free text’ comments (compared to negative ones)

In particular, an area of specific improvement was knowing who to speak to (although, in some instances, it still remains a problem area). The increased levels of delegated authority for the frontline have also resulted in some improvement to approval processes.

The most common positive feedback theme across all departments was that staff were ‘friendly, supportive and professional’.



When respondents in the survey and telephone interviews were asked about their experience of THQ Department support, at least 50% of the frontline felt there had been no real change (which was similar to the six-month review), particularly in the areas of:

- Time spent on administrative tasks.
- Time waiting on THQ/DHQ approval.
- Feeling a greater level of trust and empowerment.
- Streamlined business processes.

Furthermore, there had been an improvement in departmental understanding of the AO role, although the increase in CO authorisation levels still remains unclear as there were instances where Support Partners sought Divisional Commander or AO authorisation for CO requests and these should have been within the CO approval level.

1.2.2 Communications and Fundraising Department (CFD) (Additional Items)

Having regionally-based CFD team members is working really well for the frontline with significant positive feedback attributed to this aspect. However, a perception still remains that CFD works in a silo, using a directive approach rather than a collaborative one (particularly in regard to the Red Shield Appeal).

A continuing concern that pervades is knowing 'who' to speak to about 'what' issue and there are indications that the size and complexity of the team present some very real challenges for better engagement.

1.2.3 Finance Department (Additional Items)

There was particular praise for the Corps Finance team, as noted across all frontline teams, but sometimes there is confusion as to who deals with what.

Significant improvement can be seen in feedback provided on the budget process, even though there is still some frustration with it. Two other processes that were identified as areas for improvement were:

- Credit card reconciliation process.
- SSG invoicing (mailing paper copies) process.

Given the number of different processes and forms used when dealing with Finance, it had been highlighted that it is even more important to have one place as a source of truth.

Feedback also suggested that Finance response rates were usually good for straightforward requests. However, it was observed that when it came to 'outside the box' requests the Finance Department can be quite rigid or inflexible.

1.2.4 HR Department (Additional Items)

In both reviews, the HR department scored the highest rating out of 10 (at 7.6) even though a few key issues were identified in this review:

1. A source of ongoing frustration was that HR representatives sometimes did not understand requests or issues, which would lead to a solution not being fit for purpose.
2. A number respondents found that processes were either unclear or not documented (e.g. the performance review process).



3. As a result of changing HR consultants regularly, many respondents mentioned that they did not know who to speak to.

1.2.5 IT Department (Additional Items)

As evidenced by positive feedback in this review, IT has seen the greatest improvement yet some keys issues still abound:

1. Timeliness of service is still well behind that of all other departments (compared to the next lowest score in the survey at 29%), with 42% of respondents who said that they did not think they had received timely and efficient service. Exasperating for respondents as this may have been, another area of frustration was not being updated on request or issue progress.
2. The ticketing system is also a major cause of angst that one particular example highlighted - tickets are being closed before an issue is resolved. It was common for respondents to mention that because of the ticketing system, they would prefer to circumvent the process and speak to someone directly.
3. Given the frontline tends to have unique needs, a one-size-fits-all attitude (and not thinking outside the box) was something that respondents found particularly frustrating.

1.2.6 Mission Support Team (MST) (Additional Items)

One of the biggest concerns facing MST is that people simply don't even know they exist. In particular, corps would be considered a primary 'customer' and yet they are not clear on what MST does or what it could offer to corps.

1.2.7 Property Department (Additional Items)

Whilst there was praise for Area Property Managers, respondents felt that there is too much expectation placed on them, which could potentially lead to delivery timeframe and accessibility issues.

Also, a number of processes are considered to be inefficient and resulting in longer than expected lead times.

The survey highlighted a perception there is sometimes a lack of understanding between what the corps actually need and what they receive, which results in frustration and solutions that are not fit for purpose.

1.2.8 Social Program Department (Additional Items)

A significant improvement for the Social Program Department is a perception that it works collaboratively – although, collaboration is still a prominent issue.

Whilst not part of the restructure, Doorways / Salvos Assessment Line (SAL) continued to dominate feedback with an overwhelming response that it is not working well.

Feedback also suggests an increasing gap between corps and social - a sentiment shared particularly by AOs.



1.3 Change Management and Communications

Concerns around communication and a perceived lack of access to reliable and current information was expressed by every part of the organisation but it mainly appears to be more acutely felt by corps.

A sense of change fatigue is being felt, particularly with Australia One on the horizon.

Furthermore, there is a perception of increased isolation and a lack of training support available throughout organisational change to assist a geographically diverse workforce (particularly those based in regional, rural and/or remote areas).

1.4 Culture

Almost 50% of survey respondents felt that some cultural improvements had occurred with the following:

- Empowering and trusting people to make decisions
- Consistency and fairness in decision making by leaders
- Leadership transparency on decisions being made and why

Almost 40% of survey respondents felt that some cultural improvement had occurred with 'holding people at all levels accountable for their decisions'. Although compared to the last review (when only 35% felt culture had improved and 50% felt there was no change at all), this review showed a shift away from those who felt there was no culture change with more positive sentiment.

AOs were particularly optimistic about a positive cultural change they see developing as part of the Forward Together restructure, although there is also quiet concern that the Australia One program changes will overshadow and possibly reverse this shift.



2. Recommendations

The following recommendations recognise that the implementation of targeted action will be a more effective and efficient use of time rather than large-scale / wholesale changes considering the transitional Australia One environment.

2.1 Area Officer Frontline Interaction and Planning

Recommendation 1

A series of immediate root-cause analyses is to be conducted to explore the following (TBD in line with an Australia One role definition):

- The absence of clear and agreed mission vibrancy plans with local corps, and accountability (both missionally and spiritually) to those plans.
- The lack of social integration into local mission vibrancy plans, including AO awareness to support social expressions.
- A lack of consistency and clarity on the agreed focus of the AO role.
- Under-utilised coaching of COs, particularly to advance agreed mission vibrancy plans.
- A lack of understanding of local leader support needs in relation to missional vibrancy, which consider various nuances i.e. experience, preference, confidence, ministry style.

Causes to explore include: Skill set of current AOs, training for AOs before and after appointment (investigate a national training approach), corps review process, delegated authority of AOs and lack of corps leadership teams.

2.2 THQ Support Partners (Overall) and Program Support

Recommendation 2

THQ Support Partners and Program Support are to ensure the following:

- They maintain current information on the Intranet – particularly processes, forms and contact information.
- They direct the frontline to the Intranet as a source of informational truth in all interactions.

Recommendation 3

THQ Support Partners are to improve staff understanding in the areas of:

- When to involve a Divisional Commander and/or AO in the approval process.
- CO approval limits and the provision of refresher education for all departments.

Recommendation 4

THQ Support Partners and the MST are to develop a frontline engagement plan, in collaboration with their frontline stakeholder groups, which is to include:

- A strategy aimed at demonstrating a 'partnership' culture including; planning cycles, training plans and interaction plans.
- Key customer service level agreements (SLAs) developed to:
 - Provide clarity on response and issue resolution times.
 - Provide visible and accessible tracking of requests and submissions through to completion.
 - Ensure accountability by regularly measuring and reporting on actual performance against SLAs.



Recommendation 5

THQ Support Partners are to investigate the introduction of a phone line in order to triage calls from the frontline to the correct department(s).

2.2.1 Communications and Fundraising Department (CFD) (Additional Items)

Recommendation 6

For the frontline, CFD is to build awareness of and clarify its unique service portfolio, acknowledging this portfolio includes external-facing services. The aim is to improve and strengthen collaborative experiences of specific interactions such as, the Red Shield Appeal.

2.2.2 Finance Department (Additional Items)

Recommendation 7

The Finance Department is to investigate and identify improvements for two to three processes e.g. the budget process, credit card reconciliation process or invoicing process, which the frontline had indicated are the most frustrating.

2.2.3 HR Department (Additional Items)

Recommendation 8

The HR Department is to develop a communications strategy to inform AOs / COs / DHQs / departments when a HR consultant is allocated to their portfolio and who that consultant is.

2.2.4 IT Department (Additional Items)

Recommendation 9

The IT Department is to use ticketing system data to drive support performance and effectiveness with the aim of reducing outstanding response and waiting times specifically for:

- Existing tickets that have been outstanding for a long time.
- Tickets that have closed before a matter is resolved.

Recommendation 10

IT is to rollout the ManageEngine web application (helpdesk.salvos.net) across TSA so staff can initiate, monitor and follow up online requests.

2.2.5 Mission Support Team (MST) (Additional Items)

Recommendation 11

MST is to review the level of engagement and collaboration with local corps to improve awareness of its services offered and how to better engage with those services.

2.2.6 Property Department (Additional Items)

Recommendation 12



The Property Department is to explore the workload remit of Area Property Managers to ensure positive relationships and performance continue to improve.

2.2.7 Social Program Department (Additional Items)

Recommendation 13

A joint divisional and social program review is to be conducted on the effectiveness of the hub missional network and its value for mission collaboration. Further, it is recommended that leadership and focus on missional vibrancy is included as part of this review.

Recommendation 14

Whilst there was feedback on Doorways, it is recommended that it is to be addressed outside of this review.

2.3 Change Management and Communication

Recommendation 15

The Australia One program is to review this report as 'lessons learnt' to inform the national program in its planning approach towards change readiness, communication and the implementation of effective ways to reduce change fatigue.

Recommendation 16

It is further recommended that the Australia One program continue to take the experience of AUE groups impacted by the Forward Together restructure into consideration during future planning processes.

2.4 Culture

Recommendation 17

The Australia One program is to consider the cultural aspects identified in this report as key learning to factor into national strategic planning. These cultural aspects include:

- The appointments process.
- Frontline empowered and trusted to make decisions.
- Transparency, consistency and fairness in decisions made by boards and leadership.

Recommendation 18

A working group comprising representatives from Divisions, Support Partners, Social Program and the regional, rural and remote frontline, is to be commissioned to review the policy, methods and channels to support individual needs of the regional, rural and remote frontline group.



3. Appendices

3.1 Appendix 1 – Online Survey

3.1.1 Approach

At the six-month review, an independent external review of the survey questions was carried out by the Christian Research Association (CRA). Given there were only minor changes, it was not necessary to externally review those questions again for this 12-month review.

3.1.1.1 Who was surveyed and when?

On 10 April 2017, an online survey was sent to 4,130 recipients with an AUE email address across The Salvation Army (excluding Salvos Legal).

A follow up email was sent on 18 April 2017 and the survey closed on 21 April 2017. It was open for a total of eight working days.

The online survey was built by the Strategic Change Unit (SCU) using SurveyMonkey using the six-month review template as a basis with some minor adjustments that included adding in the following:

- Retired officers and Booth College to the job roles.
- Mission Support Team to the department feedback section.

For a preview of the survey visit:

https://www.surveymonkey.net/r/Preview/?sm=Y6XrGo3Jjk5InbsOPHxL7HoqvbRzQnW35cUJi31Qao6HErM70Lq6dZ_2FJ3dJMznpQ

3.1.1.2 What questions were asked?

The survey consisted of six sections:

1. Geographic and job role information.
2. A review of the Area Officer role by both COs and AOs.
3. A frontline experience comparing the restructure in areas such as:
 - THQ/DHQ support
 - Mission focus
 - Business processes and approval
 - Administration
4. Feedback on interactions with each of the seven departments over the last six months:
 - CFD
 - Finance
 - HR
 - IT
 - Mission Support (new)
 - Property Department
 - Social Program
5. Feedback on the restructure's impact on culture.



6. A question at the end of the survey providing a free text option for any remaining feedback.

All sections used rating scale questions. However, the departmental sections also provided the opportunity to respond more comprehensively using free text.

3.1.1.3 How was analysis undertaken?

In evaluating the data, the rating scale questions were analysed by the CRA whilst the free text fields were analysed by the SCU and of the free text commentary, only those relating to the restructure were included in analysis.

3.1.2 Online Survey Key Findings

3.1.2.1 Overview

Overall, 823 respondents took part in the 12-month review online survey. This provided a response rate of 20%, which represented a decrease of 7% compared to the response rate in the six-month review (27%).

Geography

Respondents were asked to select their state (NSW/ACT or QLD) and location (metropolitan, regional or rural/remote).

- 70% were based in NSW/ACT while the remaining 30% were based in QLD – this representation was almost identical to the breakdown in the six-month review (as at April 2017, the overall TSA composition is around 70% NSW/ACT and 30% QLD)
- 74% of respondents identified as metropolitan
- 21% as regional
- 5% as rural/remote

Note: As at July 2016, the overall TSA composition was around 60% metropolitan and 40% regional and rural/remote.

Job Roles

Next, respondents were asked to identify their roles and these were similar to those recorded in the six-month review even though there was a slightly lower response rate (3%) from corps this time around (20% compared to 23%). The table below sets out the groups that responded to the online survey as a percentage compared to TSA's overall composition:

Group	Online Survey Respondents (823)		Overall TSA Composition (4,130)	
	Number	%	Number	%
Aged Care Plus	72	9%	1,453	30%
Chaplaincy	23	3%	129	3%
Corps	162	20%	823	17%
DHQ Team (includes Area Officers)	53	6%	77	2%
Salvos Stores	74	9%	595	12%



Group	Online Survey Respondents (823)		Overall TSA Composition (4,130)	
	Number	%	Number	%
Social Centre or Service	181	22%	1,115	23%
THQ Department	232	28%	733	15%

The following groups were new additions in the 12-month review:

- 2% (18) were from Booth College
- 1% (8) were retired officers.

Note: The following analysis has excluded results from Aged Care Plus and Salvos Stores given the restructure had minimal impact on these areas. It, therefore shows results from 677 survey respondents.

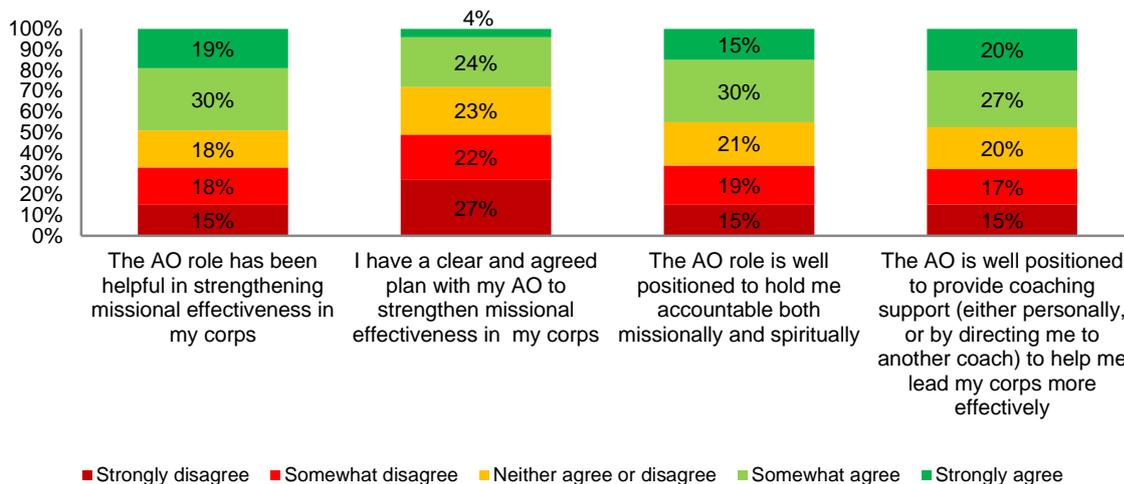
3.1.2.2 Area Officer role

In this review, there were 100 CO and 13 AO respondents who replied to the online survey. As a proportion of total COs and AOs in TSA, this represents 40% of CO and 81% AO participants in the 12-month review (compared with 55% of COs and 75% of AOs who participated in the six-month review). Since the last review, it is evident that there were 15% less CO respondents and 6% more AO respondents for this review.

CO feedback on the AO role

Question - COs were asked to rate AO role (using the categories shown in Graph 1 below):

Graph 1 – CO Feedback on AOs



Overall, CO responses on the AO role revealed a higher degree of negativity than initially given in the six-month review.

- There was a slight increase of 49% (up from 45%) of all COs expressing positive sentiment on the AO role as agreeing with the statement, *‘the AO role has been*



helpful in strengthening the missional effectiveness of my corps'. That said, it was the only bright spot in ratings on the AO role.

- The area that showed the greatest negative responses was in *'having a clear and agreed plan with the AO'*. As with the six-month review, this review highlighted this area as most negative with 49% of respondents saying they did not agree they had a clear and agreed plan in place. In fact, compared to the six-month review when 41% of respondents didn't think they had a clear plan, this review reveals negative sentiment has increased by 8%.
- This downward trend continued with accountability positioning in the AO role. Less than half (45%) of COs thought the AO role was in a position to hold them accountable both missionally and spiritually compared to the six-month review when over half (51%) of COs had a more optimistic view of the role.
- This review showed that only 47% of COs thought *'the AO is well positioned to provide coaching support'* (a 3% decrease) whereas last time 50% thought the AO was well-positioned to support them with coaching.
- Correspondingly, a higher proportion of CO respondents (34%) disagreed with the statement that *'the AO role is well positioned to hold me accountable both missionally and spiritually'* compared to 28% at the last review (an increase of 6% that didn't agree with the statement). In addition, 32% disagreed with the statement that *'the AO is well positioned to provide coaching support'*, increasing by 4% on last review when only 28% did not agree with the statement.
- Statistically, there was no significant difference in responses from states or locations.

Percentage of respondents who agreed with the following statements:

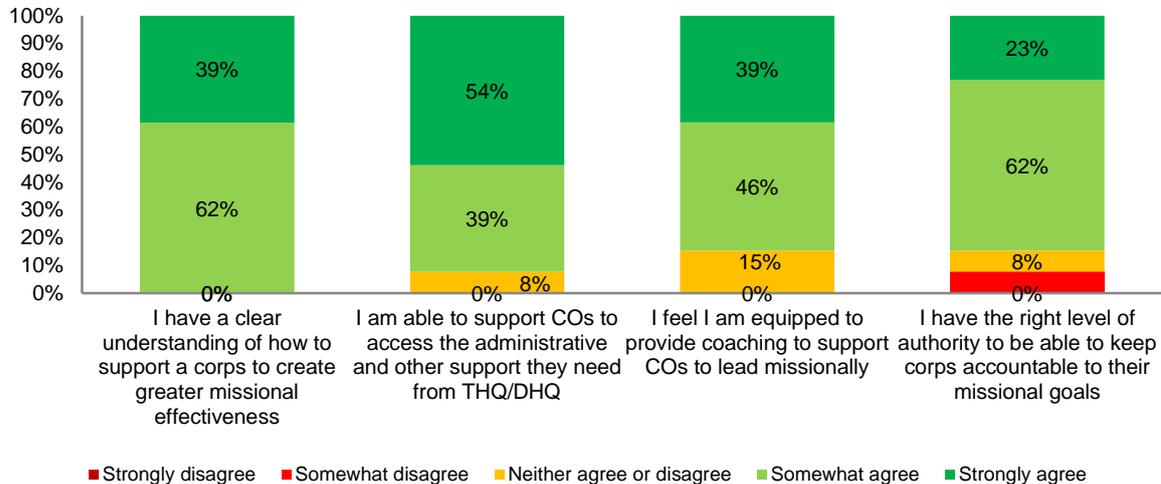
Statement	%↑ or ↓	2017	2016
<i>'the AO role has been helpful in strengthening the missional effectiveness of my corps'</i>	↑ 4%	49%	45%
<i>' I have a clear and agreed plan with the AO'</i>	↓ 4%	28%	32%
<i>'the AO role is well positioned to hold me accountable both missionally and spiritually'</i>	↓ 6%	45%	51%
<i>'the AO is well positioned to provide coaching support'</i>	↓ 3%	47%	50%



AO feedback on their role

Question - AOs were asked to rate the statements about their role as shown in Graph 2 below:

Graph 2 – AO Feedback on Their Role



In contrast to the views held by COs, AOs had a much more positive view of their role at the 12-month review with markedly higher results than those in the six-month review:

- AOs overwhelmingly agreed with the statement ‘I have a clear understanding of how to support a corps to create greater missional effectiveness’—100% agreed (strongly or somewhat) compared to 93% last time they were surveyed.
- A significantly higher positive response at 93% was received in this review for the statement ‘I am able to support COs to access the administrative and other support they need from THQ/DHQ’ compared to last review when 66% of AOs agree this represents a strong upward movement of 27%.
- AOs responded positively to the statement ‘I feel I am equipped to provide coaching support to COs to lead missionally’, where 85% agreed with this statement, which is similar to the last review when 86% agreed with the statement (although marginally less agreement (1%) than last review) - 15% neither agreed or disagreed.
- The only statement with negative sentiment cited by AOs in this review related to the level of authority to keep corps accountable - with only 8% disagreeing compared to 13% who disagreed at the last review (disagreement reduced by 5%). At the same time, 12% more AOs agreed with this statement, showing 85% compared to 73% agreement at last review.
- Statistically, there was no significant difference in responses from states or locations.

Percentage of respondents who agreed with the following statements:

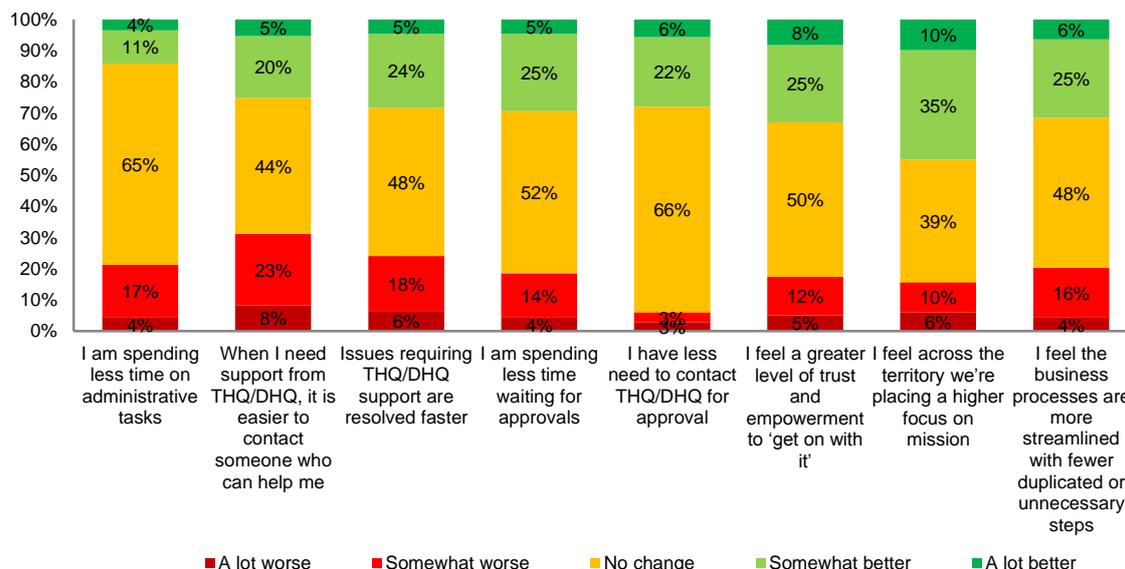
Statement Summary	%↑ or ↓	2017	2016
‘I have a clear understanding of how to support a corps to create greater missional effectiveness’	↑ 7%	100%	93%
‘I am able to support COs to access the administrative and other support they need from THQ/DHQ’	↑ 27%	93%	66%
‘feel equipped to provide coaching to support COs to lead missionally’	↓ 1%	85%	86%
‘I have the right level of authority to keep corps accountable’	↑ 12%	85%	73%



3.1.2.3 Comparison to last year

Question – 282 frontline respondents working in corps, social centres and chaplaincy who had been with The Salvation Army before the restructure were asked to compare their experience before and after the restructure (as shown in Graph 3 below):

Graph 3 – Comparison of Frontline Responses Before and After the Restructure



The 12-month review demonstrates slightly more frontline positive attitudinal shifts toward some experiences after the restructure.

However, there were four statements where a majority of respondents stated there had been no change. These were:

- 65% of frontline respondents said there had been no change in the time spent on administrative tasks (this compares with 62% at last review). Indeed, both reviews only had a 14% agreement this aspect is better than before the restructure.
- In both reviews, 52% said there has been no change in approval waiting time—'I am spending less time waiting for approvals'.
- Slightly more frontline staff (66%) said they thought there has been no change when they answered on the frequency of THQ/DHQ contact as they expressed, 'I have less need to contact THQ/DHQ for approval', (compared to 63% at last review).
- 50% cited there has been no change in feeling more trust and empowerment ('I feel a greater level of trust and empowerment to get on with it') compared to 46% at last review.

Furthermore, there were mixed reviews on THQ/DHQ in the areas of faster issue resolution, support and streamlined business processes as the following data shows:

- More respondents (29%) did agree that issues needing THQ/DHQ support are being resolved faster (compared to last review where only 19% were cited as agreeing). At the same time, 48% stated there had been no change in this area (only 2% less compared to last review where 50% said there was no change).
- 25% agreed that when they need support from THQ/DHQ, it is easier to contact someone for help (see the statement, 'when I need support from THQ/DHQ, it is easier to contact someone who can help me') compared to 19% at last review. This area, however, still has a lot of negativity with 31% noting they disagreed with the statement in the 12-month review (compared to 38% in the six-month review).



- 31% thought that *'business processes are more streamlined with fewer duplicated or unnecessary steps'* even though this response rate is 4% lower than last review at 35%. Added to this, 48% said there is no change in this area, which is a rise of 4% compared last review at 44%.
- Most significant were the positive responses to the statement, *'there is a higher focus on mission'*, where 45% of respondents agreed, showing an increase of 7% compared to last review where 38% agreed.
- A statistically significant difference was noted between social and corps in relation to the statement *'I am spending less time waiting for approvals'*. Less than one in 10 respondents in social centres or services indicated this issue had become a little (somewhat) or a lot worse, compared to 24-25% of chaplaincy or corps respondents. 48% of chaplaincy, 42% of corps and almost one-third (33%) of those in social centres and services indicated there had been no change at all in approval waiting time.

Percentage of respondents who agreed with the following statements:

Statement Summary	%↑ or ↓	2017	2016
<i>'spending less time on administrative tasks'</i>	—	14%	14%
<i>'when I need support it's easier to contact someone who can help me'</i>	↑ 6%	25%	19%
<i>Issues requiring THQ/DHQ support are resolved faster</i>	↑10%	29%	19%
<i>'I am spending less time waiting for approvals'</i>	—	29%	29%
<i>I have less need to contact THQ/DHQ for approval'</i>	↑ 1%	28%	27%
<i>'I feel a greater level of trust and empowerment'</i>	↓ 2%	33%	35%
<i>'there is a higher focus on mission'</i>	↑ 7%	45%	38%
<i>'business processes are more streamlined'</i>	↓ 4%	31%	35%



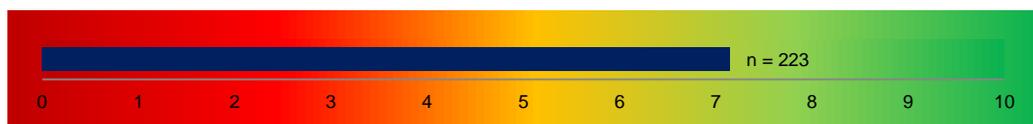
3.1.2.4 Communications and Fundraising Department (CFD)

Rating scale question analysis

Question: Respondents who had received support from CFD were asked to provide a rating between '0' and '10' to show how positive and supported they felt their interactions were with the department.

A score of '0' represented 'Not at all positive and supported', while a score of '10' represented 'Very positive and supported'. (See Graph 10 below).

Graph 10 – CFD Support Ratings

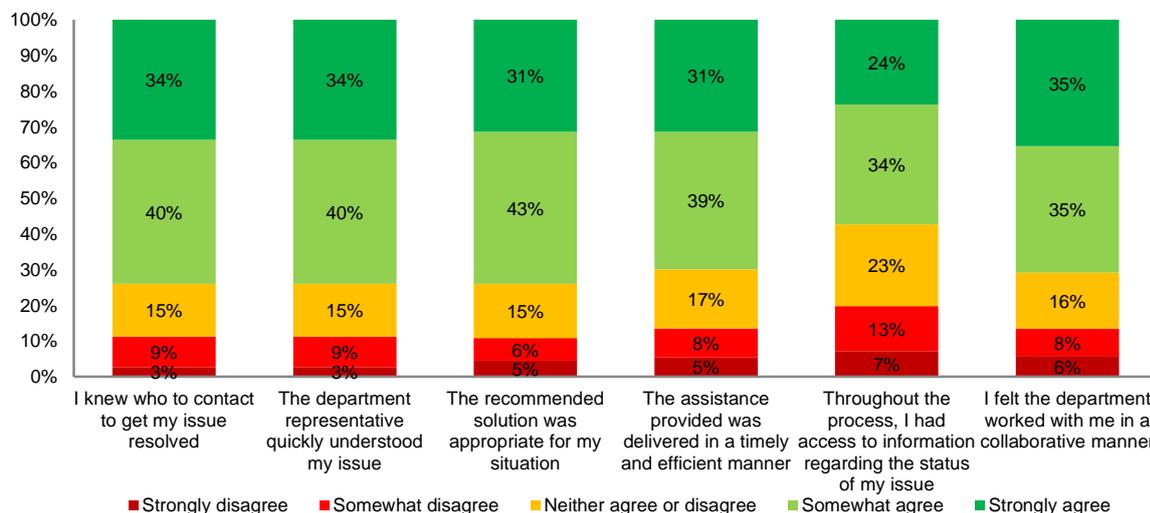


223 respondents, representing 33% of the total respondents, had received support from CFD in the last six months (compared to 38% in the six month before that).

- CFD scored the second highest rating of all Support Partners in the 12-month review, receiving an average score of 7.2 compared to 7.0 in the six-month review (rating an increase of 0.2).
- Statistically, there was no significant difference between the states, locations or roles.

Question - Respondents were asked to rate CFD according to the department's responses to enquiries and/or issues outlined in Graph 11 below:

Graph 11 – CFD Ratings



The 12-month review showed positive responses increased for each of the six statements and this corresponded with a decrease in negative responses. CFD received an above-average, positive response rate of 74% in three combined areas, which included the following:

- 74% of respondents agreed they knew who to contact in CFD to resolve an issue (statement: 'I knew who to contact to get my issue resolved')—compared to 71% in the last review.



- 74% agreed with the statement, *‘the department representative quickly understood my issue’* compared to 70% last review.
- Another 74% agreed that CFD had, *‘the solution [that] was appropriate for my situation’*, which represented an increase of 5% on last review (which stood at 69%).
- 70% of respondents agreed that, *‘the assistance provided was delivered in a timely and efficient manner’* compared to 67% last review.
- 70% thought that CFD was collaborative and supportive affirmed in the statement, *‘I felt the department worked with me in a collaborative manner’*—increasing this rating by 4% compared to last review (66%).

However, many of the frontline respondents (58%) thought that access to information about their issue was difficult and this attracted the lowest positive response rating to the statement on *‘having access to information regarding the status of my issue’*. However, it is still a higher positive response rate than the previous review (56%).

Statistically, there was no significant difference in responses between states, locations or roles.

Percentage of respondents who agreed with the following statements:

Statement Summary	↑ or ↓	2017	2016
<i>‘I knew who to contact to get my issue resolved’</i>	↑ 3%	74%	71%
<i>‘the department representative quickly understood my issue’</i>	↑ 4%	74%	70%
<i>‘the recommended solution was appropriate for my situation’</i>	↑ 5%	74%	69%
<i>‘the assistance provided was delivered in a timely and efficient manner’</i>	↑ 3%	70%	67%
<i>‘I had access to information regarding the status of my issues’</i>	↑ 2%	58%	56%
<i>‘I felt the department worked with me in a collaborative’</i>	↑ 4%	70%	66%

Free text analysis

Overall, 65 of the survey respondents (29%) that used CFD services left commentary in this review (compared to 34% at the six-month review). Of the 55 comments which were useable and related to the restructure, 28 of these were positive (51%) and 27 were opportunities for improvement (49%) – this revealed an increase in positive sentiment of 7% (compared to the six-month review where 44% were positive), and a 7% decrease in opportunities for improvement (compared to 56% at the six-month review).

A consistent theme on what was working well was voiced from 9% of regionally-based frontline staff (i.e. not at Redfern THQ) as exemplified in the feedback below:

- *“My local CPR rep is fantastic and very supportive, however dealings with DHQ/THQ CPR has not been as great - depending on the query. Some have not been answered, but mostly okay.”* (Corps)
- *“Again, we are fortunate to have local CFD staff in the ACT who we have formed positive working relationships with. Some individual staff from THQ also, based on their own previous efforts to collaborate.”* (Social)

CFD department staff are viewed positively as ‘friendly’, ‘supportive’ and ‘helpful’ as 20% of frontline comments stated:

- *“This department is very helpful and very supportive of missional opportunities. A great group of people.”* (Social)



- *"They've been super helpful and on the ball with anything, from help with our Facebook page to preparing a media release for us."* (Corps)

Opportunities for improvement were across three main categories:

1. Even though the CFD team are perceived as 'friendly', 'supportive' and 'helpful', 13% of comments indicated that CFD are operating too much as a silo and focus more on its own needs rather than those whose needs it is working with adding that it doesn't collaborate well, as exemplified in the following comments:
 - *"There's still a feeling of silos between the team. Some people in CFD are busy in meeting their KPIs (which is understandable). However, when we have collaborative projects, they tend to not taking much ownership and mostly present if they need something from us. After they get what they want, we need to follow up many times to make them accountable to the project / agreed contribution. And there's no clarity on who we can discuss this concern with (e.g. clarity on reporting lines for troubleshooting issues)."* (THQ)
 - *"My experience was that the Dept. took over and did not allow for input from our Service. We felt we could have done a better job but were not allowed to do so."* (Social)
 - *"I have often felt that the frontline works for CFD, rather than CFD supporting the frontline."* (Corps)
2. Only six comments (11%), primarily from THQ, mentioned it is unclear who to contact in the team as follows:
 - *"Some individuals worked well with my need while other matters dragged on. It is a big department and knowing who to approach is not easy and you have to asked around."* (THQ)
 - *"Other than the person I usually work with, I never know who to go to and find it confusing as to who to speak to."* (THQ)
3. A further five comments (9%) related to a perceived lack of responsiveness when attempting to contact the department:
 - *"I had one beautiful experience with this department, and then others that never got back to me. It's a bit hit and miss."* (Corps)
 - *"We sort support for establishing a local capital appeal. We have no response to date. We believe the matter was escalated to HoD too quickly & has consequently fallen off the radar"* (Corps)
4. Moreover, lengthy delays and a lack of communication during processes was cited in nine comments (16%) with many of these were coming from THQ. Some examples included:
 - *"Great people but not resources. Our project has been delayed by months due to other work. Getting brochures designed and printed is also very time consuming and should be simpler and quicker."* (THQ)
 - *My local contact has been absolutely fantastic. There have been times my issues have had to be escalated to a territorial level and this saw delays and limited response which both my local PR person and myself had to follow-up to get a response. (corps)*
 - *The level of responsiveness depends & varies greatly depending on the individual. Most people in this department are exceptional, some are very poor at communicating progress."* (THQ)
 - *"CFD have patchy customer service. I found I needed to continually chase them to get updates and or action. However, we are persisting and confident improved collaboration will happen"* (THQ)



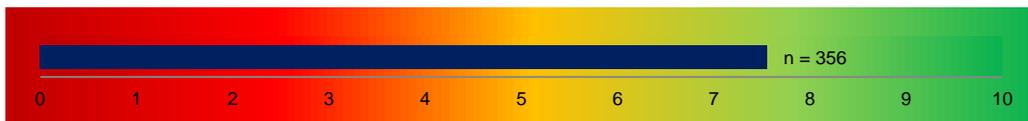
3.1.2.5 Finance Department

Rating scale question analysis

Question: Respondents who had received support from the Finance Department were asked to provide a rating between '0' and '10' to show how positive and supported they felt their interactions were with the department.

A score of '0' represented 'Not at all positive and supported', while a score of '10' represented 'Very positive and supported' (See Graph 8 below):

Graph 8 – Rating of Finance Support



356 survey respondents representing 53% of the total respondents, had required support from the Finance Department in the last six months (compared to 57% in the six months before that).

Finance received equal highest rating of 7.6 (along with the HR Department) representing an increase of 0.4 on the six-month rating of 7.2.

Statistically, there was no significant difference between the states or locations.

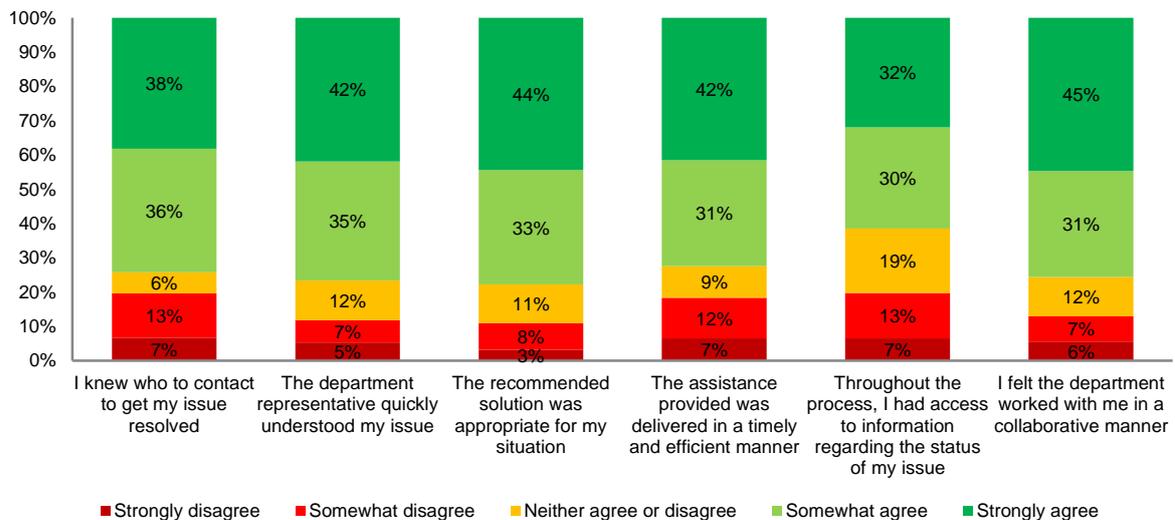
However, there was a statistically significant difference between the roles as illustrated below:

- Retired officers 8.7
- DHQ team 8.5
- Social centre/service 8.1
- THQ Department 7.5
- Corps 7.2
- Booth College 7.0
- Chaplaincy 6.5

Question - Respondents were asked to rate the Finance Department according issue resolution (as shown in Graph 9 below – see over).



Graph 9 – Finance Ratings



Compared with the six-month review, the 12-month review shows a significant increase in positive sentiment across all areas of the Finance Department relating to issue resolution:

- Although the statement, *'I had access to information regarding the status of my issue'* showed the lowest positive response at 62%, it nonetheless was an area where there was a notable difference between the 12-month and six-month review. The positive rating increased by 8% and this change represents a movement away from the neutral stance in the six-month review.
- The percentage of negative responses remained the same for both reviews.

Positive Changes

Other areas of significant positive change were:

- Knowing who to contact—with 74% in this review compared to 67% in the last one.
- There were more agreements (77%) with the statement, *'the department representative quickly understood my issue'*, in this review than the last one (74%).
- Similarly, 77% agreed with the statement, *'the recommended solution was appropriate for my situation'* compared to 73% at the last review.
- 76% agreed with the statement, *'I felt the department worked with me in a collaborative manner'* compared to 74% at the last review.
- 73% agreed with the statement, *'the assistance provided was delivered in a timely and efficient manner'* compared to 68% at the last review.

Statistically, there was no significant difference between responses in the states or locations.

Percentage of respondents who agreed with the following statements:

Statement Summary	↑ or ↓	2017	2016
<i>'I knew who to contact to get my issue resolved'</i>	↑ 7%	74%	67%
<i>'the department representative quickly understood my issue'</i>	↑ 3%	77%	74%
<i>'the recommended solution was appropriate for my situation'</i>	↑ 4%	77%	73%
<i>'the assistance provided was delivered in a timely and efficient manner'</i>	↑ 5%	73%	68%



Statement Summary	↑ or ↓	2017	2016
'I had access to information regarding the status of my issues'	↑ 8%	62%	54%
'I felt the department worked with me in a collaborative'	↑ 2%	76%	74%

Free text analysis

Overall, 113 of the survey respondents (32%) who used the Finance Department provided commentary (compared to 39% at the six-month review). Of the 95 comments that were useable and related to the restructure, 55 were positive (58%) and 40 opportunities for improvement (42%) – compared to the six-month review where 44% were positive and 56% were opportunities for improvement representing an improved result with more positive and less negative comments.

A dominant theme in the positive responses (27% of comments) was that the Finance Department is perceived as 'helpful', 'supportive' and 'professional' (citing one particular process that showcased these attributes—budget preparation) with a large proportion of these responses coming from corps as exemplified below:

- *"Finance team excel at what they do. In every situation I have needed there support in they have been brilliant. If the person I have been speaking to hasn't had the answer then they have been able to get an answer from someone in a timely manner."* (DHQ)
- *"The Finance Department are always very gracious when I call for their help, always go an extra mile for me and my queries. The team are a blessing!"* (Corps)
- *"The finance team have been great in the restructure. The support our team have received has been outstanding. From training, advice through to preparation for next year's budgets and regular 'check in' to see how we're going - all have been much appreciated and well received. We have also changed our 'contact' within the finance team over the past 12 months due to a finance team restructure. The internal handover (within the finance team) meant our new 'contact' was up to speed with how we operate before meeting with us - leading to only a few 'out of the box' questions when they met with us."* (Corps)
- *"The finance team members I work with are professional, accommodating and hard working."* (THQ)

Moreover, in the areas that provide opportunities for improvement (42%), the key themes identified related to responsiveness, processes, not knowing who to contact and a lack of transparency as the following comments show:

1. Slow response times (including the need for many follow-ups) themed in 12 comments (13%) with a majority being THQ feedback:
 - *"I have on a few occasions had to follow-up on inquiries that have not been responded to after a long period of time."* (THQ)
 - *"They didn't pay an account for six months when was ask of five times."* (chaplains)
 - *"I have to ask for things multiple times, and still they don't get done."* (Corps)
2. Eleven comments (12%) themed improvements for systems and/or processes:
 - *"My experience is that if things are a little different to the norm, the department flounders."* (DHQ)
 - *"Credit card issues are incredibly frustrating. While I appreciate having one, I have been asking for help since day 1, and the only contact I received was the SBA's big stick shortly before Christmas. It is a cumbersome process and Finance and IT can't seem to agree on solutions."* (THQ)
 - *"Have no idea who deals with what. Getting new bank authorities was a nightmare. The issues with Westpac also are continuing to be an unresolved problem despite us seeking support. Understanding processes financially is still a problem."* (Corps)



3. Seven comments (7%) highlighted uncertainty around who to contact for help:
 - *“I have been in my position for almost 3 months but have had to try to find people in the Finance area to help me. No procedures were provided and no clear direction on who to talk to for issues/questions etc. I have felt that I have received very little direction as a new starter. Still trying to work out who does what and making sure I am doing all the necessary finance tasks for my position. I am stumbling my way through but have had support from two very good people because a work colleague just happened to know them.”* (Corps)
 - *“Delays because I don’t know who is responsible for what and who to contact and I don’t know where to get appropriate forms or natural account details for form to be submitted.”* (Social Centre)
 - *“It is difficult to know who to go to for Finance assistance unless it relates to a Corps. Social & THQ Finance is still blurred as to who does what etc.”* (THQ)

4. There were very specific mentions of ‘transparency both of which were from the corps’ despite only for two comments accounting for this issue:
 - *“Lack of transparency, too secretive and routinely unexplained transactions that remain unexplained.”* (Corps)
 - *“The communication is over closed doors and not transparent, major assumptions are being made without any attempt at clarification. There is an obvious bias towards favoured people with little or no consistencies in decisions.”* (Corps)



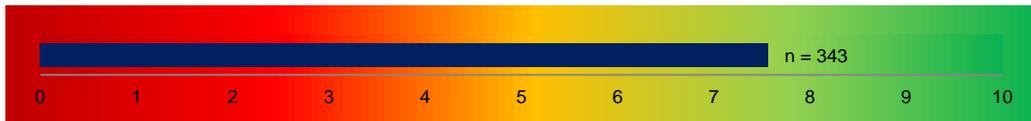
3.1.2.6 HR Department

Rating scale question analysis

Question: Respondents who had received support from HR were asked to provide a rating between '0' and '10' to show how positive and supported they felt their interactions were with the department.

A score of '0' represented 'Not at all positive and supported', while a score of '10' represented 'Very positive and supported'. See Graph 6 below:

Graph 6 – HR Support Ratings



343 survey respondents, representing 51% of the total respondents, had required support from the HR Department in the last six months (the same proportion as the six months before that).

As a high rating Support Partner (equaling the Finance Department), HR scored an average of 7.6 in this survey compared to 7.2 at the six-month review (a rating increase of 0.4).

Statistically, there was a significant difference between NSW/ACT and Queensland, where Queensland rated higher with 8.0 and NSW/ACT rated 7.4.

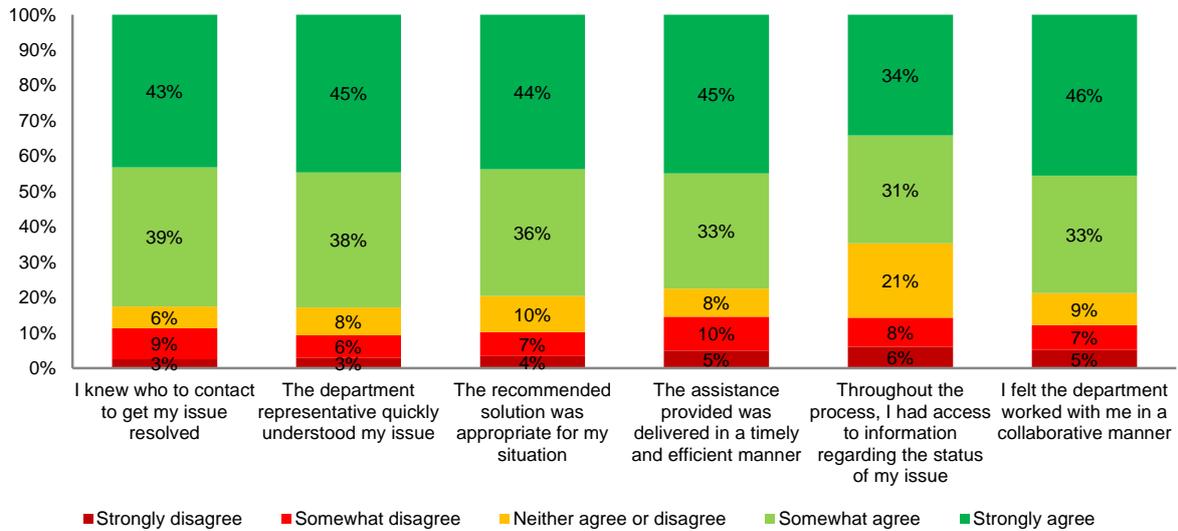
There was also a significant difference between the roles as the following shows:

- Booth College providing the highest rating at 8.8
- DHQ team 7.9
- Social centre/service 7.9
- THQ Department 7.8
- Corps 7.0
- Chaplaincy 6.4
- Retired officers 5.5

Question - Respondents were asked to rate HR according to customer service as shown in Graph 7 below (see over).



Graph 7 – HR Ratings



For most of the questions, a considerable increase in positive sentiment towards the HR Department is shown in the 12-month review.

The only area that stayed the same was that relating to ‘*access to information regarding the status of my issue*’ where 65% responded positively to this statement in both reviews. It should also be noted that negative responses to this statement decreased by 4% from 18% (at the six-month review) to 14% (in the 12-month review).

The highest positive response rating at 83% was for the statement on ‘*the department representative quickly understood my issue*’, (compared to 81% at last survey) followed closely by the statement on knowing who to contact with 82% agreeing compared to 79% in the last review.

Percentage of respondents who agreed with the following statements:

Statement Summary	↑ or ↓	2017	2016
‘ <i>I knew who to contact to get my issue resolved</i> ’	↑ 3%	82%	79%
‘ <i>the department representative quickly understood my issue</i> ’	↑ 2%	83%	81%
‘ <i>the recommended solution was appropriate for my situation</i> ’	↑ 4%	80%	76%
‘ <i>the assistance provided was delivered in a timely and efficient manner</i> ’	↑ 5%	78%	73%
‘ <i>I had access to information regarding the status of my issues</i> ’	—	65%	65%
‘ <i>I felt the department worked with me in a collaborative</i> ’	↑ 2%	79%	77%

Across all departments, the HR Department received the highest overall number of positive responses.

Statistically, there were significant differences between the states in five out of six of the statements, with Queensland respondents generally more satisfied with their experience receiving HR support than NSW/ACT respondents.



Free text analysis

Overall, 101 of the survey respondents (29%) who used the HR Department left a comment, which was less than the six-month review at 35%. Of the 89 comments that were useable and related to the restructure, 56 were positive (63%) and 33 (27%) were opportunities for improvement. This compared favourably with the six-month review, which showed 50% positive and 50% opportunities for improvement at the six-month review.

Of the positive feedback, one comment highlighted a particularly noticeable improvement on the past:

- *"In the last 6 months I have felt supported, informed and that I have a much better relationship with the department ... this was unfortunately not the case prior to this (during 2016) when I felt anything but supported by other sections of HR".* (DHQ)

Once again, praise was positive and referred to specific HR team members – of the 17 comments, 11 team members were named specifically to praise the individual, especially the local or divisional HR representative.

Over 17 responses (19%) that said the HR Department were 'helpful' and 'supportive', only eight (9%) did not find the HR Department helpful.

Around 3% (3 comments) provided positive commentary in communicating with HR:

- *"Thank you for your support and exemplary frequent contact in the lead up to me becoming employed".* (DHQ)

Over 10% (nine comments) said that HR provided timely services, for example:

- *"The matter was taken care of on the spot with minimal fuss, the matter was not simple."* (Corps)
- *"I have always received prompt support and clarification from the HR department."* (THQ)
- *"Very easy to engage with and got things resolved a lot quicker."* (Social)

Of the opportunity for improvement areas, there were:

1. Eight comments (9%) that reported response times were poor:
 - *"Payroll I feel are understaffed as they are unable to respond to issues promptly."* (THQ)
 - *"At times, response times have been too long – not in accordance with those indicated in the policy."* (Corps)
 - *"I have repeatedly emailed the relevant person to follow up without a single acknowledgement or response over an 8 week period."* (THQ)
2. Further and related to the above commentary, four comments (4%) highlighted a feeling that issues were not completely understood:
 - *"The advice I was given was not accurate with regards to my authority."* (THQ)
 - *"Having HR personnel who while professionals in the field of HR have limited ministry understanding has proved difficult in moving forward with innovative initiatives."* (DHQ)
3. 11 comments (12%) comprised dialogue on HR systems and processes with a positive highlighting, *"It was good to have an HR consultant assigned to you"* (THQ) and another mentioning that, *"Some processes aren't clear and it would be really helpful to have these clearly and consistently communicated – perhaps on the intranet page"* (THQ) whilst another separated people from process in saying that *"It was process, not*



personnel ... it is so difficult to get anyone to try and understand the needs of local leadership and officers.” (Corps)

Some specific processes were singled out as areas for improvement:

- *“We need an improved performance review system.” (THQ)*
 - *“Need to improve their storage of information i.e. did not have correct position descriptions and current police/children checks available”. (THQ)*
4. Another significant area was not knowing who to talk to and a lack of consistency in advice between HR personnel. Around 6% (five comments) were from people not knowing who to talk to in HR.
- *“The roles of who does what and who looks after who seems to change regularly and this gets confusing and we are not always told.” (THQ)*
 - *“We have no idea who to go to about what. It seems our representative in HR change regularly.” (THQ)*
5. Finally, on specific information and communication, many of the comments suggested further improvements are needed:
- *“The salary packaging information in the onboarding process needs developing.” (THQ)*
 - *“Contracts have been returned to be fixed and some have returned with no alterations being made.” (Social)*



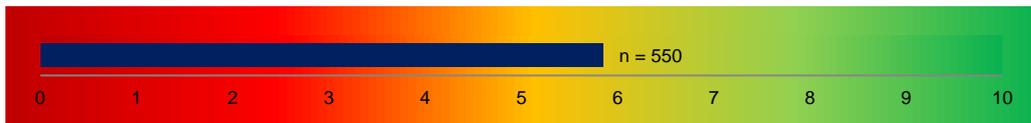
3.1.2.7 IT Department

Rating scale question analysis

Question: Respondents who had received support from IT were asked to provide a rating between '0' and '10' to show how positive and supported they felt their interactions were with the department.

A score of '0' represented 'Not at all positive and supported', while a score of '10' represented 'Very positive and supported' (See Graph 4 below):

Graph 4 – IT Support Ratings



550 survey respondents, representing 81% of the total respondents, had needed support from the IT Department in the last six months (compared to 86% in the six months before that).

The IT Department scored an average rating of 5.9, which is an improvement on the six-month review at 5.4. However, this score was the lowest average rating of all the Support Partners.

Statistically, there was no significant difference in responses from the states or the locations.

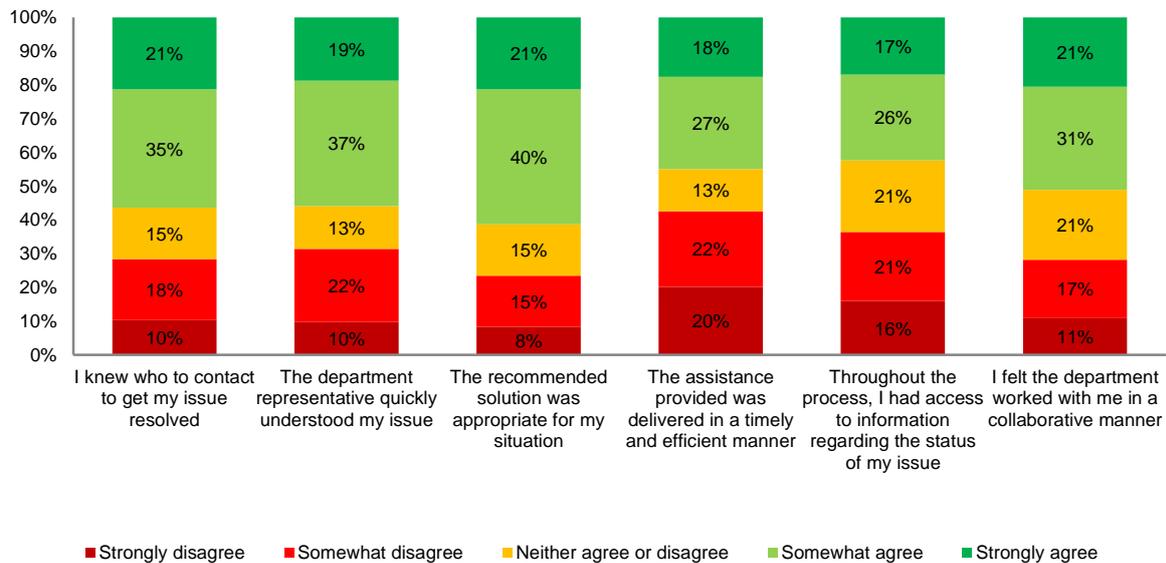
There was, however, a statistically significant difference in responses from the various roles:

- Chaplaincy 6.6
- Social centre/service 6.6
- Retired officers 6.0
- DHQ team 5.8
- Corps 5.6
- THQ Department 5.6
- Booth College 5.1

Question - Respondents were asked to rate IT according to the statements in Graph 5 below (see over).



Graph 5 – IT Ratings



While there has been an upward movement in positive sentiment for all statements in this review, IT support rated lower than all other Support Partners surveyed.

The most significant positive change was related to the statement, *'the recommended solution was appropriate'*, where 61% agreed that IT provided an appropriate solution (compared to 55% last review) followed by 56% who agreed that *'the department representative quickly understood my issue'* (compared to 51% last review).

At the same time, 56% of respondents also agreed with the statement, *'I knew who to contact to get my issue resolved'* (compared to 50% last review) and 45% agreed with the statement, *'the assistance provided was delivered in a timely and efficient manner'* (compared to 39% at last review).

45% of respondents agreed that getting access to issue status information had improved remarkably (compared to 37% at last review), which did represent a significant improvement. Another area of significant positive improvement was to the statement, *'I felt the department worked with me in a collaborative manner'* where more than half of all frontline respondents (52%) were in agreement (compared to only 46% at the last review).

Statistically, there were significant differences on support received from the IT Department with three particular statements:

- *'the assistance was provided in a timely and effective manner'*
- *'throughout the process I had access to information regarding the status of my issue'*
- *'I felt the department worked with me in a collaborative manner'*.

In general, though, a higher proportion of those in local chaplaincy agreed or strongly agreed with the statements above, than did those in Booth College or at THQ.



Percentage of respondents who agreed with the following statements:

Statement Summary	↑ or ↓	2017	2016
'I knew who to contact to get my issue resolved'	↑ 6%	56%	50%
'the department representative quickly understood my issue'	↑ 5%	56%	51%
'the recommended solution was appropriate for my situation'	↑ 6%	61%	55%
'the assistance provided was delivered in a timely and efficient manner'	↑ 6%	45%	39%
'I had access to information regarding the status of my issues'	↑ 8%	45%	37%
'I felt the department worked with me in a collaborative'	↑ 6%	52%	46%

Free text analysis

Overall, of the 239 survey respondents who used the IT Department, a higher percentage had provided commentary for this review. Compared to 37% providing comments at the six-month review, 43% did this time.

Of the 209 comments that were related to the restructure and were useable, 54 were positive (26%) and 155 were opportunities for improvement (74%), which signifies a marked upward trend compared to the six-month review when there were only 7% positive and a substantial 93% were opportunities for improvement.

The most common positive sentiment felt evenly across the organisation and seen in 31 comments (15%), was that the IT team are 'friendly', 'helpful' and 'supportive' – as typified in these examples:

- *"Every time I have had to contact IT Department I have been met with a friendly voice at the other end who is very helpful and full of knowledge."* (corps)
- *"IT staff have always been pleasant, helpful and prompt."* (social)
- *"Very friendly, easy to deal with, very professional, assist until problem resolved, great IT Team!"* (social)

The key themes across opportunities for improvement were communication touchpoints as explained below:

1. Approximately 11% of respondents (22 of these were mainly frontline—corps and social) experienced difficulty in having their issue acknowledged by IT and/or accessing the team as can be seen in comments such as:
 - *"It's not the interaction that is an issue it's getting to talk to them in the first place, not being a 'techie' I have no idea how to word my problem in a ticket or E-Mail and find it much easier to talk to a person, getting a person to talk to is the hard part I akin calling IT a little like trying to call the SAL assessment line."* (Corps)
 - *"Most times I call the IT Dept, I am on hold for nearly 30 minutes before speaking to anyone. I won't email because that may take days to receive a response. Once the call is answered, the Support person is helpful but the delay period is very frustrating."* (Social)
 - *"Almost impossible to actually reach IT dept. Even to the point of them hanging up on my phone call after waiting 15 mins for them to answer!"* (Social)



2. Further to this, 69 respondents (33%) mentioned that issues took a long time to resolve, with many taking months if they were resolved at all (this was felt evenly across TSA) as highlighted in these comments:
 - *“Very slow to respond to IT requests and sometimes they are even ignored. Needs to be more responsibility and initiative in the team”* (THQ)
 - *“I lodged a request for a new computer... never heard back... typical of this department's response. Understaffed and overworked, they are making mistakes and rushing through emailed requests, overlooking items.”* (Corps)
 - *“To be honest the IT department is from my perspective the most unhelpful department in the TSA. WE regularly wait 6 or more weeks to get such simple tasks done like, new users added to Inotes, access to citrix, even new computers approved and sent to IT took 10 weeks to fill. When inquiries made we were told there is only one person who purchases laptops. They then wanted another 2 weeks to set them up. Our new staff were without laptops for 3 weeks, even though we had given IT over 6 weeks to source.”* (Corps)

3. Approximately 31 responses (15%) said IT processes, particularly the Help Desk (Ticketing System and Help Desk Issue/Request Process), are not working efficiently e.g. tickets being closed before they are resolved. Most of these observations came from corps or social centres who had experienced difficulties as seen in comments such as:
 - *“I have found that the IT Department has closed out tickets without finalising or even making contact in regards to the issue/s.”* (THQ)
 - *“The IT department has a one size fits all policy, based on the lowest common factor. For departments needing things outside of the box, eg access to our generic email as well as personal email from a mobile device or leased Mac laptops for live streaming, they can't help.”* (Corps)
 - *“I have emailed IT numerous times regarding the same issue and I have found my tickets to be received and then closed without contact having been made.”* (DHQ)
 - *“Respectfully, this department needs to be overhauled. It appears that tickets may be given to multiple people, so there is doubling up on work. Our recent experience is that it takes 6 weeks for tickets to be responded to. Getting email set up for new staff is problematic, takes weeks. Laptops ordered before Christmas were not in stock and we weren't advised until a week after new staff started (end January) and we only found out because we chased it.”* (Corps)

4. Close to 18 eligible respondents (9%) indicated that personal intervention by an IT Team member was needed to circumvent the IT issues resolution process to resolve the issue as these comments below suggest:
 - *“(Name) has helped out as soon as he is aware of an issue however ticketed items seem to take a long time to process.”* (THQ)
 - *“(Name) is the one employee who I have had experience with in the IT Department who actually listens to the problem and works hard to rectify it. I regularly call the helpdesk, spend ages on hold, then have an employee not listen to the problem and give me a response that is unhelpful, and then hang up before checking that it's rectified. (Name) is my go-to person, who I call after this happens.”* (THQ)
 - *“There are some one on one contacts who are very helpful and I know I can speak to them in an emergency and they will help. The general "help desk" process is where the problems are.”* (THQ)



5. At least 11 respondents (5%) noted poor communication played a role in having a negative experience of the IT issues resolution process. Subsequently, communication issues spanned a lack of being kept up to date to a lack of understanding by Help Desk Team members as seen in comments such as:
- *“The service and communication that comes from the IT department is poor. You complete forms correctly with all the information and they ask questions when the answers are on the form making the process pointless.”* (THQ)
 - *“While there has been some little improvement overall they are still not very supportive and do not understand individual needs of certain appointments.”* (DHQ)
 - *“Initial contact was unhelpful, didn’t understand the issues of distance in remote appointments. Asked me to drop the computer in to THQ ... an 8 hr drive and then pick it up after assessment.”* (Corps)



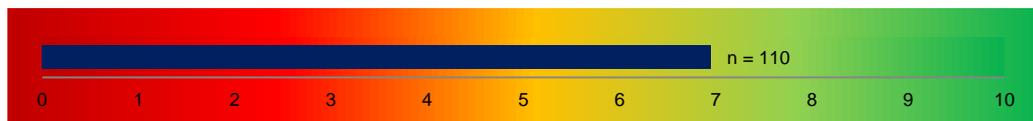
3.1.2.8 Mission Support Team (MST)

Rating scale question analysis

Question: Respondents who had received support from the Mission Support Team were asked to provide a rating between '0' and '10' to show how positive and supported they felt their interactions were with the team.

A score of '0' represented 'Not at all positive and supported', while a score of '10' represented 'Very positive and supported'. See graph 16 below:

Graph 16 – MST Support Ratings



Note: The Mission Support Team (MST) was **not included** in the six-month review. This is the first time this team has been rated.

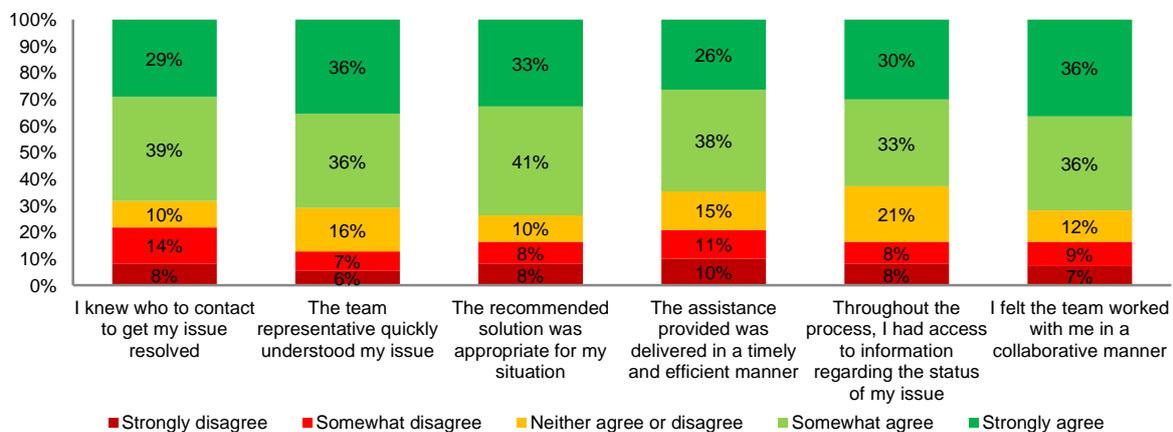
In the 12-month review, 110 of the survey respondents (16%) had required support from the Mission Support Team in the last six months. MST received an average score of 7.0.

Statistically, there was a significant response difference between roles as shown below:

- Chaplaincy 8.0
- Booth College 7.7
- DHQ team 7.7
- THQ department 7.6
- Social centre/service 6.6
- Corps 5.5
- Retired officers 5.0

Question - Respondents were asked to rate the Mission Support Team according to the statements in Graph 17 below:

Graph 17 – Ratings of MST





This information was not canvassed in the six-month review and therefore a comparison is not available.

However, this survey delivered some very satisfying results:

- The highest positive response at 74% was *'the recommended solution was appropriate for my situation'*.
- 72% agreed that, *'the department representative quickly understood my issue'*.
- 68% of respondents agreed that they knew who to contact in MST (statement = *'I knew who to contact to get my issue resolved'*). At the same time, this statement also received the highest level of disagreement with 22% disagreeing and a further 10% that neither agreed nor disagreed.
- 64% agreed with the statement, *'the assistance provided was delivered in a timely and efficient manner'*.
- 63% agreed with the statement relating to access to information regarding the status of my issue.
- 72% agreed with the statement, *'I felt the department worked with me in a collaborative manner'*.

There was a significant difference between respondents to two statements, *'I knew who to contact to get my issue resolved'* and *'I felt the team worked with me in a collaborative manner'* with a much higher proportion of respondents from DHQ and THQ agreeing or strongly agreeing with the statements than local corps respondents. (There were too few respondents from other roles to accurately check the statistical significance.)

Percentage of respondents who agreed with the following statements:

Statement Summary	↑ or ↓	2017	2016
<i>'I knew who to contact to get my issue resolved'</i>	—	68%	—
<i>'the department representative quickly understood my issue'</i>	—	72%	—
<i>'the recommended solution was appropriate for my situation'</i>	—	74%	—
<i>'the assistance provided was delivered in a timely and efficient manner'</i>	—	64%	—
<i>'I had access to information regarding the status of my issues'</i>	—	63%	—
<i>'I felt the department worked with me in a collaborative'</i>	—	72%	—

Free text analysis

Overall, 27 of the survey respondents (25%) who had used the Mission Support Team left a text comment. Of the 23 that were related to the restructure and useable, 14 (61%) were positive and nine (39%) were opportunities for improvement.

70% of the positive feedback came from THQ and was related to MST as:

- Being helpful and in particular, having a customer service focus and collaborative approach.
- Delivering high quality work.



This can be seen in comments such as:

- *“The design team are really helpful and efficient.” (THQ)*
- *“The work coming from the design team is of an outstanding quality however we've had some delays in delivery.” (DHQ)*
- *“Really appreciate the intelligent and responsive way this team has engaged with mine. They have clear processes in place, and get the job done. Very much appreciate the service focus and streamlining of this team. Thanks!” (THQ)*
- *“MST are very customer responsive and we have great collaborative relationships with them” (THQ)*
- *“Very capable, helpful staff who produce high quality, timely resources.” (THQ)*

The opportunities for improvement (primarily provided by those in corps) were:

- Not knowing who the MST actually is
- Lengthy lead times when getting help
- Poor communication during the process of getting help

Examples of comments include:

- *“Through relationships with individuals on mission teams I have been able to get some things done, but as a rule I have had to give up on getting any form of support as it is easier to just do it yourself and it takes less time” (Corps)*
- *“Submitted a request for assistance/ advice. Received an auto reply. No other communication or contact has been received since.” (Corps)*
- *“The graphic design support given for our YC posters was unsatisfactory in that the details were too small to read which was not rectified and required multiple corrections. The video advertisements were also not done and we were not told this until we went seeking, which left us out of time to create our own. This never happened before the restructure and was hugely disappointing as it is the main support function our team requires from the MST. I would suggest it is a main function many require from the MST and is therefore hugely under-resourced.” (DHQ)*
- *“We'd love some mission support. But I don't even know what this department does, apart from running their Others program. In what way is this team any use to me as a corps officer?” (Corps)*



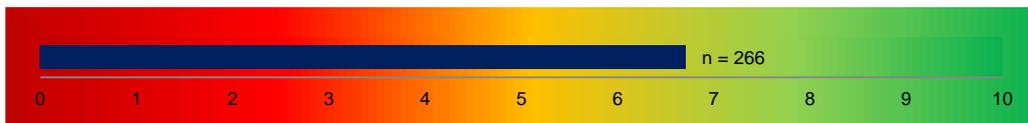
3.1.2.9 Property Department

Rating scale question analysis

Question: Respondents who had received support from the Property Department were asked to provide a rating between '0' and '10' to show how positive and supported they felt their interactions were with the department.

A score of '0' represented 'Not at all positive and supported', while a score of '10' represented 'Very positive and supported'. See Graph 12 below:

Graph 12 – Property Support Ratings



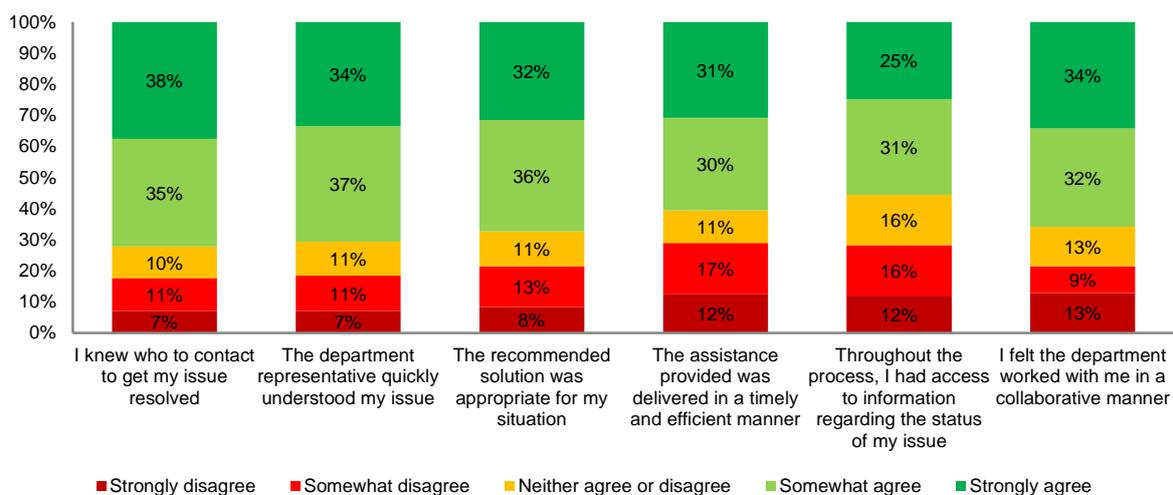
266 survey respondents, representing 39% of the total respondents, had required support from the Property Department in the last six months (compared to 43% in the six months before that).

The Property Department scored an average rating of 6.7 in the 12-month review compared to 6.6 in the six-month review.

Statistically, there was no significant response differences between states, locations or roles.

Question - Respondents were asked to rate the Property Department according to the statements in Graph 13 below:

Graph 13 – Property Ratings





The 12-month review shows some upward movement in positive sentiment across most of the statements:

- 73% agreed with the statement, *'I knew who to contact to get my issue resolved'*, the same response as last review.
- 71% agreed with the statement, *'the department representative quickly understood my issue'* compared to 66% last review.
- 68% agreed with the statement, *'the recommended solution was appropriate for my situation'* compared to 60% last review.
- 61% agreed with the statement, *'the assistance provided was delivered in a timely and efficient manner'* compared to 54% last review. This statement, however, also received the highest level of disagreement (29% disagreed and a further 11% neither agreed or disagreed). Notwithstanding, it should be noted this is an improvement on last review where 32% disagreed and a further 15% neither agreed or disagreed.
- Although still recorded as the lowest positive rating, the statement relating to *'access to information regarding the status of my issues'* has had a 9% increase in the level of positive responses, up from 47% last review to 56%.
- The statement *'I felt the department worked with me in a collaborative manner'* also received a 9% increase in positive response, from 57% last review to 66%.

There was a significant difference between metropolitan, regional, rural and remote locations to the statement 'I felt the department worked with me in a collaborative manner'. Those in rural or remote regions were more positive about their experience than those in metropolitan regions, and much more positive than those in regional areas.

Percentage of respondents who agreed with the following statements:

Statement Summary	↑ or ↓	2017	2016
<i>'I knew who to contact to get my issue resolved'</i>	—	73%	73%
<i>'the department representative quickly understood my issue'</i>	↑ 5%	71%	66%
<i>'the recommended solution was appropriate for my situation'</i>	↑ 8%	68%	60%
<i>'the assistance provided was delivered in a timely and efficient manner'</i>	↑ 7%	61%	54%
<i>'access to information regarding the status of my issues'</i>	↑ 9%	56%	47%
<i>'I felt the department worked with me in a collaborative manner'</i>	↑ 9%	66%	57%

Free text analysis

Overall, 81 of the survey respondents (30%) who used Property left a text comment (compared to 39% at the six-month review).

Of the 72 that were usable and related to the restructure, 30 were positive (42%) and 42 were opportunities for improvement (58%), which compared favourably to the six-month review where 40% were positive and 60% were opportunities for improvement.

A number of respondents mentioned specific personnel, especially at divisional or regional support roles who were 'professional' and 'helpful' with 20% (14 comments) mentioning specific people or positions who had been helpful or supportive.



Of the opportunities for improvement:

1. The biggest area of concern was around processes with 28% (20 comments) specifically mentioning the failure of the system or processes.
 - *“The QLD based property team worked well within a system which isn’t efficient.”* (DHQ)
 - *“Property department over worked, needs more assistance maybe the area is too big ... sometimes people have not known who to refer me to.”* (social)
 - *“Areas are too large for our regional property manager.”* (corps)
 - *“It appears some things are not quite as streamlined at present.”* (corps)
 - *“What we have and what was approved are worlds apart.”* (DHQ)
 - *“The expectations on the area property managers is unfair.”* (Corps)
 - *“Very difficult to obtain any assistance for anything that does not pertain to Sydney or NSW.”* (THQ)
2. Around 13% (nine comments) commented on timeliness of service:
 - *“The verbal support is invaluable but having to deal with the THQ property team in Sydney can be very lengthy with extended periods of no updates and having to chase where approvals are at.”* (Corps)
 - *“Individuals are helpful but the department is slow and seem to work on their own agendas.”* (THQ)
3. A perceived disconnection between property concerns, mission and frontline needs was also raised in a number of comments:
 - *“Currently the property department is making mission very difficult in my location. Unhelpful and undermining at best.”* (Social)
 - *“I have found them to be arrogant showing a lack of understanding of environments outside of Sydney.”* (Corps)
 - *“Seems to be a disconnect between corps needs.”* (Corps)
 - *“It seemed like I understood more than my property expert when it came to corps property and how it is administered and what normally happens.”* (Corps)



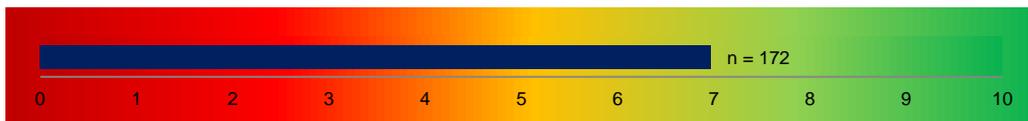
3.1.2.10 Social Program Department

Rating scale question analysis

Question: Respondents who had received support from the Social Program Department were asked to provide a rating between '0' and '10' to show how positive and supported they felt their interactions were with the department.

A score of '0' represented 'Not at all positive and supported', while a score of '10' represented 'Very positive and supported'. See Graph 14 below:

Graph 14 – Social Support Ratings



172 survey respondents, representing 25% of the total respondents, had required support from the Social Program Department in the last six months (compared to 26% in the six months before).

The Social Program Department scored an average rating of 7.0 in the 12-month review, which compared favourably to 6.4 in the six-month review.

Statistically, there was no significant difference between NSW/ACT and QLD.

However, there was a significant statistical difference in locations:

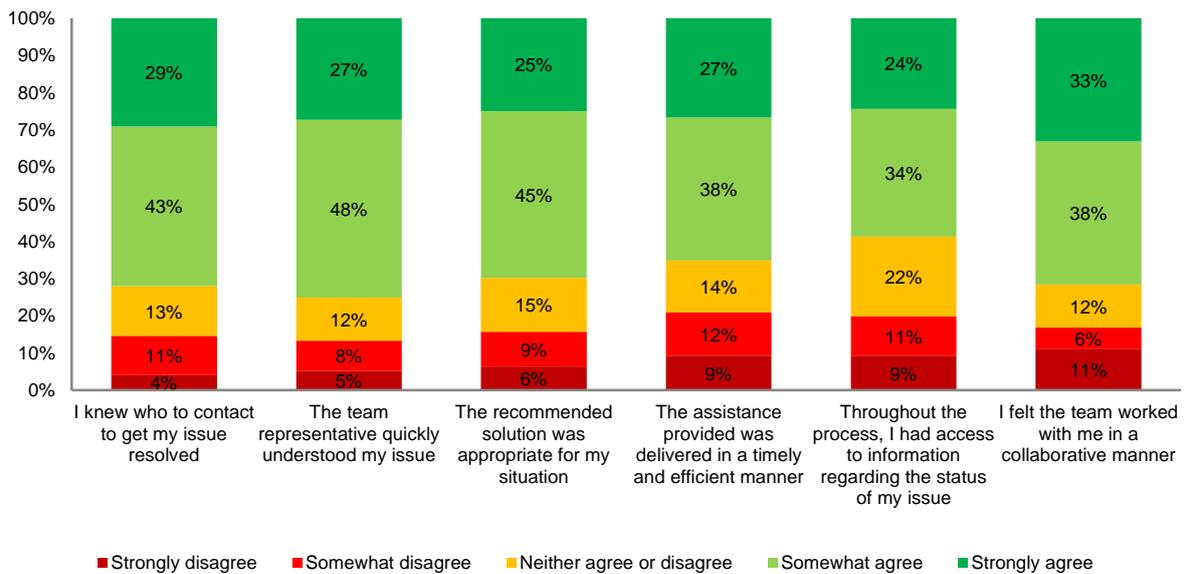
- Metropolitan 7.2
- Regional 6.9
- Rural/Remote 4.7

There was also a significant statistical difference between roles:

- Chaplaincy 7.9
- THQ Department 7.6
- Social Centre/service 7.0
- DHQ Team 6.7
- Booth College 6.0
- Corps 5.7

Question - Respondents were asked to rate the Social Program Department according to the statements in Graph 15 below (see over).

Graph 15 – Social Ratings



The 12-month review shows significant upward movement in positive sentiment across most of the statements:

- 72% agreed with the statement, 'I knew who to contact to get my issue resolved' compared to 70% last review.
- The statement that recorded the highest positive response in the 12-month review (75%) was 'the team quickly understood my issue', an increase of 12% when compared to 2016 (63%).
- The statement relating to 'the solution being appropriate for my situation' recorded a 13% increase in agreement up from 57% last review to 70% this review.
- 65% agreed with the statement, 'the assistance provided was delivered in a timely and efficient manner' compared to 56% last review.
- 58% agreed with the statement relating to access to information regarding the status of my issue compared to 45% last review. While the positive response is an increase of 13% compared last review, this statement received the lowest positive rating.
- 71% agreed with the statement, 'I felt the department worked with me in a collaborative manner' compared to 60% last review (a significant increase of 11%).

There was a statistically significant difference between respondents in the three geographical regions (metropolitan, regional, rural/remote) to the statement 'the assistance provided was delivered in a timely and efficient manner', with those in rural or remote areas less positive than those in regional areas, and much less positive than those in metropolitan areas.

Percentage of respondents who agreed with the following statements:

Statement Summary	↑ or ↓	2017	2016
'I knew who to contact to get my issue resolved'	↑ 2%	72%	70%
'the department representative quickly understood my issue'	↑ 12%	75%	63%
'the recommended solution was appropriate for my situation'	↑ 13%	70%	57%
'the assistance provided was delivered in a timely and efficient manner'	↑ 9%	65%	56%
'I had access to information regarding the status of my issues'	↑ 13%	58%	45%



Statement Summary	↑ or ↓	2017	2016
<i>'I felt the department worked with me in a collaborative manner'</i>	↑ 11%	71%	60%

Free text analysis

Overall, 44 of the survey respondents (26%) who used the Social Program Department left a text comment in this review compared to 37% at the six-month review.

Of the 41 that were useable and related to the restructure, 23 were positive (56%) and 18 were opportunities for improvement (44%) compared to 25% positive and 75% opportunities for improvement at the six-month review.

The 56% of positive feedback was split almost equally between social centres and THQ with the main theme being that members within the Social Program Department are very 'helpful', 'supportive' and 'professional' (22% of comments). This can be seen in comments such as:

- *"I've found this area of the organisation to be very helpful and keen to collaborate. They are busy and stretched, but want to help (and similarly seek help from my team). Overall very positive."* (THQ)
- *"Excellent staff, support and responses."* (Social)
- *"Amazing Social Program Director, (name) and their Operations Managers and staff are hard working, people and humanity driven and (name) is hard working, committed and always provides extra support to her staff, clients and community. I highly promote Social Program Department values, and dedication for work ethics."* (Social)
- *"The Social Research team are great to work with; they make the effort to understand other departments' needs and are a pleasure to work with."* (THQ)

Another positive theme was that the department works collaboratively (15% of comments provided by almost all of THQ) as seen in comments such as:

- *"I've found this area of the organisation to be very helpful and keen to collaborate. They are busy and stretched, but want to help (and similarly seek help from my team). Overall very positive."* (THQ)
- *"Social program Dept is becoming more and more cohesive with less silos."* (THQ)
- *"I work closely with Social Dept on a daily basis and in a collaborative way."* (THQ)

The opportunities for improvement show another side of the positive feedback, albeit at a much lower proportion of overall comments:

1. Around 12% (five comments) were related to an inability to access help and/or a feeling of not being supported. Examples include:
 - *"The department I work in is still being developed - I believe there is greater chance of easier access as well as stronger support being put in place."* (Chaplains)
 - *"There have been a number of structural changes which has made it difficult to get in touch with the right people. I am of the understanding that this is settling down now."* (THQ)
 - *"I feel very unsupported by this department especially those at the top who clearly don't share the missional heart of our Army."* (social)
 - *"Time frames for responding to emails/phone calls either were very lengthy or not responded to at all."* (THQ)



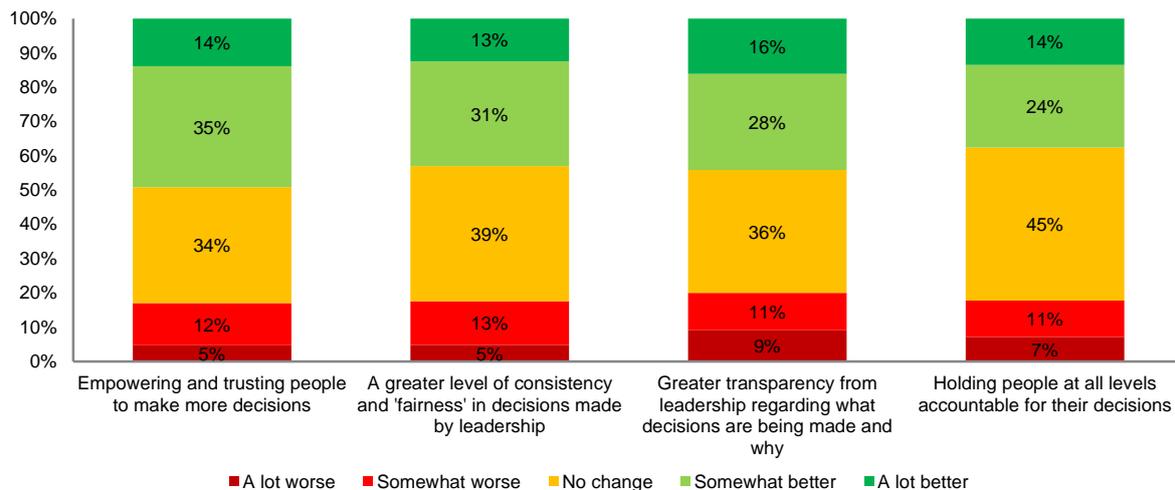
2. Another 10% (4 comments) indicated the Department do not collaborate very well often making decisions in isolation. This can be seen in comments such as:
 - “Unclear communication - social contact person acted outside of request and went ahead without permission.” (THQ)
 - “As in other areas, I feel we are often instructed rather than supported. We work within SA guidelines always and do not 'rock the boat' but it is very difficult to have any creativity or local expertise because everything has to be done the way THQ wants. This squashes any sense of creativity and innovation.” (social)
 - “Communication and breaking down the silos is vital.” (THQ)

3. SAL was mentioned in 7% of comments (three comments from those in corps), including:
 - “What social dept? With the installation of sal connect it has come to a point where we have to refer people to other church assistance programs as even though I am an officer I cannot get through.” (Corps)
 - “I think the Sal/Connect Line is a disgraceful system.” (Corps)

3.1.2.11 Culture

Question: Respondents were asked to rate the statements in Graph 18 below to determine the impact of the restructure on internal culture:

Graph 18 – Culture Ratings



The 12-month review shows a significant improvement in positive sentiment about culture:

- The highest positive rating was given to the statement, ‘empowering and trusting people to make more decisions’, where 49% stated this had improved compared to 45% last review.
- In response to the statement ‘a greater level of consistency and fairness in decisions made by leadership’, 44% stated this had improved compared to 33% last review.
- In response to the statement relating to greater transparency from leadership, 44% stated this was better compared to 35% last review.
- While there has been an overall improvement since the last review, there are significant numbers that neither agree nor disagree with the various statements. The highest number (45%) in this category neither agreed or disagreed with the statement ‘holding people at all levels accountable’, while only 38% agreed with this statement compared to 32% last review.



The only significant difference between states, locations or roles was in the statement 'A greater level of consistency and fairness in decisions made by leadership'.

Responses to the statement showed much diversity within and across the roles, with between one-third (33%) and one-half (50%) of respondents in each of the roles affirming the statement.

However, two-thirds (66%) of respondents from Booth College, local corps and retired officers indicated there had been no change or, that things seemed somewhat or a lot worse in regard to the level of consistency and fairness in leadership decisions.

Percentage of respondents who agreed with the following statements:

Statement Summary	↑ or ↓	2017	2016
'empowering and trusting people to make more decisions'	↑ 4%	49%	45%
'a greater level of consistency and fairness in decisions made by leadership'	↑ 11%	44%	33%
greater transparency from leadership	↑ 9%	44%	35%
'holding people at all levels accountable'	↑ 6%	38%	32%

3.1.2.12 General Comments

Overall, 164 respondents (24%) left a general comment at the end of the survey.

A number of respondents left comments about several discreet topics, which resulted in 174 topical responses by 164 unique respondents.

12% (21 responses) reflected on Australia One rather than the rationalisation of divisional headquarters. The following comments are representative of the views held by many of these respondents:

- "I didn't think Forward Together was still a thing. Thought it was replaced by one A1 project, or Hope Rising." (THQ)
- "It has been extremely difficult to see if this worked in light of the Australia One changes a few months after this reorganization [sic]." (THQ)
- "Looking forward to harnessing this positive energy and opportunity as we embrace Australia One." (Corps)

Of those comments which were used and related to the restructure:

- 59 were opportunities for improvement (57%)
- 26 were positive (25%)
- 17 felt it was too early to say (16%)
- Two expressed they had experienced no real impact of the restructure (2%).

Of the positive feedback, around 8% (five comments) were generally congratulatory comments on the implementation and the vision of the restructure. Some of these positive remarks were:

- "Overall streamlined well, more trusted." (Social)
- "Thank you for your thoughtfulness, genuine interest in employee well-being and exemplary leadership - a rarity in most workplaces." (DHQ)
- "I sincerely hope that what is spoken does truly happen. There is a purpose for The Salvation Army that is God driven. I pray we will stand as one body able to trust each other and to honour one another. My heart cries out for this." (Chaplaincy)



Other positive feedback pivoted on communication, which was now seen to provide more specifics than what had initially been the case:

- *"I found in the past that update meetings didn't provide any specifics & were too general. I think this has improved recently."* (THQ)
- *"It is timely and necessary. I feel adequately informed of every major decision."* (THQ)

Of the opportunities for improvement, the main categories of feedback were:

1. Leadership, culture and systems

Around 50 comments (30%) were broadly focused on the issues of leadership, culture and systems. Of these, 42 (84%) were concerned with a lack of transparency in decision-making and a perceived lack of concern and accountability from senior leadership.

Several respondents advocated for more frontline participation and non-officer voices to be involved in decision-making. Some representative examples of this feedback category include:

- *"Openness, 2-way communication and transparency would be a worthwhile addition to supporting and involving front-line staff in the process of change."* (Social)
- *"It would be great to see management being transparent for a change 'practice what you preach.' Stop the secrecy."* (Social)
- *"As an employee and soldier of TSA I often feel unsupported and underrepresented in these discussions compared to officers. As the individuals who make up the majority of the army + have made an equal commitment to its future it would be nice to be consulted. There is a strong sense of 'jobs for the boys'/favourites etc among the ranks."* (DHQ)
- *"The culture has not improved, morale on the frontline is poor. There is still a lack of transparency. Our appointment systems needs urgent attention it is a broken system that continues to hurt people."* (Corps)
- *"I have seen no change and people getting away with activities now that they were not held accountable for in the past. It is very hard to trust leadership when decision made show favouritism, inconsistency and lack of all the facts."* (THQ)

2. Increased isolation and lack of support

Around 48 comments (29%) related to a perceived increase in isolation and a lack of support and training available for a geographically diverse workforce throughout change as well as more generally.

Examples of systemic issues indicated here are:

- *"I have been at the front line the whole of my officership and I am missing the personal interaction that used to occur when THQ/DHQ personnel would visit on a regular basis. Now most things are done on a faceless screen and personal interaction is lacking ...I'm not interested in the next resource or new idea. I'm interested in people loving and caring for people at their point of need, and people getting to know their colleagues in a meaningful and valuable way. THQ personnel don't know who I am as a person or what my heartbeat is anymore."* (Corps)
- *"No amount of emails can make up for the face to face communication and transparency 'from the top'."* (DHQ)
- *"Doing away with DHQs means an unknown voice at the end of the phone who has no idea of Australian geography."* (Corps)
- *"I believe it is a disadvantage to those on the frontline and at corps level. Also THQ was inaccessible before, that's not going to get any better now."* (Corps)
- *"It all happened too fast and workers had to adjust and make decisions with hardly any support."* (Social)
- *"I do feel somewhat isolated in my role and don't feel I get the support or training I need."* (Corps)



In addition, several respondents specifically expressed difficulties in accessing the corps mission support team and establishing what support, if any, they are now able to provide.

Many respondents also reported being affected by a lack of responsiveness from the IT department.

3. Communication and lack of access to information

Around 40 comments (24%) expressed concerns around communication and a lack of access to reliable and up to date information. This was expressed by every part of the organisation, but appears to be felt particularly by local corps.

Respondents agreed on the need for more frequent communication and updates, also highlighting a need for more clarity and for communication to be targeted, relevant and succinct. Some examples of the feedback include:

- *“Too slow, too little relevant feedback.” (THQ)*
- *“Can we please have summary point updates! The last one was far too much detail than was necessary.” (THQ)*
- *“There probably should have been an official email [about important changes] rather than me finding out on the old word of mouth” (THQ)*
- *“People at the frontline feel as though they have no idea who to contact for anything. There is a sense that THQ is less accessible than ever, and so people are putting their heads down and getting on the local stuff.” (Corps)*
- *“It has been a bit of a mess and it still doesn't feel quite sorted out. One of the struggles has been not knowing who to contact and then going to DHQ to ask for help and them passing around the matter without finding the help we need and just dropping it. For most issues we have to call at least 3 people, get passed around and get left with no answers because it's no one's problem.” (Corps)*

4. Bureaucracy and administrative burden

Around 9% of responses (15) highlighted concerns around organisational bottlenecks, bureaucracy and administrative burdens adversely affecting those on the Army's frontline mission.

60% of responses (9) in this category are of the view that some processes have become more cumbersome and bureaucratic under the new structure. 27% of responses from this category (4) are also concerned about the release of staff from administrative functions into the frontline (which had been promised) has not yet eventuated.

The remaining comments voice concerns that new bottlenecks appear to have been created at the Divisional level through a lack of adequate resourcing.

Some representative comments stated:

- *“I think one of our biggest issues before the restructure that exists without change is the sense that the frontlines are working to enable the administrative/management departments. It becomes about what we can do to make the administrative and management processes more effective. It continually loads the burden on front-lines without helping to carry it. There is expectation from all the different departments to meet their requirements. I understand the importance of governance and policy requirements, but something needs to change. We need actual help rather than just being told more things that we need to do.” (Corps)*
- *“The restructure has resulted in things becoming more complicated and cumbersome. A bottleneck has been created at DHQ as a lot of work has been put onto one person. ... Support services are acting and responding in silos without all the information.” (DHQ)*



- *“If you want to help those on the front line you need to release them from administration work.” (Corps)*
- *“There are still too many Officers appointed to a role within Divisional Headquarters. I understood that one of the purposes was to get more people out onto the frontline. Yet appointments over the past 6 - 12 months has seen a greater number of officers placed in DHQ positions whilst ignoring the need for more officers on the frontline.” (Corps)*



3.2 Appendix 2 – Telephone Interviews

3.2.1 Approach

3.2.1.1 Who was interviewed and when?

Overall, 69 telephone interviews were undertaken during the period starting from Monday, 10 April 2017 and finishing on Friday, 28 April 2017:

- 39 Corps Officer interviews (10 were completed by a member of the TSA Cabinet and the remaining 29 by members of the SCU).
- 30 *social interviews were undertaken by an external contractor.

Around 80% of these interviewees were the same people that were interviewed during the six-month review.

* Includes:

- Centre Managers from social centres (15)
- Chaplains (5)
- Corps Officers at corps identified as having corps based social expressions (5)
- Managers of Family Stores - not necessarily the Corps Officer at the corps (5)

3.2.1.2 What questions were asked?

The three questions asked by interviewers were:

1. Since the restructure, what has worked particularly well in the last 12 months?
2. Are there any areas where you feel the restructure was not as effective as it could have been?
3. What would you suggest are some things that could have been done to address these areas?

3.2.1.3 How was analysis undertaken?

Analysis of these interviews was carried out by the same external contractor that conducted the social interviews and overlaid with input from the SCU.

3.2.2 Telephone Interviews Key Findings

3.2.2.1 Summary

Participants seem to generally feel much more positive about the restructure. Comments evidenced that frontline administrative tasks have either decreased or have been more streamlined.

Communication in both delivery method and rate is being spoken about positively and the Area Officer role is having a positive effect – especially on Corps Officers. The Chaplains interviewed also had high praise for the restructure of the Chaplaincy department.

There are still, however, some opportunities for improvement. Locational or geographical context was raised again by a small contingent of interviewees. There are still pastoral care as well as integration and/or inclusion issues relating to training and/or information, processes and contact within THQ (or a lack thereof).

There is apprehension around Australia One, what this may look like and how to make efficient decisions even now, not knowing some of the Australia One implications.



Some departments generally have more positive reviews than negative ones but the following departments all had more negative reviews than positive: IT, Property and MST. Processes in and through these departments seem to be a particularly big issue. The Finance Department had only slightly more positive feedback on processes.

While the Area Officer role has been positively highlighted for pastoral care, further clarity is still needed around this role as well as parameters of authority for Social Centre Managers. Most Social Centre Managers did not actually know how the AO role was meant to integrate with them.

3.2.2.2 Area Officer Role

A total of 50 people (72%) specifically mentioned the Area Officer role in their feedback with the interviewers:

- 24 responses were positive (35%)
- 10 responses were solely negative (14%)
- 16 responses were 'mixed' in that they gave both favourable and concerned feedback (23%)
- 19 people did not mention the Area Officer specifically or at all (28%)

Breakdown between Social and Corps:

Social:	Positive	58%
	Negative	42%
Corps:	Positive	87%
	Negative	10%
	Mixed	3%

Some of the positive feedback themes were that the Area Officer was a great pastoral support – being supportive, encouraging and helpful – as mentioned in 44% of comments (22). Furthermore, it is thought that the AO role has bridged a gap, which has been felt between Divisional and Territory Headquarters and mentioned in 6% of comments (three).

Others mentioned that the AO role had been useful in providing some kind of coaching and mentoring – 6% comments (three). There was encouraging feedback from some participants in saying that the AO role was continuing to improve and to work better over time – 10% of comments (five).

Some of the comments around these themes are:

- *“AO has a good understanding of what goes on in a corps. AO has a genuine interest in the CO. Are a good balance of not being pushy but also being present.”* (corps)
- *“Role of Area Officer – ability to contact when an issue arises: A leader + respond quickly + competency. Has been helpful – encouragement.”* (corps)
- *“AO has been helpful and hands on - provides mentoring. Main interaction is with AO.”* (corps)
- *“Area Officers ... Good balance between - pastoral care, strategy, frequency vs. accountability.”* (corps)
- *“AO's ...great missional, pastoral and a sounding board.”* (corps)
- *“Area Officer role - first time in 12 years that someone actually recognises their corps and understands what's going on there. More regular contact.”* (corps)



- *“AO role works well ... they help centres and corps interact with each other - helps bring together mission and ministry - AO helps facilitate conversation and inspire and motivate corps and social working together. Get more one on one time with AO than with DC, more pastoral care.” (corps)*

The opportunities for improvement could mostly be contained into three definitive categories:

- those who found the AO unhelpful - 10% of responses (5)
- those who voiced concerns or frustrations around the AO job description - 16% of responses (8)
- those who had specifically mentioned little-to-no interaction with their AO and were disappointed by it 8% of responses (4).

Comments that indicate these themes are:

- *“Experience with AO not as fruitful as could have been - little engagement with them.” (Corps)*
- *“AO didn’t quite understand the social program side of things. Has 4 family stores under his care - manager is employed by the corps and corps has to pay for it (rather than the Division, however the Division are sometimes calling upon the family store manager to help other stores) - this was after such a role had been previously located in the Division - this is not sustainable.” (Corps)*
- *“Sometimes we wonder if the Area Officers are confused with what their roles are, whilst its clearly stated, I think they are not sure what level of authority they have.” (Corps)*
- *“Area Officers’ a concern. But I know it will look different in each situation but I thought there would have been definite parameters. It seems as though the AO are making up their own job and own rules as they go. Personal experience of AO hasn’t been brilliant - felt like it’s been more a DC’s representative - feels more like a layer of bureaucracy.” (Corps)*
- *“We are unique in that we are a Corps-based Social centre and so while our AO is really nice, they don’t have much experience and so we have had to find our own connections and resources/support ourselves.” (Corps-based Social)*

It is also important to note at this point that there is a strong need for clarity for those in Social as well as the need for clarity and instruction for any AO working with Social Centres. It was very obvious throughout the interview process that most Social Centre managers were unclear on whether they are ‘under the care of’ an AO. Most could not indicate to the interviewer whether they were or not and what the arrangement was between them and the Area Officer – even unofficially; and yet, noted a need for pastoral care in their feedback.

Some examples of this confusion are seen in the following comments:

- *“I am supporting 6 people but who’s supporting me? Nothing happens quick when you need support. Don’t see AO often but I’m too busy and so it doesn’t matter.” (Social)*
- *“Social - doesn’t have the same care and interaction that Corps get but we have had a visit from the AO which was great (though we don’t come under them); Still no pastoral care - especially with location.” (Chaplain)*
- *“Unofficial understanding that we come under AO - which is helpful that we have an advocate in QLD.” (Chaplain)*
- *“...Have no chaplain (or pastoral care) and it would be good if this could change for the holistic support and health.” (Social)*



3.2.2.3 Communications and Fundraising Department (CFD)

A total of 9% (6) of people specifically mentioned CFD in their feedback.

The responses were categorised as follows:

- 67% (4) responses were positive.
- 33% (2) responses were negative.

“Processes” within CFD received three reviews in total. There were mixed responses with both positive and negative feedback; positive feedback accounted for (66%) with one negative assessment (33%). There was no feedback offered on this category by Corps Officers. Responses reveal:

- *“Responses and working in collaboration with others and it feels like we're breaking walls down there with other frontline work/corps and programs.” (Social)*

Regarding “collaboration” – which had the most feedback, there were three positive statements (75%) and one unfavourable (25%) statement. Examples of feedback include:

- *“CFD have also been helpful.” (Corps)*
- *“Contact from CFD has been good - they have offered to help.” (Corps)*
- *“CFD department is quite remote: collaboratively etc.” (Social)*

3.2.2.4 Finance Department

A total of 46% (32) of people specifically mentioned the Finance department in their feedback.

The responses were categorised as follows:

- 56% (18) responses were negative.
- 38% (12) responses were positive.
- 6% (6) were a mixed response.

The reviews indicate “response times” came up 10 times for the Finance department. Most of these responses (80%) were positive experiences and two (20%) were not. Examples include:

- *“Finance easier and quicker -the amount of support I get has changed my life.” (Social)*
- *“Quick turnaround with ...Finance... helpful and easy to access.” (Corps)*

A total of 12 participants assessed “Who to Speak to” with mostly positive results; only two (17%) response was negative in tone. Assessments include:

- *“Even when the person we dealt with was moved to another portfolio - the changeover was seamless and that was really helpful.” (Corps-based Social)*
- *“The installation of a finance officer on site has been great and a turning point in communication and getting things done with the finance dept. I would give them a 10/10.” (Social)*

The topic of Budget, was raised approximately 12 times during the survey process. The effect of the Forward Together restructure on Budget was brought up as a positive development in most statements regarding the subject.

Both Corps and Social produced three specific responses about the positive way in which the ways Budget have changed – specifically the approvals process. We see this in the comments below:



- *“The Budget approval process is a great step forward.”* (Corps x 3)
- *“Finance are good and helpful – [with the] budget process in particular.”* (Corps)
- *“Where things are in the Budget it’s been easier to get things done - from an approvals perspective.”* (Corps)

There were, however some concerns raised regarding the system/process used with Budget matters. The following are comments made which shed light on troubles encountered and suggestions to ease these issues:

- *“Budgets: because everyone is going on at the same time the system is slow”. (corps) and related suggestion: “A staggered approach to doing budgets (so system doesn’t crash)”.* (Corps)
- *“[There are] significant troubles with Finance in regards to the Budget. It’s a lot worse than before. Sometimes there are people doing task but do not know what they are doing; Making important decisions about budget without asking for clarification first.” (corps) and related suggestions: “I think making sure that there is communication that takes place before decisions are made; Communicate if you want to seek clarification especially with Budget process.”* (Corps)

3.2.2.5 HR Department

A total of 17% (12) of people specifically mentioned the HR department in their feedback.

The responses were categorised as follows:

- 33% (4) responses were negative
- 67% (8) responses were positive.

We can see that 4 participants referred to “response times” when reviewing their experiences of the HR department. Half of these responses (50%) were positive experiences and 2 (50%) were not.

Responses reveal:

- *“HR department has been great...”* (Social)
- *“HR support not that good, less responsive (seem a bit busy, don’t come back to you) - this has been frustrating.”* (Corps)

“Processes” within the HR department received the most reviews from the interviewees – with 5 reviews in total. There were mixed responses with both positive and negative feedback, though the majority of feedback was positive (80%) with only one negative assessment (20%).

Examples include:

- *“Occasionally deal with HR department and that has been positive.”* (Family Store)
- *“Feel that with the issues or lack of processes - the term 'support services' isn't correct.”* (Social)

3.2.2.6 IT Department

A total of 26% (18) of people specifically mentioned the IT department in their feedback.

The responses were categorised as follows:

- 61% (11) responses were negative.
- 33% (6) responses were positive.
- 5% (1) was a mixed response.



We can see that 11 participants referred to “response times” when reviewing their experiences of the IT department. Eight of these responses (73%) were negative reflections and three (27%) were points of praise – all of which was NSW/ACT based. Some examples of feedback include:

- *“I contacted the helpme (IT) about a new phone, got the phone right away and I was well informed.”* (Corps)
- *“IT is a big mess - still doesn’t feel like a quality service (waiting weeks for response on tickets but by then we have to figure it out ourselves).”* (Corps-based Social)
- *“There are still major struggles with IT when it comes to timeframes. It takes about 6 weeks for them to reply which is not very good and not very professional. They don’t communicate about the status of the request; for example, they didn’t let us know that they couldn’t supply the laptops we have requested after Christmas. It just holds us back.”* (Corps)

“Processes” within the IT department received the most reviews from the interviewees – with 16 reviews in total. There were mixed responses with both positive and negative feedback, though the majority of feedback was negative (69%) compared to the rate of promising assessment (31%). Examples include:

- *“The turn-around for IT is so lengthy so we often try to figure it out ourselves but this isn’t ideal because that’s not what we’re employed for. It seems to be the processes: ordering a PC takes over 2 months and then when you get it, it doesn’t work; plus, when we ask for support sometimes the answers are wrong and unhelpful.”* (Corps-based Social)
- *“IT: consistent problems with all of the department (including equipment, time lines, knowing who to speak to); the biggest problem is with the timeline and it seems they’re always under pressure: not complaining about the people so much as the process.”* (Social)
- *“IT - too many steps in the process and don’t know who is responsible for what.”* (Corps)

3.2.2.7 Mission Support Team (MST)

A total of 9% (6) of people specifically mentioned the MST in their feedback.

The responses can be categorised as follows:

- 83% (5) responses were negative.
- 17% (1) of the response was positive.

Regarding “collaboration”, there were 2 statements – both equally negative (50%) and positive (50%) in tone. Feedback includes:

- *“Missions department - happy with what is being offered and developed.”* (Social)
- *“More communication from MST - ringing/visiting corps and make their services more known - potentially go back to the monthly newsletter.”* (Corps)

3.2.2.8 Property Department

A total of 30% (21) of people specifically mentioned the Property department in their feedback.

The responses can be categorised as follows:

- 67% (14) responses were negative.
- 24% (5) responses were positive.
- 9% (2) was a mixed response.



It is worth noting, specifically, that no 'Social' participant had any positive review, at all, to offer regarding their experience with the Property department.

The reviews indicate "response times" came up 8 times for the Property department. Most of these responses (75%) were negative experiences and 2 (25%) were positive; the positive responses came only from NSW/ACT-based participants. Examples include:

- *"Property have been great - come back quickly and are knowledgeable."* (Corps)
- *"Sometimes difficult getting response in timely manner from Property."* (Corps)
- *"Property department is a glaring issue...It's never been worse - don't know anyone in the Central Nth QLD that's happy with the way that's unfolding" with paper work and timelines - still waiting after 18 months; It's definitely affecting the way we do things here."* (Social)

"Processes" within the Property department received the most reviews from the interviewees – with 12 reviews in total. There was both positive and negative feedback, though 11 negative assessments were the overwhelming majority (92%). Responses reveal:

- *"Property process - sometimes slow (particularly in the lead up to a project)."* (Corps)
- *"Property department are "running their own race" and we steer clear if possible. They will help if there are any significant issues; they think more economically and not socially."* (Social)
- *"The processes to get things approved can be quite complicated; still a number of hoops to jump through - particularly with property."* (Corps-based Social)

A total of 8 participants assessed "Who to Speak to" with slightly less positive results; only 3 (38%) responses were positive in tone. Assessments include:

- *"Property are just overall supportive, know who to speak to."*
- *"Still issues with Property i.e. if you don't get a response from first point of contact who do you go to?"* (Corps)

3.2.2.9 Social Program Department

A total of 4% (3) people specifically mentioned the Social department in their feedback.

The responses can be categorised as follows:

- 67% (2) responses were positive.
- 33% (1) responses were negative.

No Corps Officers gave feedback on the Social department.

Comments were:

- *"Social is fantastic."* (Social)
- *"Social we're at a huge advantage because of restructure but still figuring how that works."* (Social)
- *"Social [has been an] improvement."* (Social)

3.2.2.10 Decision Making and Approvals

There is definite improvement in experiences related to decision making and approvals, seen in comments such as:

- *"Decisions can be made quickly... Less red tape," – as well as "more autonomy"* (Corps)
- *"There's more ability for us to approve things ourselves - which allows to more freedom, especially with financial decisions which makes things easier", "it has achieved tying up*



the administrative stuff for us which is good” and [I] “have been released to do what we need to do, there’s a level of autonomy so that has worked.” (Social)

- *“Greater trust and freedom for local leadership combined with greater accountability”.*
- *“Feel like there is a good focus on frontline, and... there is better collaboration across departments.” (Corps)*
- *“Not having to go through a Divisional structure and can be supported directly with HQ.” (Social)*

3.2.2.11 Change Management and Communications

Some comments indicated change fatigue including:

- *“2 Divisions – now A1 - all Overwhelming.” (Corps)*
- *“Stagger changes rather than have many at once.” (Corps)*
- *“Australia One needs to happen first then the restructure of the Divisions.” (Corps)*
- *“The restructure and the closing of Dixon and DHQ all happened too quick, too fast.” (Social)*
- *“There is just too much restructure going on at once, it creates more confusion and lack of stability.” (Corps)*

Around 13% (9) of participants made positive comments related to communication, 6 of which were Corps Officers and 3 Social Centre managers, including:

- *“Overall communication has been good and the opportunity to give feedback.” (Corps)*
- *“Communications from Aust1 team have been really good and our staff have been really thankful to know what is going on even if it doesn’t affect them or their jobs.” (Corps-based Social)*
- *“Updates and emails have all been good.” (Social)*

In terms of opportunity for improvement, two key themes were the amount of information coming through and concerns around clarity and transparency.

Examples of these comments were:

- *“A lot of info coming out (frustration – cannot get head around) – overload.” (Corps x 3)*
- *“Slight lack of information = Feel the need to be self-sufficient.” (Corps)*
- *“Female Officers feeling overlooked as correspondence and invitations are being directed to husbands despite having the same role and responsibilities in the areas where the correspondence and invitations are concerned; there is little acknowledgement of [her] also having responsibility in these areas. This also puts additional pressure on the husband when the female/wife can respond with adequate knowledge.” (Corps-based Social)*
- *“Communications have at times created higher levels of anxiety due to a lack of information or the quality has been vague and shallow.” (Social)*
- *“Some of the meetings and communication is full of waffle but without substance; I don’t feel encouraged, equipped and only moderately informed - you’re telling me what I already know and nothing new.” (Social)*
- *“Communicating more: knew that HQ’s were dissolving and knew that something else was starting up but there was a period of uncertainty - more clarity/preparation of what’s coming and happening: this is particularly important to feel connected due to our remote location - particularly how it affects one’s appointment.” (Chaplain)*
- *“Newsletters got a bit tiring - it seemed like no major decisions were being made: we just want to know big decisions when they’re made rather than constant newsletters with small information. The Town Hall Meeting makes me feel more connected and informed than the newsletters do and I just really enjoyed being a part of it. While Areas of the Forward Together and Australia One values are all really positive and encouraging and communicated well, the practical implications have not been communicated as well.” (Social)*



- *“Communicate that 'there's no change' rather than not communicating.”* (Social)
- *“Information has not been given so much as hearing about it from others, so it would be good for that to change to more direct communication; It is definitely affecting the way we do things here.”* (Social)

3.2.2.12 Corps-based Social

This group of interviewees out of any other Social group had the most negative feedback to give around the AO role. This can be seen in comments such as:

- *“The introduction of AO's has created considerable issues. There's less clarity in who to call for what and if we ask our AO they just say 'Call Joe Blog' but we're not told who that is and why so it's not informative or empowering for us to be able for those on the ground. Also under the impression that AO's are for resourcing and mentoring but for us there's been confusion about who we're meant to be reporting to (solved issue now) and it isn't clear if the AO's understand the parameters of their role - feel ours have overstepped her bounds.”*
- *“We are unique in that we are a Corps-based Social centre and so while our AO is really nice, they don't have much experience and so we have had to find our own connections and resources/support ourselves.”*
- *“Our AO covers our geographical area well but there could be more defining answers around how an AO will support/resource/help more centres doing social things as I believe this is only going to happen more (more centres doing social stuff).”*

3.2.2.13 Corps and Social Integration

There is still notable frustration in this area, with comments such as:

- *“Overall it is still a little confusing who to go to – also [for] Corps and Social integration - especially where a social expression is funded by the corps. Still feel some silo between corps and social.”* (Corps)
- *“Not sure that we work as well being under Social whereas being under Corps. There is some reluctance from corps officers and confusion around division of who we answer to.”* (Social)
- *“There seems to be several layers of approval process - my understanding was that that would be eliminated where for Social it seems like new layers of approval and boards have been put back into place; why, if the aim is to speed things up? Those processes and approvals are taking longer than pre-restructure. More top-end social department. Report directly to THQ but as were an Expression, we're meant to be coming alongside the Corps and work within Division despite not being a part of that conversation.”* (Social)
- *“Part of impetus for the change was having too many Silos in the org: aim was to bring it together and support services was going to streamline things: that hasn't happened – there's more silos now!...Greater divide now b/w social and corps and now we have greater divide- feel like I'm sitting out on a Branch as a social manager.”* (Social)

3.2.2.14 Geographical Context

Location – specifically challenges in regional, rural or remote locations arose at least 12 times throughout the interview process. Comments included from both Corps Officers and Social are:

- *“There is difficulties in being rural - having an AO who was dedicated to that region was helpful. Still feel isolation due to geographical distance.”* (Corps – rural/small)
- *“Don't see the NSW/ACT division much - deal more with QLD division. Feel isolated. The Area Officer has been great - however find it hard to get through to DC because of distance. Feel should be in QLD division.”* (Corps – rural)



- *"We were told last year that we will have less get togethers, more regional perspective, less activities for us to go to (which is good). But it seems like we seem to be invited to more Divisional activities; Where we are, not close to any of them." (Corps – rural/remote)*
- *"We're getting used to not having our Divisional person and not knowing anyone at DHQ. Being under one banner now makes everything seem a lot more remote from us and being under socially mean things are dealt with as locally as they used to be." (Social)*
- *"Notably - just the keeping in contact/pastoral care for us has been the hardest; we can't make all things held in Sydney due to being carers (family)." (Chaplain)*
- *"[Change to] be in the QLD division to release geographic issues (also includes Ballina and Casino). Doorways regional co-ordinator should have divisional representation (rather than only THQ) e.g. through Area Officer." (Corps – rural)*



3.3 Appendix 3 – Questionnaires

3.3.1 Approach

3.3.1.1 Who completed the questionnaires and when?

The questionnaire was sent on 10 April 2017 to the NSW/ACT Divisional Commander Miriam Gluyas and QLD Divisional Commander David Godkin for them to forward to:

- Area Officers
- Divisional leadership team

Responses were received between 10 April 2017 and 21 April 2017.

A total of nine questionnaires were filled in (all by AOs and only one from QLD) – this is compared to 19 questionnaires at the six-month review with a rough 50/50 split between AOs and Divisional Leadership. The respondent breakdown is below:

State	Role	Name
NSW/ACT	Area Officer	Isabel Beckett Vanessa Garven Topher Holland Meaghan Gallagher Mark Everitt Belinda Spicer David and Lea Palmer Stuart Reid
QLD	Area Officer	Beth Twivey

3.3.1.2 What questions were asked?

1. What has worked well over these 12 months since the Forward Together HQ Restructure?
2. What have been the challenges?
3. What do you see as the solutions to these challenges?
4. Have you been able to make the decisions that you need to make? If not, what have been the issues around that? How can we help with that?
5. What will need to be the key focuses?
6. Other – where any other comments can be made

3.3.1.3 How was analysis undertaken?

Analysis of the feedback was undertaken by the SCU.

3.3.2 Questionnaire Key Findings

3.3.2.1 Summary

Generally, the Forward Together Restructure has worked well. The AO role has created opportunities, and is starting to be accepted. There is still some confusion, but overall it has



helped to connect people, enable quick conversations and decisions, and reduce red-tape. In general, there is beginning to develop a common understanding of the AO role.

There are still some areas of concern. Particularly, IT systems have not kept pace with the restructure, especially with AO's who do not have access to servers; and Social Program Department which has been the biggest disconnect from the frontline restructure. Doorways and the separation of social from corps is a major challenge.

Australia One is also a common concern, not the changes themselves, but that the AO role will be changed, or that the Forward Together initiatives will get lost in the new strategies.

All ten respondents were Area Officers, which means that only an AO perspective was provided. One was from Queensland, the rest from NSW, three of whom were from Sydney. There were some minor differences in focus between AOs in Sydney and the rest. Particularly, non-Sydney AO's were most concerned about issues surrounding Doorways and Social Services in general. Otherwise, perspectives, positives and concerns were consistent across all ten respondents.

3.3.2.2 Area Officer Role

The understanding of this role has improved, with a perception that this role is central to the Forward Together re-structure. The role is described as "not really a decision making role", a role that has "helped connect people together" and a role that has enabled "quick conversations and decisions".

There is still some confusion over the front line role among some Corps Officers and corps folk, however, this is improving.

Of more concern is a lack of understanding at THQ level, with some departments requesting AO or Divisional Leader approval before following through on CO requests.

In general, there was good support for AO role, although one AO felt the need for secretarial support. This AO is in a dual role, however, which may be reflected in this perceived need.

3.3.2.3 Support Partners

In general, there has been an improvement in support services understanding of the AO role, and the restructure. Some departments have not fully understood the increased authority levels of Corps Officers, and have still sought AO or DC authorisation for Corps Officer requests, which should be within the CO approval level.

There is also a perception that there is greater support being given to DHQ than to the front line.

The two departments that attracted consistent and negative feedback were IT and Social Programs.

From an IT perspective, there appears to be a lack of infrastructure support, with systems not designed to work remotely, affecting AOs, who mostly work away from the office, and many corps who do not have server access.

However, the greatest criticism is for the Social Program Department, with an obvious and growing gap between corps and social. Furthermore, half of the respondents specifically mentioning Doorways and Social as a major concern. Comments include "Doorways working as a silo" and "the gap between social and corps has gotten bigger". One suggestion was that SAL be closed, and the distribution be returned to corps, especially in



the rural areas, and that Doorways case workers come under the management of the corps where they are based.

3.3.2.4 Culture

While the AO role is beginning to be embedded, there are concerns that there are still many “top down” directives, and some support partners are not understanding the new structure, and still seeking divisional, or AO, approval for front line requests.

Generally, the respondents are positive of the cultural change developing as part of Forward Together, although there is a quiet concern that the Australia One changes will overshadow, and possibly reverse this culture change. One respondent referred solely to the Australia One changes in their responses, possibly because these changes are now taking prominence in conversation and strategy.