



The Salvation Army

Australia Eastern Territory

Headquarters Restructure

Six Month Review

Purpose: *TPMC Report*

Published: *22 September 2016*

Author: *Strategic Change Unit*



Together we see people finding freedom in Jesus

01

People transformed by Jesus

Soul saving

02

Healthy faith communities

Growing saints

04

Courageous stewards

Using our mission resources effectively and efficiently

03

Unified mission expressions

Serving suffering humanity



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1.0 Executive Summary

In January 2016, The Salvation Army Australia Eastern Territory (TSA) underwent a restructure with objectives which aligned to the Forward Together goals of:

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

Following this, in July 2016, the Strategic Change Unit (SCU) commenced a review of the restructure to understand what has been working well and where there were opportunities for improvement.

During the review of the restructure, data was collected from four sources:

1. Online survey
2. Questionnaires
3. Phone interviews
4. Focus groups

This report provides detail on the findings from each of the review sources and recommendations to improve where there were opportunities for improvement. These ranged across:

- The Area Officer role
- THQ Support Services (CFD, Finance, HR, IT and Property) and Program Support (specifically the Social Program Department).
- Culture
- Change Management Methodology.



2.0 Background

In January 2016, The Salvation Army Australia Eastern Territory (TSA) underwent a restructure with the following objectives:

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

In order to meet these objectives, the following design elements were employed:

- Push responsibility for mission to the divisions, and pull responsibility for administration (support services) to Territorial Headquarters (THQ).
- Increased delegations of authority at the frontline.
- Redesign boards to be more efficient, transparent and consistent.
- Creation of the Area Officer role to provide coaching, accountability and support for mission.
- Reduction of the number of divisions from seven to two to create greater consistency.

In July 2016, the Strategic Change Unit (SCU) commenced a review of the restructure to understand what has been working well and where there were opportunities for improvement. The findings of the review will inform recommendations for mitigating actions and strategies.

During the review of the restructure, data was collected from four sources:

1. **Online survey** – this was sent to all TSA (excluding Salvos Legal) personnel with an AUE email address.
2. **Questionnaires** – these were sent to Area Officers (AOs) and the leadership teams at NSW/ACT and QLD Divisional Headquarters (DHQ).
3. **Phone interviews** – seventy-five interviews were undertaken across Corps Officers (COs), chaplains and social centre managers.
4. **Focus groups** – three focus group sessions were held across three leaderships teams: Social Program Department, NSW/ACT DHQ and QLD DHQ.

While considered Program Support, the Mission Support Team (MST) was not included in this review as the restructure of this team was delayed until after the general restructure to allow the newly formed divisions to have input into the mission needs of the territory. The new MST structure came into effect on 29th August 2016. It is expected that the MST will be included in future restructure reviews.



3.0 Recommendations

3.1.1 Area Officer Role

1. Change Management activities, specifically awareness, desire and knowledge (Prosci® ADKAR), designed to increase understanding and bring greater focus to the AO role:
 - a. Release the full Position Description with communication providing any necessary clarification on the main purpose and focus of the role as coaching and support for missional effectiveness.
 - b. Clarification of the role to be provided to AOs by the Divisions. Furthermore, understand the strengths and individual support needs of AOs and provide well-planned and ongoing targeted training with support from the SCU covering the following:
 - Mission Action Planning,
 - Coaching,
 - Accountability, and
 - Clarity around the use of delegations of authority and approval activities.
2. Urgent development of the Mission Action Plan and the associated tools to support:
 - a. A structured process for increased missional effectiveness at the frontline – with ownership by the corps (not only the Corps Officer).
 - b. Integration with budget planning.
 - c. Identification of mission support requirements from both THQ Mission Support Team (MST) and Divisions.

3.1.2 THQ Support Services (overall) and Program Support

3. Short-term procurement of a Business Analyst to provide clear documentation articulating consistent processes for accessing support and approval from THQ Support Services (IT, HR, Property, Finance and CFD), Program Support (MST and Social Program Department), and DHQ (in the form of how-to-guides).
4. Further communications designed to increase knowledge and ability needed to access support and approval from THQ Support Services, Program Support and DHQ:
 - a. Hard-copy versions of the how-to guides to be distributed by DHQ to the frontline (which is the strong preference of the frontline).
 - b. Creation of a centralised access point for all how-to-guides:
 - Centralised website (one URL with easy links for each support service, using iNotes password).
 - Administration person from each of the THQ Support Services, Program Support and DHQ appointed to keep the information up to date.
5. Training for all staff within THQ Support Services and Program Support to ensure consistent application of documented processes.
6. Intentional re-positioning of THQ Support Services and Program Support as responsive customer service partners (rather than as directive authorising bodies), to include:
 - a. Intentional development of a greater customer service support ('can-do' attitude) culture including documenting a customer service charter
 - b. A central help line (staffed by trained customer service personnel) designed to triage enquiries and provide easy access to the required support.
 - c. Together with Advisory Board members, establish key customer service SLAs and KPIs by setting a realistic baseline of service expectations (based on consultation with the frontline and headquarters) to:



- Significantly reducing response and issue resolution times.
- Provide visible and accessible tracking of requests and submissions through to completion.
- Regularly measure actual performance to SLAs and KPIs.

3.1.3 IT Department (Additional Items)

7. Review of frontline needs, with a commitment to:
 - a. Investigate the potential provision of after-hours support for social centres and corps who are often shift workers or work outside general office hours.
 - b. Develop initiatives to create better understanding of frontline IT needs.
 - c. Review the policies for the purchase and installation of hardware and software, including:
 - Greater freedom in the selection of locally appropriate IT solutions.
 - Alternate ways to purchase computers locally, within given specifications.

3.1.4 HR Department (Additional Items)

No additional recommendations.

3.1.5 Finance Department (Additional Items)

8. Further enhancement of the budget preparation process by including:
 - a. More thorough engagement with the frontline to ensure consideration of local history and context.
 - b. Direct linkages with the MAP process.
 - c. The provision of training and information on the budget process to the frontline.

3.1.6 Communications and Fundraising Department (Additional Items)

No additional recommendations.

3.1.7 Property Department (Additional Items)

9. Development of a more collaborative and consultative approach for property services due to the feedback indicating decisions are sometimes made in isolation. This includes a more partnership oriented approach with the frontline to ensure local needs are better understood and met.

3.1.8 Social Program Department (Additional Items)

10. Develop a clear process for the corps-based social expressions that:
 - a. Gives missional and operational responsibility to corps.
 - b. Gives compliance, training, audit, tendering and contract requirements to the Social Program Department.
 - c. Provides clear rationale, with clear and consistent detailed processes for co-operation and collaboration between corps, divisional, social and support service teams.



3.1.9 Culture

11. Further development of the culture values of trust, accountability, consistency and transparency by:
 - a. Obtaining a representative set of examples where the culture values were not displayed and identifying a strategy to address the gaps.
 - b. Ensuring a pathway for all levels of the organisation to feel they can safely have a voice into significant decisions in a solution-oriented manner.
 - c. Prioritising the completion of Board Redesign to:
 - Streamline decision making.
 - Provide consistency, transparency and accountability in decision making.
 - Ensure boards are operating in alignment, according to their delegated authority.
 - d. Revising the appointment process as it applies to Board Redesign by (note that these activities are already underway):
 - Development of a capability framework to ensure appointments are better aligned with knowledge, skills and abilities.
 - Providing honest and regular feedback and targeted support to facilitate greater effectiveness in all appointments.
 - Providing greater consistency, transparency and accountability throughout the appointments process.

3.1.10 Change Management Methodology and LDIS

12. Undertake a similar post-restructure review in 6 months (January 2017).
13. Develop a plan to broaden Change Management to the wider Salvation Army.
14. Future use of the LDIS methodology should build on the solid work undertaken in the Learn and Design stages, with greater attention given to the ADKAR change management stages of 'Knowledge' and 'Ability', including:
 - a. Conducting a 'lessons learned' workshop on how the restructure was managed (Post Implementation Review – PIR).
 - b. Creation of well-developed and widely agreed impact assessments and corresponding activities (such as engagement, communication and training) late in the Design stage, to be applied prior to the announcement of changes.



4.0 Key findings

There is widespread solid support and good will for the Forward Together plan and the headquarters restructure objectives and intentions. However as is normal at this stage of such an extensive change program where structures, policies, functions and roles, processes and culture have all been significantly revised, there are still pockets of confusion over how to operate in the new environment.

4.1 Major areas of strength

1. The implementation of the Area Officer role is reported by a little under half of the survey respondents to be a significant benefit, providing greater connection, support and care to the frontline.
2. Improved clarifications and increases in delegations of authority are seen to have streamlined some decision making processes.
3. The Divisions are now better positioned to be both more fully empowered to carry forward responsible for mission and well placed to provide more timely, localised and tailored support.
4. Some support services are seen as functioning well and providing improved support to the frontline.
5. The move from seven to two divisions is widely considered a positive step in facilitating greater consistency and more cohesive and collaborative relationships.

4.2 Major opportunities for improvement

1. The most prominent issue raised is the lack of understanding of how to operate in the new structure. From a change management perspective this is clearly a gap in 'Knowledge' and 'Ability' around who to speak to and what the correct process is to follow (ADKAR - Awareness, Desire, Knowledge, Ability, Reinforcement).
2. In general, THQ support services are not yet seen to have fully made the transition from being authoritarian and direction-giving, to being more responsive to requests and providing support and advice. This is critical to facilitate greater empowerment of the frontline.
3. Approval processes at all levels (boards and support services) are still not clear. It is difficult to track where requests and submissions are up to and any subsequent decisions and other communications are often not considered timely or clear.
4. Consistent issues have been raised regarding the social program department, specifically a perceived division between corps and social, the management of corps-based social expressions, a lack of integration of social with other services (on the frontline and in divisions) and the need for an improved customer support focus.

4.3 Change management methodology and LDIS (Learn, Design, Implement, Sustain)

The six-month review reveals growing strength in adopting the 'Learn' and 'Design' stages of LDIS. By intentionally addressing 'Learn' and 'Design' stage activities with an integrated approach to change management (ADKAR) as per the image below, we have achieved:

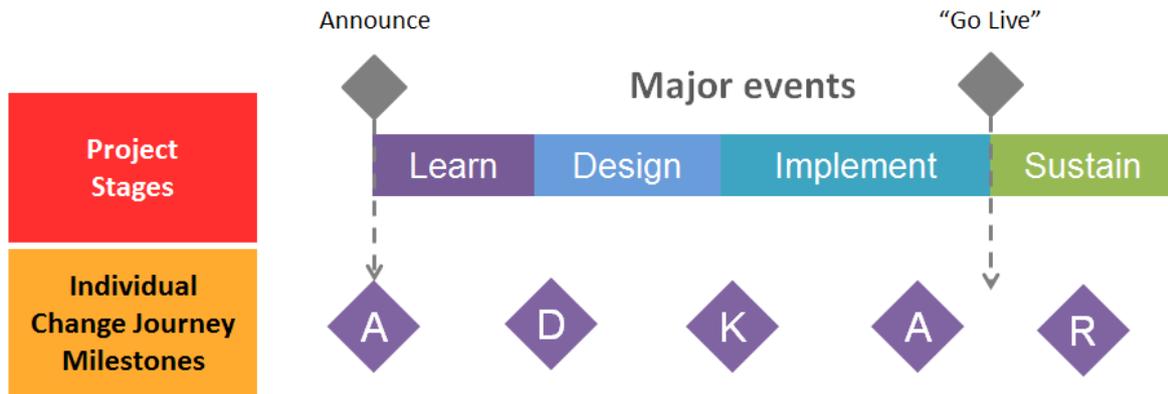
- Increased understanding, 'buy-in' and uptake of the Forward Together plan and objectives.



- Greater rigour and effectiveness in our change processes.

However, the area of implementation planning (which is ideally completed late in the ‘Design’ stage) has been identified as deficient. The significant number of comments around who to speak to and what the correct process is to follow, are an indication of the lack of diligence in identifying impacted groups and the specific detail and activities needed to build the necessary ‘Knowledge’ and ‘Ability’ for successful uptake.

Detailed findings for individual departments and areas are provided in Section 3 of the report, from page 7.



4.4 Area Officer role

The AO role is reported to be an effective component of the new structure, providing greater levels of support, pastoral care and operational troubleshooting to the frontline although some COs are not highly enthusiastic about the role. Also, there is still confusion around the exact purpose/responsibilities and ‘authority’ of the role leading to inconsistency in how it is being fulfilled. Additionally, there seems to be a gap in terms of provision of missional direction and support, particularly in the areas of coaching, accountability and Mission Action Planning (MAP). In summary:

1. COs are benefitting from regular, intentional visits – overall helping them feel a greater sense of support, connection and pastoral care.
2. A significant proportion of AOs report having a clear understanding of how to support a corps to create greater missional effectiveness and the right level of authority to hold corps accountable to missional goals. However, from the CO’s perspective, this is not being fully utilised as performance in strengthening missional effectiveness is the biggest area of reported weakness, particularly in setting an agreed plan together and advancing practices needed for greater accountability.
3. Whilst AOs have reported they are adequately equipped to provide coaching support, feedback from COs indicates a big gap in this area.

4.5 THQ Support Services and Social Program Department

4.5.1 Overall

There were a number of themes which spanned across all THQ Support Services and the Social Program Department:

1. Not knowing who to contact for specific support.



2. The length of time it takes to get things done.
3. Not being kept up to date on the progress of a request or submission.
4. There is confusion around the processes to follow within each department - in particular the approvals process. Of greatest concern was that:
 - a. Processes aren't well documented.
 - b. There is a lack of consistency in the process you are asked to follow.
 - c. In some instances, there is a lack of understanding of the process by the particular department themselves.
5. There was consistent feedback that support services are working to their own agenda and operating in silos with minimal collaboration.
6. Feedback also showed that decisions were being made without consultation with Divisions and the frontline expressions, and in isolation with little accountability for the consequences.
7. Despite the above, the feedback also indicates that the people within the departments are perceived as helpful and the eventual outcome is usually of good quality.

4.5.2 IT Department (Additional Items)

1. While acknowledging that the issues with IT are not related to the restructure, and were present before January 2016, results also show that the restructure has done little to address or fix the issues.
2. Support provided to THQ and DHQ was reported to be better than the level of support provided to the frontline. In particular it was harder to get access and there is a perceived lack of understanding of the frontline's IT support requirements. Also, there is a sense among a significant number that the IT Department has not worked collaboratively.
3. Key issues include: lengthy response and resolution timeframes, inappropriate or ineffective solutions, help desk and ticketing management, having to circumvent the system to get effective help and sourcing and control hardware and software.

4.5.3 HR Department (Additional Items)

1. The HR Department had the most positive feedback of all the THQ Support Services by a small margin, indicating good support from HR. Perhaps there needs to be a comment that most HR responses were consistent with the main Support Services data, particularly regarding clarity and articulation of processes.
2. Key issues include being kept updated as to the progress of an issue and slow response times (there was a perception that the HR department is under resourced).
3. Support from the department was perceived to be inconsistent depending upon who you spoke to.

4.5.4 Finance Department (Additional Items)

1. Feedback from all sources indicates that the finance department is working well, and that the new structure is effective.



2. Finance has a different structure to the other THQ Support Services, providing help desk support rather than regional dedicated finance personnel. Where structure and processes are criticized, there is equal positive response to balance this, indicating that personal preference plays a strong part in how Finance is perceived. While some would prefer an individual regional support person, equal numbers appreciate being able to get the support they need, when they need it from a general number, regardless of individual staff availability.
3. Budget preparation seems to be a negative with some reporting that local understanding of history and context has been lost, making the budget preparation process more difficult.
4. Gaining access to information regarding the status of an issue and knowing who to contact were particular pain points.
5. By far, the most common area identified for improvement relates to the need for improvements in a customer service focus.

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

1. One of the themes for what is working well is having CFD staff based regionally (i.e. not just at Redfern THQ). This was primarily reported by corps, whose main interaction is during the Red Shield Appeal.
2. As with the other support services, access to information regarding the status of an issue is highlighted as an area for improvement.
3. Comments in the survey indicate that CFD operates as a silo and are perceived as having their 'own agenda' at times (dictating direction rather than performing more of a customer 'support' function).
4. CFD functions and support were not mentioned either positively or negatively in the phone interviews, questionnaires or focus groups.

4.5.6 Property Department (Additional Items)

1. Survey scores for the property department were particularly low, with common themes that indicated that there was a perceived lack of collaboration and respect for local knowledge and understanding, with property tending to operate as an authorising body, rather than a support service.
2. Positive survey comments highlighted the quality of the people, in particular that they are dedicated and professional.
3. As with the other THQ Support Services, access to information regarding the status of an issue and receiving an appropriate solution were areas of dissatisfaction. There was also a sense that the Department has not always served collaboratively.
4. Frontline phone calls also highlighted cumbersome and confusing processes that were more time consuming now than before the restructure.



4.5.7 Social Program Department (additional items)

1. The main theme of the positive feedback is that members within the Social Program Department are very capable and professional.
2. Survey results indicated low levels of customer service with the lowest being access to information regarding the status of an issue.
3. There is a perceived divide between corps and social, particularly when it comes to a separation of mission and purpose. The focus groups in particular identified that this is perceived differently by the divisional and social teams. While the Social Program Department feels that the new structure has enhanced the professionalism of social expressions, divisions feel social expressions have been siloed and there is no real collaboration.
4. Corps-based social activities are highlighted as a particular area where there is significant confusion and dissatisfaction with operations. While this has always existed to some degree, there is further confusion now that social has been removed from the divisions, leaving corps with social expressions feeling confused, unsupported and caught in the middle of conflicting processes. Issues include:
 - a. Separation of corps support functions between corps and social support (e.g. finances, property). This has resulted in the Corps Officer feeling like the negotiation point between the two areas.
 - b. Confusion over which support services provide what support when looking to resolve issues.
 - c. Where corps have social services on site, there is a lack of clear processes and direction, and corps are left feeling like an 'anomaly in the system'.

4.6 Culture

1. Regarding trust, consistency, transparency and accountability of decision making, on average, about 50% of the survey respondents felt there was no change, 15% felt it's gotten worse and 35% feel it's gotten better. Also:
 - a. Feedback shows from the questionnaires and focus groups that there is a real angst around decision making and what happens when things go to boards.
 - b. There is a strong feeling that people feel they are still not trusted and empowered to make decisions. The most frequently cited issues are those of transparency and accountability.

4.7 Change Management Methodology and LDIS (Learn, Design, Implement, Sustain)

1. There was an overwhelming lack of understanding of how to operate in the new structure, including who to speak to and what the correct process is to follow.
2. A number of comments were made that the level of consultation in the lead up to the restructure was inadequate.
3. Comments were also made that communications regarding the restructure were rushed.
4. A number of people commented on that more sensitivity was required in the way redundancies were handled.



5.0 Appendices

5.1 Appendix 1 – Online Survey

5.1.1 Approach

5.1.1.1 *Who was surveyed and when?*

On 18 July 2016, the online survey was sent to 3,815 respondents (those with an AUE email address) across The Salvation Army (excludes Salvos Legal). A follow up email was sent on 26 July 2016 and the survey closed on Friday 29 July 2016 (open for a total of 10 working days).

The survey was built by the SCU using SurveyMonkey with an independent external review of the questions undertaken by the Christian Research Association (CRA). For a preview of the visit: https://www.surveymonkey.net/r/Preview/?sm=BCfF_2FmmuQicJm4LSwdLlwJxWXIbWCBKC17vW_2F5qDmx6_2FP46UPIVCUXet6EhB9e1d.

5.1.1.2 *What questions were asked?*

The survey consisted of six sections:

1. Geographic and role information.
2. Review of the Area Officer role by both Corps Officers and Area Officers.
3. Frontline experience compared to before the restructure in relation to areas such as administration, DHQ/THQ support, approval and business processes and mission focus.
4. Feedback on interactions with each of the following support services over the last six months: IT, HR, Finance, CFD, Property and the Social Program Department.
5. Feedback on the impact of the restructure on culture.
6. A final free text question at the end of the survey for any remaining feedback.

All sections had rating scale questions however the departmental sections also provided the opportunity for free text responses.

5.1.1.3 *How was analysis undertaken?*

In analysing the data, CRA were utilised for the rating scale questions, whilst all analysis of the free text fields was undertaken by the SCU. In the free text analysis, only those comments which related to the restructure were included in the analysis.



5.1.2 Key online survey findings

5.1.2.1 Overview

Overall there were 1,012 respondents to the survey (response rate of 27%).

Respondents were asked to select their state (NSW/ACT or QLD) and location (Metropolitan, Regional or Rural/Remote).

- 69% were based in NSW/ACT, while the remaining 31% were based in QLD (overall TSA composition is around 69% NSW/ACT and 31% QLD).
- 73% identified as Metropolitan, 21% as Regional and 6% as Rural/Remote (overall TSA composition is around 60% metropolitan and 40% regional and rural/remote).

They were then asked to identify their role:

- 23% were in a corps (compared to 18% of overall TSA composition)
- 22% were in a social centre or social service (compared to 21% of overall TSA composition)
- 3% were in chaplaincy (compared to 3% of overall TSA composition)
- 7% were in Aged Care Plus (compared to 31% of overall TSA composition)
- 8% were in a Salvos store (compared to 13% of overall TSA composition)
- 7% were part of a DHQ team - including Area Officers (compared to 2% of overall TSA composition)
- 31% were in a THQ department (compared to 14% of overall TSA composition)

Note that all of the following analysis has excluded results from Aged Care Plus and Salvos Stores.

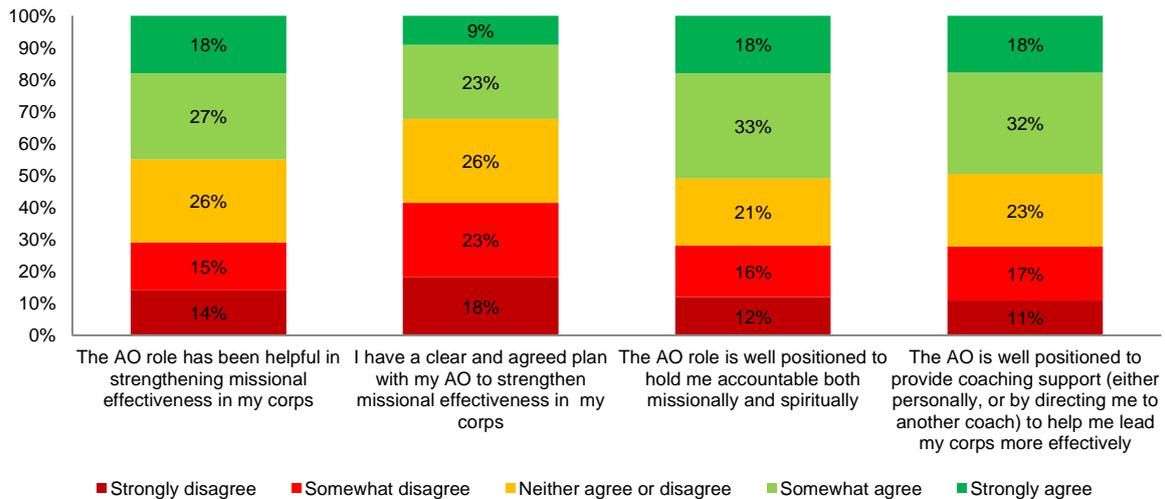
5.1.2.2 Area Officer role

Overall, there were 137 COs and 15 AOs who answered the survey, representing 55% and 75% respectively of total numbers within TSA.

CO feedback on the AO Role

Question - COs were asked to rate the statements in Graph 1 below:

- The statement showing the greatest negativity was in having a clear and agreed plan with their AO. Only 31% of COs agreed to some extent that this was in place.
- The other statements were similar in result and all show clear opportunity for improvement with the highest agreement level only reaching 51% (in each case, around 25% of respondents disagreed and a further 25% neither agreed or disagreed).
- The differences in responses between states or locations were not statistically significant.

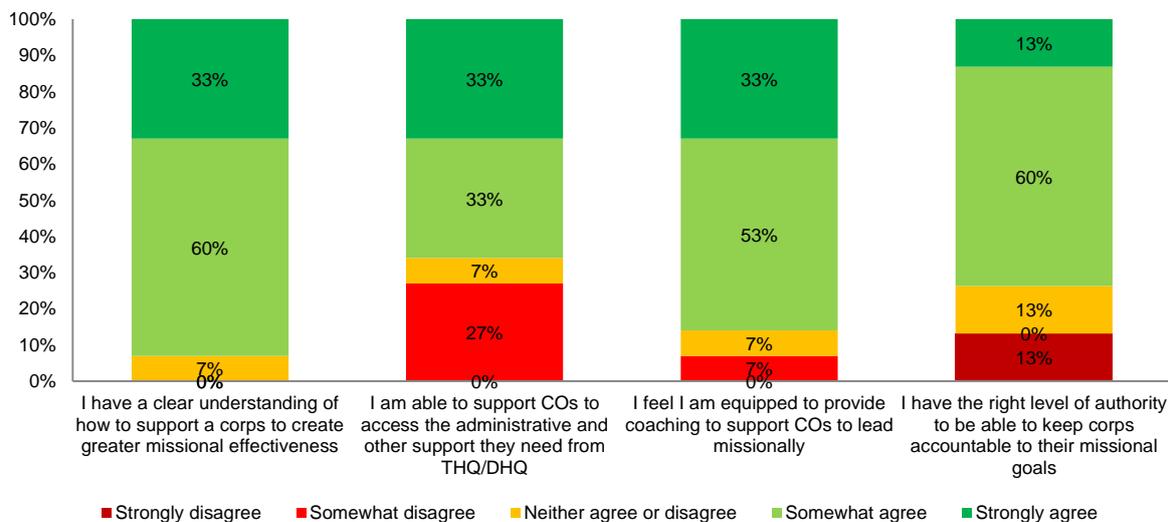


Graph 1 – CO Feedback on AOs

AO feedback on their own role

Question - AOs were asked to rate the statements in Graph 2 below:

- The statement showing the greatest negativity was in being able to support COs access the administrative and other support they need from THQ/DHQ (27% disagreed and a further 7% neither agreed or disagreed).
- Those who disagreed with having the right level of authority to keep corps accountable to missional goals felt strongly about it (13% strongly disagreed), however the level of agreement overall was positive at 73%.
- AOs overwhelmingly agree that that are equipped to provide coaching support (86% agreed) and even more so that they clearly understand how to support a corps for greater missional effectiveness (93% agreed).
- The differences in responses between states or locations were not statistically significant.



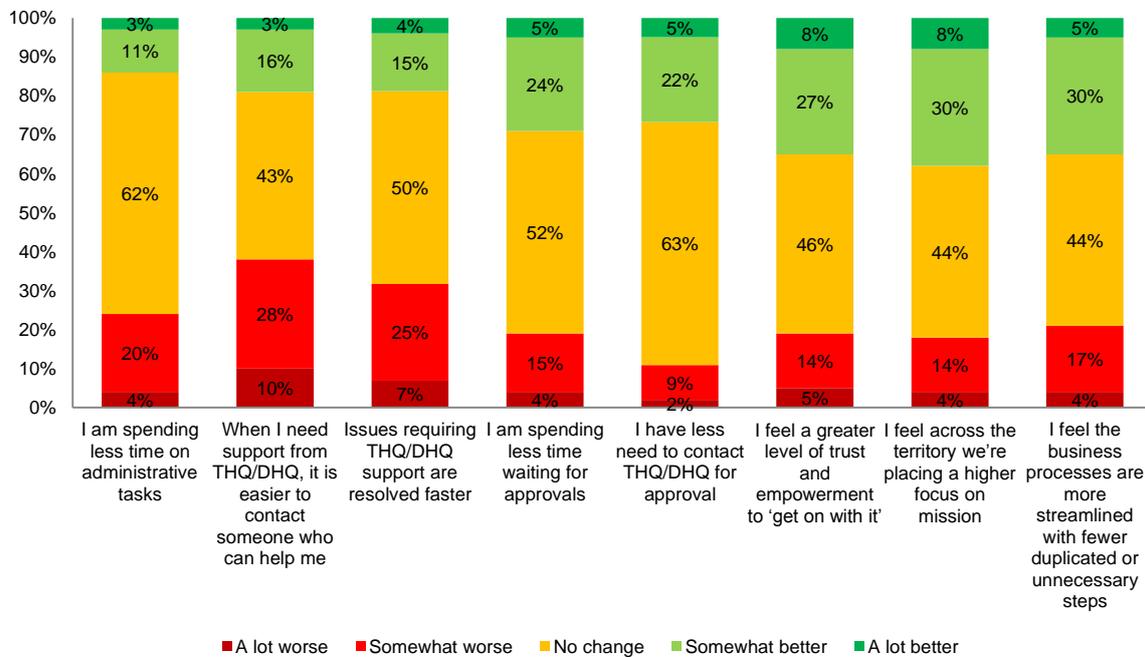
Graph 2 – AO Feedback on Their Own Role



5.1.2.3 Comparison to last year

Question – Respondents working in the frontline (corps, social centres and chaplaincy) that had been with The Salvation Army from before the restructure (443 respondents) were asked to compare their experiences from before and after the restructure in Graph 3 below:

- The worst performing statements were ease with which they were able to contact someone for support from DHQ/THQ and issues being resolved faster – just over 80% felt either no change or that it was worse.
- Across all statements, the majority of respondents identified no change – ranging from between 43% to 63%.
- A higher focus on mission, greater level of trust and empowerment, and more streamlined processes were seen the most favourably, however are still opportunities for improvement given the low agreement levels (ranging between 35% and 38%).
- For the statement ‘when I need support from THQ/DHQ, it is easier to contact someone who can help me’, there was a statistically significant difference in the response between states - NSW/ACT found it more challenging QLD.



Graph 3 – Frontline Responses Comparing Before and After the Restructure

5.1.2.4 IT Department

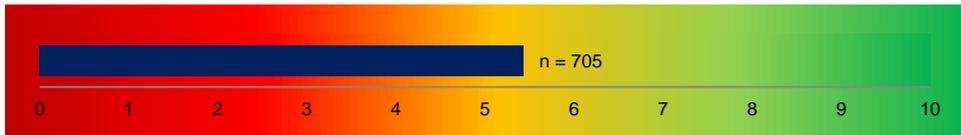
Rating scale question analysis

Of the survey respondents, 83% (717) had required support from the IT Department in the previous six months.

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:



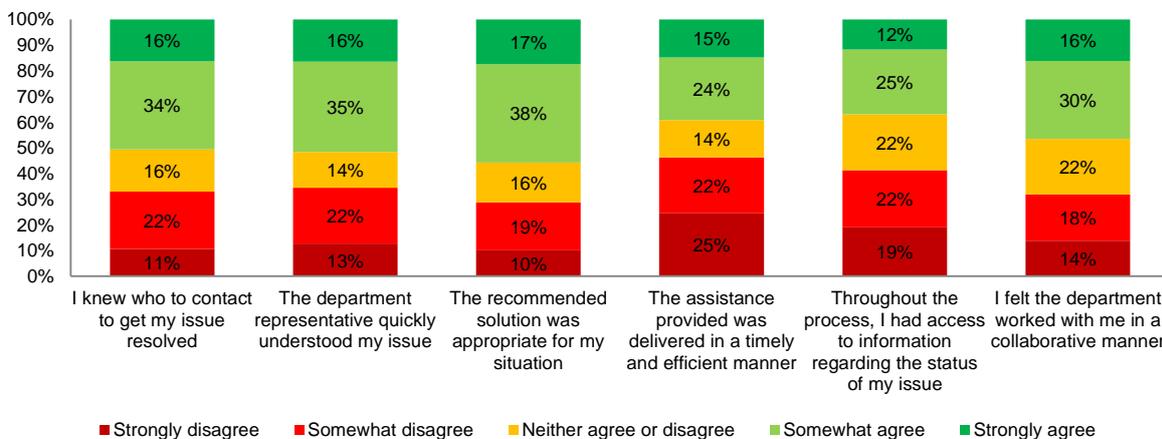
- IT received an average score of 5.4 (the lowest of all support services).
- There was a statistically significant difference in the response from states – NSW/ACT (5.3) and QLD (5.8).
- There was a statistically significant difference in the response from locations – Metropolitan (5.3), Regional (5.9) and Rural/Remote (5.8).
- There was a statistically significant difference in the response between roles – corps (5.6), social centre (6.2), chaplaincy (5.0), DHQ (5.1) and THQ (5.0).



Graph 4 – Rating of IT Support

Question - Respondents were asked to rate IT according to the statements in Graph 5 below:

- The statement which received the highest level of disagreement was receiving assistance in a timely and efficient manner (47% disagreed and a further 15% neither agreed or disagreed).
- This was followed closely by having access to information regarding the status of an issue (41% disagreed and a further 21% neither agreed or disagreed).
- For the statements ‘access to information regarding the status of an issue’ and ‘the department working in a collaborative manner’, there was a statistically significant difference in the response between states - QLD found these more challenging than NSW/ACT.
- For the statements ‘assistance provided in a timely and efficient manner’ and ‘access to information regarding the status of an issue’ and ‘the department working in a collaborative manner’ there was a statistically significant difference in the response between locations - Metropolitan found these the most challenging, followed by Regional and then Rural/Remote.
- For the statements ‘assistance provided in a timely and efficient manner’ and ‘access to information regarding the status of an issue’, there was a statistically significant difference in the response between roles - DHQ and THQ found these more challenging than corps, social centres and chaplaincy.



Graph 5 – Ratings of IT



Free text analysis

Overall, 37% (261) of the survey respondents who used the IT Department left a comment. Of those which were useable and related to the restructure, 7% (18) were positive and 93% (243) were opportunities for improvement.

The common theme across the positive responses (which primarily came from DHQ/THQ) was that the IT team is 'helpful'. Examples of these comments are as follows:

- *"Always helpful."* (THQ)
- *"Extremely helpful! Granted there are lags occasionally, however they always sort it out - whether it be over the phone or personally come and sort out the issue first-hand."* (THQ)

The key themes across the opportunities for improvement were:

1. Approximately 30% (73) of respondents noted that complex issues took a long time to resolve, with many issues taking months to resolve if they were resolved at all. This can be seen in comments such as:
 - *"For small requests such as adding capacity to my inbox they're pretty good, however for help on projects and building IT infrastructure for my program they have been very slow and I've had to outsource one of my programs to get it off the ground quickly."* (THQ)
 - *"With straight forward ordering of products - service was good... with problem solving response was disappointing."* (THQ)
 - *"The turnaround time for a laptop rebuild for a new staff member was 3 weeks. Too long. But other interactions with IT have been great."* (corps)
2. Support provided to THQ and DHQ was felt to be better than the level of support provided to the frontline. In particular, there is a lack of understanding of the frontline's IT support requirements – 56% (136) of the eligible responses were provided by the frontline – most of these responses described a negative interaction. Some examples of feedback include:
 - *"There are no provisions for staff doing night shift or weekend shifts, it is extremely difficult to try and resolve problems through a third party, or to come in while off shift, to resolve a problem, recovery services also have a 24-hour roster."* (social centre)
 - *"It is easier to get assistance from IT when in THQ. Outside THQ, it's very difficult and frustrating to find the right person to help - specially by phone or email"* (THQ)
 - *"More work needed to streamline services to assist frontline"* (corps)
 - *With the establishment of our new family store, our IT concerns are not resolved 6 months on - which is horrendous, given that it offers IT services to the community.* (corps)
 - *"It would serve IT well to sit with the Tech Team at a number of different Corps on a Sunday. They have no idea of what your average Corps requires from IT."* (THQ)
3. Help Desk (Ticketing System and Help Desk Issue/Request Process) is not working efficiently. Approximately 10% (24) of the eligible responses, most of which came from corps or social centres, noted that they experienced difficulties contacting and interacting with the help desk. This can be seen in comments such as:
 - *"Hard to understand some workers, I felt they didn't understand my issue, I had to keep ringing them back to fix issues they didn't fix properly"* (corps)
 - *"Often difficulties in contacting IT Support Services on HELPLINE"* (corps)
 - *"The help desk website has been down for a long time making submitting or updating requests very difficult. Two recent help desk tickets took 3 weeks to simply be accepted, even longer for a response and action. The wait time with IT is frustrating and unprofessional."* (corps)



4. Approximately 15% (37) of eligible responses, which came from an even spread of corps or social centres and DHQ, THQ noted that the management of their IT issues via the ticketing system was not efficient. Tickets were closed before the issue/s had been resolved etc, and in many instances multiple tickets had to be raised on the same issue. Some examples of feedback include:
 - *“There has been a lack of consistency in resolving IT matters. The tickets are closed before they are resolved or any contact made to resolve the matter.”* (social centre)
 - *“I have IT issues on a regular basis and find the assistance available to be hopeless. I am often unable to reach anyone through the helpdesk, and if I do, they rarely have answers to the issues. It takes sometimes months to receive a response, and I have had my tickets closed with no correspondence on numerous occasions, requiring me to start the process again.”* (THQ)
 - *“They have no idea what I am talking about often, do not resolve issues and we find out their advice is wrong when you finally talk to a higher level IT person because the general number hasn't helped.”* (THQ)
5. At least 35% (85) of respondents noted that poor communication played a role in a negative experience with IT-relation issue's resolution. The types of communications issues spanned inconsistent resolution communication, to lack of understanding by the Help Desk Team member etc. This can be seen in comments such as:
 - *“Just to explain my experience. I came in on the Monday and my computer was missing. We thought it was stolen. To find out a week later IT was rebuilding it. They just forgot to tell me that they took it. It then took approx 3 weeks to fix.”* (THQ)
 - *“Unless it is a password change the IT department appear to take a timely process for most requests. I also believe communication would be better if the IT team were based here in Australia instead of outsourcing.”* (social centre)
6. Close to 10% (24) of eligible respondents indicated that personal intervention by an IT Team member, by way of circumventing the IT issues' resolution process, resulted in the resolution of the issue. Comments include:
 - *“Too much dealing with people via ‘systems’ and email, more direct person to person contact needed. processes are unclear.”* (THQ)
 - *“When we need the prompt service, it would be nice to have a go to person rather than following up with the tickets by phone and email.”* (THQ)
 - *“We need a person on site to support us when issues arise which need to be dealt with immediately.”* (social centre)

5.1.2.5 HR Department

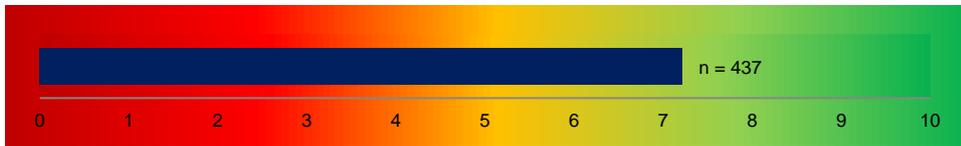
Rating scale question analysis

Of the survey respondents, 51% (437) had required support from the HR Department in the previous six months.

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:



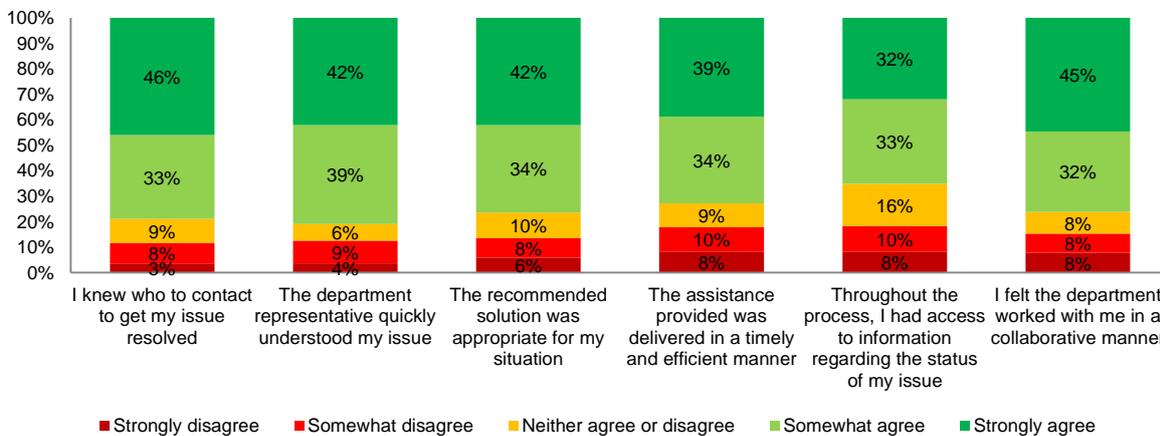
- HR received an average score of 7.2 (the highest of all support services).
- There was no statistically significant difference in the response between states, locations or roles.



Graph 6 – Rating of HR Support

Question - Respondents were asked to rate HR according to the statements in graph 7 below:

- Across the statements in the graph, the responses were very positive with agreement levels ranging between 65% and 81%.
- The statement which received the highest level of disagreement was by having access to information regarding the status of an issue (18% disagreed and a further 16% neither agreed or disagreed).
- This was followed closely by receiving assistance in a timely and efficient manner (18% disagreed and a further 9% neither agreed or disagreed).
- For the statements 'knowing who to contact' and 'the department working in a collaborative manner', there was a statistically significant difference in the response between roles - corps and social centres found these more challenging than DHQ, THQ and chaplaincy (however there was a very small number of chaplains).
- For the statement 'assistance was provided in a timely and efficient manner', there was a statistically significant difference in the response between states: NSW/ACT found this more challenging than QLD.



Graph 7 – Ratings of HR

Free text analysis

Overall, 35% (153) of the survey respondents who used the HR Department left a comment. Of those which were useable and related to the restructure, it was almost exactly split equally between positive and areas for improvement.

The positive feedback consisted primarily of praise for certain HR team members, coming up in 20% (15) of the positive comments. There was particular positive sentiment around locally based HR members from those based in Rural/Regional. Furthermore, the word 'helpful' was used in 30% (23) of the positive comments. Supportive, professional and friendly/pleasant were other commonly used words. Some examples of comments include:



- *“I have always found HR to be helpful and supportive.”* (THQ)
- *“Very helpful and professional.”* (THQ)
- *“Most staff are friendly and cater to the needs of others. These staff have excellent customer service.”* (THQ)

In the areas of opportunities, the key themes were:

1. Slow response times came up in 38% (30) of comments with many citing ‘under-resourced’ as the likely explanation. THQ and corps / social centres were equally the most vocal with comments such as:
 - *“No one from the divisional HR team responded to my query. After contacting one, I was told it was not her area and she couldn’t help me.”* (corps)
 - *“The team seems to be overwhelmed and under-resourced with the amount of work due to recent restructuring, which hinder the whole HR process and support.”* (THQ)
2. Processes are not clear and in some cases HR themselves don’t seem to know the process or provide a different response to different people. This contributed to around 25% (20) of the ‘opportunities for improvement’ comments. Half of these came from THQ staff (primarily those in Redfern) with examples such as:
 - *“HR support is inconsistent, and dependent on who you speak to. You get different advice on policy and procedures depending on who you talk to. I am often unclear about how to proceed on HR matters, particularly matters of recruitment and discipline”* (THQ)
 - *“I find the HR department to be very reactive in their business approach. They often haven’t developed an understanding of the situation in order to provide adequate service, and aren’t proactive in following processes through - there’s a sense that they’re not aware of where HR process fits within the broader business process, and because of this, a lack of understanding, accountability and communication about where tasks are up to.”* (THQ)
 - *“HR gives no regard to people and process and has a diff approach to diff people depending on grapevine and what their friends say.”* (THQ)
3. Lack of understanding of who to contact for various issues came up in 8% (6) of comments. This frustration was shared by both THQ staff and corps equally with comments such as:
 - *“I don’t know who to contact, how to contact. Even my area officer asked them to contact us, I am still not contacted.”* (corps)
 - *“Starting at THQ after a long absence, it was hard to find someone who could tell me who did what in HR. Once I found the right people, I was happy with their help.”* (THQ)
4. HR not fulfilling its objective as a ‘support’ function and in some cases making decisions in isolation. This came up in 7% (5) of the comments with the following examples:
 - *“HR simply needs to be reminded - at times - that they are an advisory to other departments. There seems to be a culture within the HR department that allows HR consultants to enter into the operations and decision making processes that are not part of their role.”* (THQ)
 - *“HR are meant to be there to support and resource but there seems to be more decision making being done by HR staff. If I know I can fund a position and explain that formally in writing I should not have to produce contracts etc. to prove it before it is considered.”* (corps)



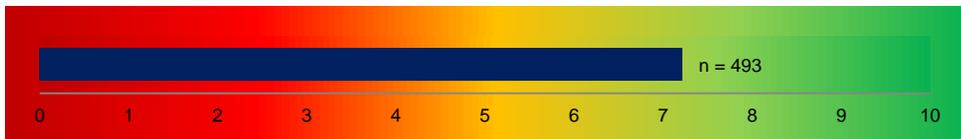
5.1.2.6 Finance Department

Rating scale question analysis

Of the survey respondents, 57% (493) had required support from the Finance Department in the previous six months.

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:

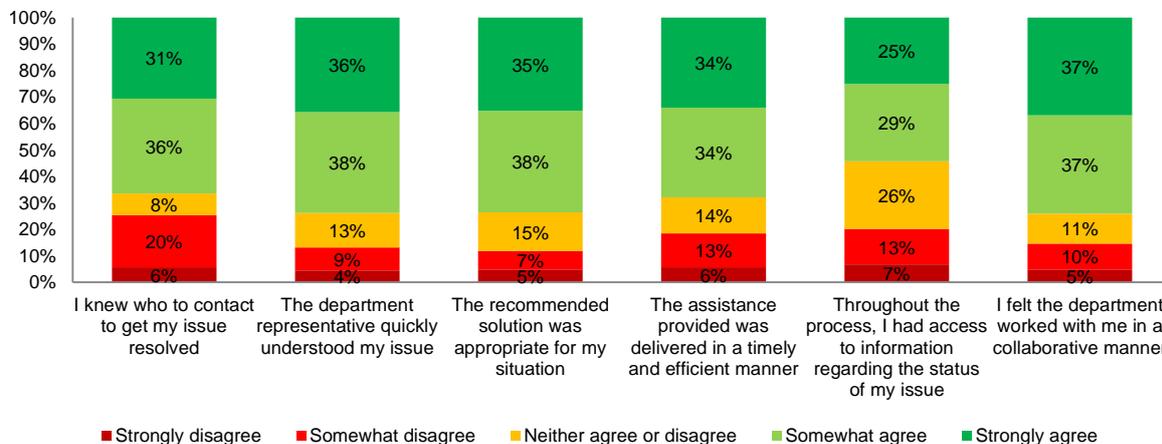
- Finance received an average score of 7.2 (equal highest with HR).
- There was a statistically significant difference in the response between roles – Corps (7.1), social centre (7.7), chaplaincy (5.9), DHQ (8.2), THQ (7.0).



Graph 8 – Rating of Finance Support

Question - Respondents were asked to rate the Finance Department according to the statements in Graph 9 below:

- Across the statements in the graph, the responses were on the positive side with agreement levels ranging between 54% and 74%.
- The statement which received the highest level of disagreement was knowing who to contact to get an issue resolved (25% disagreed and a further 8% neither agreed or disagreed).
- This was followed by having access to information regarding the status of an issue (20% disagreed and a further 26% neither agreed or disagreed).
- For the statements 'knowing who to contact' and 'access to information regarding the status of an issue', there was a statistically significant difference in the response between roles - Chaplaincy found these the most challenging, followed in order by corps, THQ, social centres and then DHQ.
- For the statement 'the recommended solution was appropriate for my situation', there was a statistically significant difference in the response between states - QLD found this more challenging than NSW/ACT.



Graph 9 – Ratings of Finance



Free text analysis

Overall, 39% (192) of the survey respondents who used the Finance Department left a comment. Of those which were useable and related to the restructure, 44% (84) were positive and 56% (108) were opportunities for improvement.

The dominant theme of the positive responses was that they felt the new finance department was working well.

Examples of these comments are as follows:

- *“Extremely impressed with this team! Each member I have spoken to has been very helpful. Requests made to the finance team have always been addressed in a timely and helpful manner.”* (corps)
- *“I can’t speak highly enough of the support from THQ Finance Dept. Every interaction I have had has been positive and they are hugely supportive, helpful and prompt.”* (social centre)
- *“Finance are usually helpful and very efficient. Staff I have connected with have been willing to take the time to work through problems and find the best solutions.”* (THQ)

There were also 6% (5) of the comments explaining that initially they found the new structure confusing, but indicating they believe it is working better now:

- *“When I figured out who to speak to they were excellent.”* (corps)
- *“Finance Department was great, but at DHQ level we had no idea who to go to for what... but once we got there, they were very helpful.”* (DHQ)

One of the main areas for improvement was customer service.

By far, the most significant customer service issue to be identified is slow responses - 26% (28) of the comments. This issue appears to have greater impact at THQ (35% of THQ respondents) although is still significantly impacting some staff at DHQ (24%) and corps (21%).

Examples of this feedback include:

- *“Took three days to have someone answer a phone. Tried three different numbers. Messages left were not responded to. Emails were not responded to.”* (corps)
- *“Getting replies to emails can be very slow, simple things like updating who receives budget reports takes months and multiple reminders before anything happens.”* (THQ)
- *“Still waiting... 6 months later”* (corps)

Other customer service issues raised were:

1. Unsure who to contact - 11% (12) of comments
 - *“My request has been bounced around several people and at no point have I had a clear understanding of what is going on.”* (DHQ)

Note: Although there is a very small sample size, it is important to note that 3 out of the 4 chaplaincy respondents said they were unsure about contacts and processes.

2. Systems/process - 8% (9) of comments
 - *“The system change has unfortunately not been as helpful, it takes me longer to do what I need to do to send the invoices to the people who pay them than it took me to pay them myself.”* (social centre)
3. Customer service attitude - 7% (8) of comments



- *“The response from some staff has been far from helpful and often made us out to feel 'dumb' for not knowing.”* (corps)
4. Roles and authority - 7% (8) of comments
 - *Various comments – no central theme*
 5. Understanding my issue - 6% (7) of comments
 - *“I sense we've lost a localised understanding of our circumstances, and unique structures. This proved frustrating during the preparation of our budget when THQ over-road [sic] some of our allocations without consultation.”* (corps)

The other main area for improvement was 'business areas'. Acknowledging that the Finance Department has many sub-teams, some commenters drew attention to a specific part of the department's activities where they experienced frustration.

1. The first area of note is Finance 1 / Finance Systems, which was mentioned in 7% (8) of the comments:
 - *“After one month I am still trying to get a new finance staff member (based here) connected to finance one.”* (local corps)
 - *“The finance department has several teams. Some of these teams are more functional than others. The Systems Accounting team are performing poorly and often do not respond to queries at all and at other times in a poor manner. The other teams perform reasonably well.”* (THQ)
 - *“I find that systems accounting department is lacking in resources and ability to fix problems.”* (social centre)
2. The second area of note is the budget process, mentioned in 6% (7) of the responses:
 - *“Apart from the budgeting process, it's all good!”* (corps)
 - *“Limited support in the budget process. We don't have the skills that come from daily use of the software and the required level of assistance was not forthcoming.”* (corps)
 - *“It has been excellent to have accountants working in streams that get to know the stream you belong to - this helps speed up processes. Budgets were difficult this year however that is a result of the first major event rolled out under the new structure.”* (THQ)

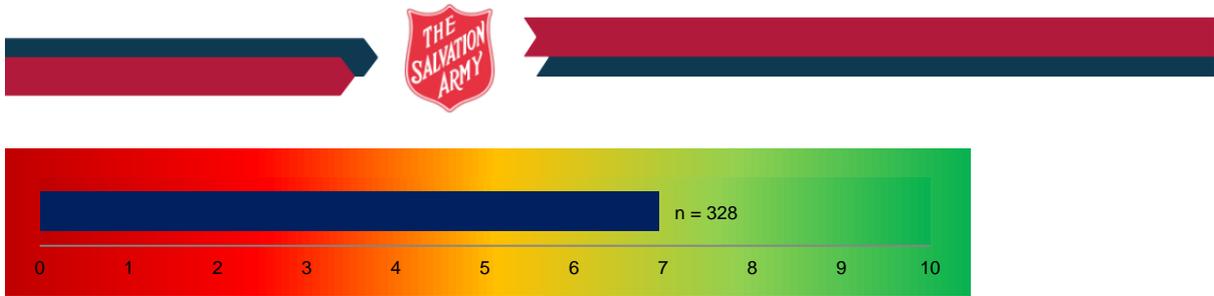
5.1.2.7 *Communications and Fundraising Department (CFD)*

Rating scale question analysis

Of the survey respondents, 38% (328) had required support from CFD in the previous six months.

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:

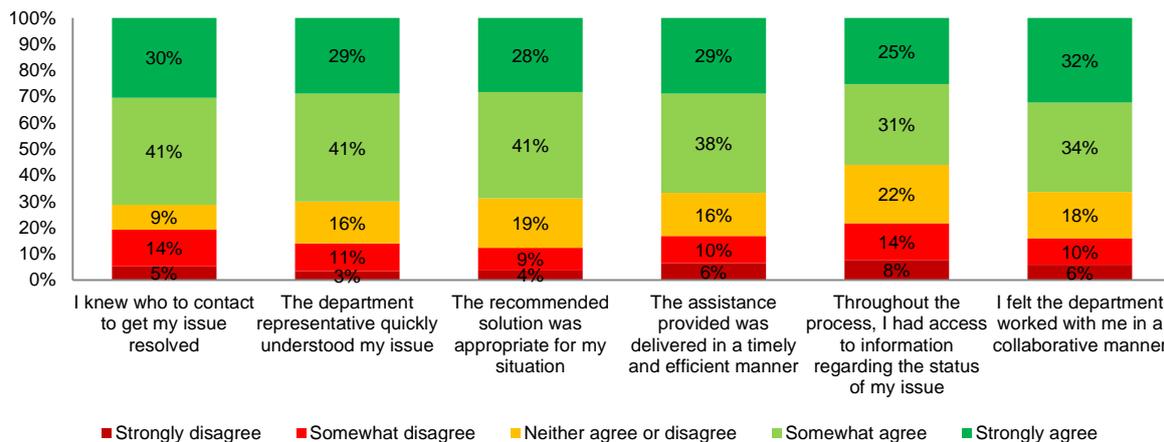
- CFD received an average score of 7.0 (the second highest of all support services).
- There was no statistically significant difference in the response between states, locations or roles.



Graph 10 – Rating of CFD Support

Question - Respondents were asked to rate CFD according to the statements in Graph 11 below:

- Across the statements in the graph, the responses were on the positive side with agreement levels ranging between 56% and 71%.
- The statement which received the highest level of disagreement was having access to information regarding the status of an issue (22% disagreed and a further 22% neither agreed or disagreed).
- This was followed by receiving assistance in a timely and efficient manner (16% disagreed and a further 16% neither agreed or disagreed).
- There was no statistically significant difference in the response between states, locations or roles.



Graph 11 – Ratings of CFD

Free text analysis

Overall, 34% (112) of the survey respondents who used CFD left a comment. Of those which were useable and related to the restructure, 44% (49) were positive and 56% (63) were opportunities for improvement.

A consistent theme for what was working well was the staff based regionally (i.e. not at Redfern THQ). This was primarily from the corps, whose main interaction was during Red Shield Appeal. Two examples of the feedback are below:

- “Really I only had contact because of Red Shield. The local team were great but were restricted in passing on information as they had to continuously wait on THQ. Frustrating for them and us.” (corps)
- “Great Team work, I felt very supported over Red Shield” (corps)



All positive feedback on the 'CFD' team by DHQ staff was also aimed at regionally based staff. Some of the comments include:

- *"The local C and FD in Newcastle is excellent. We share the same office space and it significantly improves communication and understanding of our needs."* (DHQ)
- *"Find the local team helpful and supportive of local issues. My answers here would reflect the wider picture of Communications and Fundraising."* (DHQ)

Over 90% of the positive feedback from THQ staff was from those based in NSW/ACT (of which the majority are based in Redfern) who feel they are very supported by the team.

The opportunities for improvement were across three main categories and again significantly felt across those at THQ:

1. CFD operating too much as a silo and having their 'own agenda'. Further to this, CFD continue to want to dictate direction rather than perform more of a 'support' function, with the general feel being that they are not willing to simply 'listen' to the ideas and needs of the rest of TSA. Some examples of this feedback include:
 - *"The Communications and Fundraising Team has been running as a separate department and is not great at collaborating with other departments. It has been difficult at best to have them understand the need to collaborate."* (THQ)
 - *"Do not communicate well, continued silo approach, hard to collaborate with."* (THQ)
2. It is unclear who to contact in the team. Examples as follows:
 - *"It is hard to know who to contact for things. Especially internal work that needs to be done."* (THQ)
 - *"They were difficult to approach for several months and I didn't know who to ask for support, although I really needed help with a communications strategy. Then they caused a lot of problems and now they are being semi helpful, but not really."* (THQ)
3. Slow response times due to a perceived under-resourcing problem. Some examples of this feedback include:
 - *"We are having issues updating material and even getting our services onto the website/visible. This is improving. The website team is under resourced and under supported so we cannot resolve a significant issue that we have which is a huge administrative burden for us."* (THQ)
 - *"Donor amendments and questions are slow to be answered and corrected."* (THQ)

5.1.2.8 Property Department

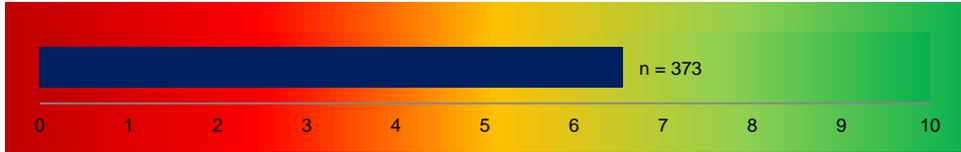
Rating scale question analysis

Of the survey respondents, 43% (373) had required support from the Property Department in the previous six months.

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:



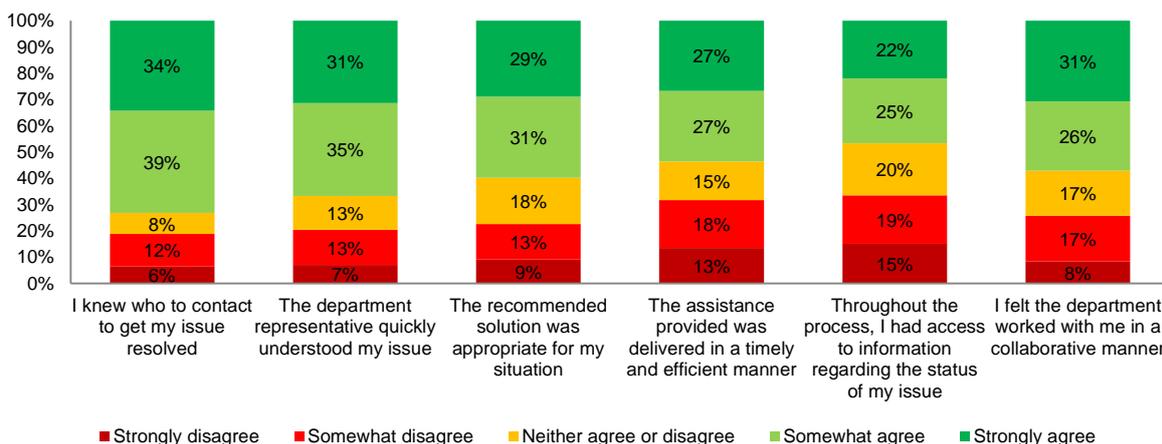
- Property received an average score of 6.6.
- There was no statistically significant difference in the response between states, locations or roles.



Graph 12 – Rating of Property Support

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

- Across the statements in the graph, there responses were on the positive side with agreement levels ranging between 47% and 73%.
- The statement which received the highest level of disagreement was by having access to information regarding the status of an issue (34% disagreed and a further 20% neither agreed or disagreed).
- This was followed closely by receiving assistance in a timely and efficient manner (32% disagreed and a further 15% neither agreed or disagreed).
- For the statement ‘the representative quickly understood my issue’, there was a statistically significant difference in the response between states - QLD found this more challenging than NSW/ACT.
- For the statements ‘access to information regarding the status of an issue’ and ‘the department working in a collaborative manner’, there was a statistically significant difference in the response between locations - Regional found these the most challenging, followed in order by Metropolitan and then Rural/Remote.



Graph 13 – Ratings of Property

Free text analysis

Overall, 39% (145) of the survey respondents who used the Property Department left a comment. Of those which were useable and related to the restructure, 40% (58) were positive and 60% (87) were opportunities for improvement.



The bulk of positive feedback fell in two categories:

1. The quality of the people with feedback that they are dedicated and professional. This was largely from THQ staff and corps / social centre. However 90% of the positive feedback from the frontline was from those in Metropolitan/Regional locations and only 10% from Rural. Some examples of this feedback include:
 - *“What an amazing difference a team with a strong spiritual leader can make to how matters are approached and resolved. Nothing is too hard or difficult. They have a can do attitude.”* (corps)
 - *“An excellent dept with dedicated staff. Great to work with.”* (corps)
2. Feedback particularly coming from those based at THQ Redfern - around 30% (17) of comments. Some of the feedback can be seen through comments such as:
 - *“This team is always willing to provide assistance and did a great job with the Redfern move.”* (THQ)
 - *“Only have occasional interaction with Property Department and always a positive experience.”* (THQ)

Across areas for improvement:

1. Around 11% (10) of the comments related to the Property department working in a silo with little collaboration and consultation particularly with corps. Comments to support this include:
 - *“Despite the rhetoric, property are more interested in making solutions suitable for them rather than the frontline. The system seems to be more centralised and removed from the frontline then before.”* (corps)
 - *“There still seems to be blockages when attempting to complete property matters. I have also found there to be a lack of collaboration to identify the real needs to corps/centre.”* (corps)
2. Around 33% (29) of the comments related to the lack of timely service received (and in some cases a complete lack of any service at all). Making the situation even more frustrating for many was they constantly had to follow up as they were not being kept updated. Some of the feedback can be seen through comments such as:
 - *“Follow-up of work is not being done - I have to constantly chase things up, and things are still not being done. Small maintenance issues are becoming large ones, but action is very slow.”* (THQ)
 - *“Working with this department is frustrating and disappointing. Have not felt supported or resourced. When doing any property work they have offered us nothing.”* (corps)
3. Around 6% (5) related to not knowing who to speak to and a further 10% (9) related to Property staff having a lack of understanding of their role or unwilling to do what is perceived as their role. Some of the comments displaying this were:
 - *“I have had a number of officers contact me as to who they should contact as they had no idea. Perhaps a flow chart (and that goes for all Depts) should be developed that shows who does what would be helpful.”* (DHQ)
 - *“With so much staff changes happening in the Property Department, it seems to me that the new staff requires more training regarding TSA workflows/policy and procedures.”* (THQ)
 - *“Property dept tried to pass their responsibilities on to others rather than do their role.”* (THQ)



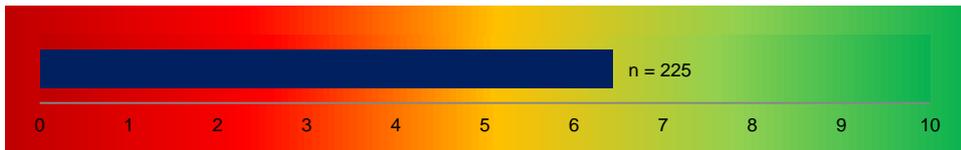
5.1.2.9 Social Program Department

Rating scale question analysis

Of the survey respondents, 26% (225) had required support from the Social Program Department in the previous six months.

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:

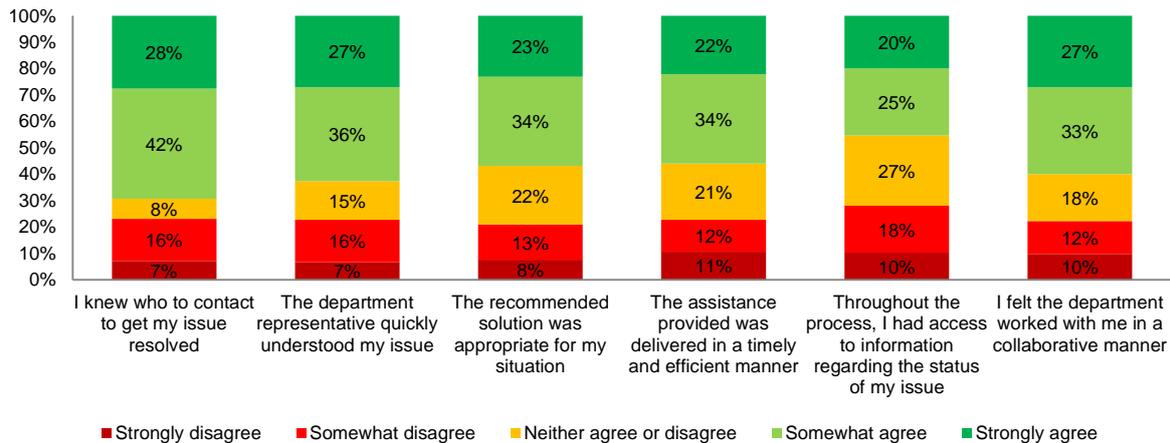
- The Social Program Department received an average score of 6.4 (the second lowest of all support services).
- There was a statistically significant difference in the response from locations – Metropolitan (6.6), Regional (6.4) and Rural/Remote (4.8).
- There was a statistically significant difference in the response between roles – Corps (5.3), social centre (6.8), chaplaincy (5.1), DHQ (5.7) and THQ (7.2).



Graph 14 – Rating of Social Support

Question - Respondents were asked to rate the Social Program Department according to the statements in Graph 15 below:

- Across the statements in the graph, the responses were on the positive side with agreement levels ranging between 45% and 70%.
- The statements which received the highest level of disagreement was by having access to information regarding the status of an issue (28% disagreed and a further 27% neither agreed or disagreed).
- This was followed closely by receiving assistance in a timely and efficient manner (23% disagreed and a further 21% neither agreed or disagreed).
- Across all statements (except 'the assistance was provided in a timely and efficient manner'), there was a statistically significant difference in the response between roles – corps found these the most challenging, followed in order by DHQ, chaplaincy, social centres and then THQ.
- For the statement 'the department worked in a collaborative manner', there was a statistically significant difference in the response between locations – Rural/Remote found this significantly more challenging than both Metropolitan and Regional.



Graph 15 – Ratings of Social

Free text analysis

Overall, 37% (83) of the survey respondents who used the Social Program Department left a comment. Of those which were useable and related to the restructure, 25% (21) were positive and 75% (62) were opportunities for improvement.

Around 60% (13) of the positive feedback comes from corps / chaplaincy and social centres with the main theme being that members within the Social Program Department are very capable and professional. This can be seen through comments such as:

- “Numerous situations with social department this year and have found staff to be thoroughly professional, supportive, great communication. We’ve been through very difficult scenarios and have been supported very well and encouraged along the way.” (corps)
- “Social restructure has been overwhelmingly positive for my centre. Highly professional team working at THQ Social, greater opportunities for collaboration with other services.” (social centre)

The opportunities for improvement had the following key themes:

1. Around 30% (19) were related to under-resourcing leading to slow response times. Examples of comments include:
 - “The THQ social team have gone through a lot of change and therefore it has ended up with less people having to perform more duties.” (DHQ)
 - “If needed a response, it takes a long time to get back to your queries due to the people responsible is too busy and can't manage all the queries.” (social centre)
2. Another 30% (19) of the comments (a number of which came from DHQ staff) indicated the Social Program Department seems to operate in a ‘silo’ with its own agenda and decisions being made in isolation. This is particularly so between the frontline and the Social Program Department and can be seen through comments such as:
 - “Teamwork within social is improving for me. Issues arise when decisions are made without consultation. These have had significant negative impacts on my workload and my ability to manage.” (THQ)

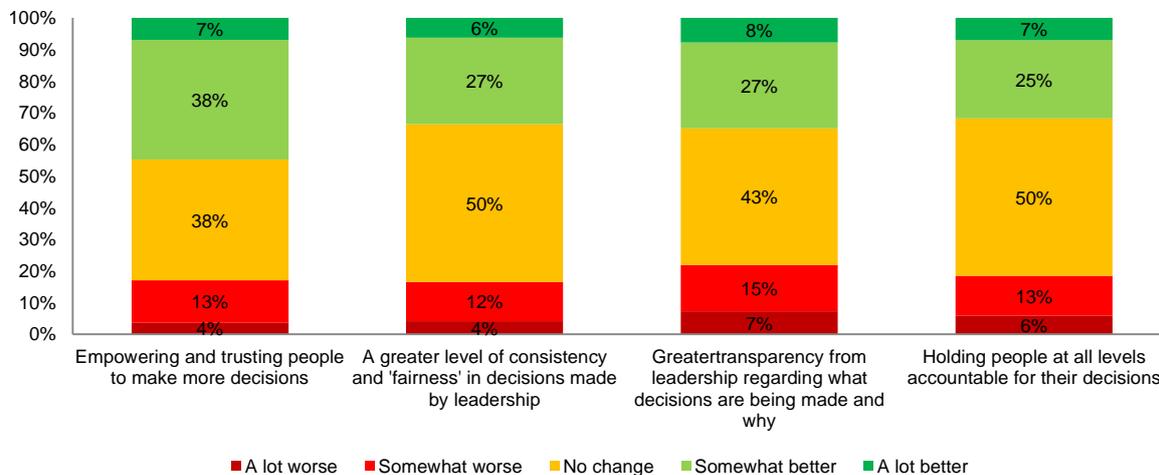


- “I have felt the Social Team have had their own agenda, like to work in isolation and have not understood how to work in a collaborative way in areas where there are Corps, Corps social expressions and social expressions. It has been stated that the social department come, do what they want to do and people on the field are left to pick up and restore.” (DHQ)
 - “The restructure has created a huge chasm between the division and social. I have found the manner of social leadership is defensive, unbending and dictatorial.” (DHQ)
3. A lack of understanding of the functions of the Social Program Department and who to contact. Some of the comments displaying this were:
- “I still don’t understand the role of the person I was liaising with.” (corps)
4. A feeling from corps that there is a lack of strong leadership. Examples include:
- “This is a team that has no to little leadership. There are some great people in this team that needs clear direction. The clear issues with this team is that it lacks clear missional focus.” (corps)
 - “I am very concerned about the lack of accountability and management in this area. As a Hub leader I have had staff in social centres asking for help and support and the lines of management are so unclear as to be deeply troubling.” (corps)

5.1.2.10 Culture

Question: Respondents were asked to rate the statements in Graph 16 below to determine the impact of the restructure on internal culture:

- The biggest improvement amongst the statements below was in ‘empowering and trusting people to make more decision’ which saw 45% of respondents feeling this has gotten better.
- The statement which respondents felt had gotten worse the most was transparency from leadership on what decisions were being made and why.
- A common theme across all statements was the significant proportion of respondents who felt no change (ranging between 38% and 50%).
- Across all statements, 16% to 22% of respondents felt that it had gotten worse.
- There was no statistically significant difference in the response between states, locations or roles.



Graph 16 – Ratings of Culture



5.1.2.11 General comments

Overall 36% (314) respondents left a comment at the end of the survey. Of those which were useable and related to the restructure, 11% (35) were positive, 64% (201) were opportunities for improvement, 10% (31) felt no impact of the restructure whilst another 15% (47) felt it was too early to say.

Of the positive feedback, around 55% (19) were general congratulatory comments around the implementation and outcomes of the restructure. It was considered the right time to be undertaking the restructure for the long term benefit of TSA. One of these comments was:

'A courageous move, one that is already bringing more light and life into the organisation. If we didn't lean into this transformation I would reckon TSA would cease to exist as a church based social justice organisation.' (THQ)

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

1. Around 15% (30) of comments were related to not knowing who to go to in the new structure. This was proportionately felt across all regions however was a particular issue for corps / chaplaincy / social centres who made up 50% of the responses. Some examples of the feedback include:
 - *"It is hard to work out who to talk to when those of us out in rural areas do not get into headquarters (divisional or territorial) so I haven't met who is who and still have confusion over where to go. Also hard when the Dispo is so dis-jointed and not in clear sections so not sure who is in what Area/Hub etc, either."* (corps)
 - *"People employed in headquarters THQ don't even know who to direct my enquiries to, so how is there any hope of me finding out who to call or email? I have found this repeatedly with Property, Insurance, and Personnel. It's very frustrating. Also often messages go unreturned and we have to chase"* (corps)
2. A feeling from those based on regional/remote locations that they even more 'isolated'. This was seen in 5% (10) of the comments with examples such as:
 - *"Communication between the different levels/tiers of the SA are worse than before. The areas have been spread too far eg How can those of us based in Newcastle be expected to consider doing a course that's being run in Brisbane. It's difficult to know who we have to phone to find out different information. Focus definitely seems to be on Sydney rather than those areas beyond Sydney. The list could go on."* (social centre)
 - *"I feel that since the restructure and losing local DHQs the outer lying Corps and Centres have been more isolated. I feel a sense of lost personalisation."* (corps)
3. Decisions increasingly being made in isolation and a lack of transparency on the rationale behind the decision which furthers the frustration - 6% (12) of comments. Notably, every single comment in this category was made by corps / chaplaincy / social centres and examples include:
 - *"Decisions are being made by people who are distant from the scene and do not understand local problems or needs."* (social centre)
 - *"I think there is a lot of confusion about roles and responsibility within the organisation. In my opinion decisions are still being made without the decision makers having a full picture of the service that is provided."* (social centre)
4. A lack of timely and detailed communication as well as consultation was mentioned across 6% (12) of the comments with corps / chaplaincy / social centres being the originators of every one of these. This included feedback such as:



- *“There should have been a lot more open conversation before the restructure with more front line officers, instead of just being told, the restructure may prove to be beneficial in the days to come”* (corps)
 - *“Not enough foresight as to the potential failures, people weren't prepared, roles for new positions very vague, communication very fluffy, although there was plenty but it wasn't 'sold' to the front line so they could be supportive of the whole idea.”* (corps)
5. Frustration with processes and levels of support, particularly the perception that it was better when more decisions went through DHQ rather than THQ - 4% (8) of comments. Examples include:
- *“I know we are still in transition (and am confident it will get better) but removing the local (divisional) support has left a massive void. Before the restructure our DC/s would give us permission to go ahead (to get past the red tape).”* (corps)
 - *“I think the wrong "layer" was removed. Under the old system DHQ was a great support for mission and for practical things like admin, finance and property. We always knew who to contact and they knew us and our communities. When there were problems with processes or delays it was always from THQ.”* (corps)
6. There is feeling from corps of a widening gap and disconnect between them and THQ, with THQ becoming more 'out of touch'. To a lesser extent, there was also concern about a divide between corps and Social. This was seen in 6% (12) of the comments with examples such as:
- *“There is a disconnect between HQ and the Front line. Understanding of day to day working out of Mission in the front line and walking the walk together has been lost. The value of relationship, vision casting, sharing and conversation has been forgotten in this model.”* (corps)
 - *“I have found that for a front line officer - as has been the case in the many years that have past there is a lot of talk and hype but the divide between the front line and the decision making remains large. The DC's are flat out and rarely able to be seen – it's okay to have conversations with AO's and second in charge but the decision making still rests with the DC.”* (corps)
7. Around 7% (14) of comments (all from corps / chaplaincy / social centres) related to a decline in the 'concern' felt for officers/employees levels of accountability from leadership.
- *“I feel that the care and concern for officers has gone out the window, there is less contact with the DC's AOs have a huge load and don't have the time for closer contact, I feel the DC doesn't want to know me, pastoral care is no existent, I don't feel valued because of this.”* (corps)
 - *“I think it was incredibly poor form to move ahead with this restructure with the knowledge that the Australia One restructure would occur very soon afterwards. I believe we have pushed ourselves into unhealthy levels of transition, uncertainty, insecurity and fear. I believe that our biggest issue is that our trust of our territorial leadership is at an all-time low and neither of these restructures have done anything to appease that in any way.”* (corps)
 - *“I feel that we have fallen through the gaps, not sure what support other Rural Chaplains have received but where we sit, besides Ray Lotty who is way over worked, we have had absolutely no care, support or response from THQ/DHQ”* (chaplaincy)



5.2 Appendix 2 – Telephone Interviews

5.2.1 Approach

5.2.1.1 *Who was interviewed and when?*

Telephone interviews were undertaken during the period Monday 25 July 2016 to Friday 8 August 2016 by a combination of:

- SCU team members (9 interviews)
- TSA executives / Cabinet Secretaries (24 interviews)
- An independent external contractor (42 interviews)

Overall, 75 interviews were completed across:

- 51 Corps Officers including those in corps-based social
- 24 social centre managers including Family Stores

5.2.1.2 *What questions were asked?*

The three questions asked by interviewers were:

1. What has worked well over the last six months since the restructure?
2. Are there any areas where the restructure has not been as effective as it could have been?
3. What would you suggest are some things that could be done to address these areas?

5.2.1.3 *How was analysis undertaken?*

Initial analysis of the interviews was undertaken by the same external contractor who conducted the interviews, overlaid with further analysis by the SCU.



5.2.2 Key telephone interviews findings

5.2.2.1 Summary

The majority of responses fall into four main areas:

1. The role of the Area Officer was overwhelmingly identified as a positive outcome of the restructure (see Area Officer Role section below for details) with a positive mention from 21 Corps Officers.
2. There remains considerable confusion over who to contact for support. Around 15 interviewees made reference to not knowing who to contact for specific support.
3. Support Services received a mixed response (see Support Service sections below for details)
4. Corps which have corps-based social centres expressed significant issues with how they are categorised and supported. While services on the ground are usually integrated, there is a need from THQ to separate out various aspects, which creates confusion and increased workload for the frontline. For example the finances need to be separated into corps and social, with support coming from two separate departments. This means that there is no overall coordinated or integrated plan, and the CO is required to be the co-ordination and negotiation point between corps and social activities. They would be hoping for some clarified and refined processes, and better integration between the two areas.

5.2.2.2 Area Officer role

For chaplains, there is confusion around “where we fit” and “who we’re accountable to”. Further to this there is also widespread confusion around whether or not chaplains fall under the AO’s role description – particularly in the rural region.

21 COs mentioned that the AO role is working really well and helping them to become healthier leaders. In particular they were happy with:

- the regular and intentional visits – helping to feel a greater sense of connection (more so than before)
- the level of pastoral care and focus on missional outcomes
- the level of support including AOs being an information source and helping with connections and decision making issues
- having someone who knows first-hand the issues around the corps
- help around governance issues

However, there is a noted absence in how many COs reported coaching as part of the benefit of their AO and this could be a concern if the role description either hasn’t been clearly explained or if the AO is not fulfilling the full requirements of their role.

Concern was also expressed that where the AO is also a CO, the role is too demanding, and they are not able to adequately perform the AO role as they are needed at their corps.

5.2.2.3 IT Department

17 interviewees noted having some issues with the IT department. Furthermore, it is noted that there was a complete absence of any positive comments and that the frustrations expressed were more passionate than with other departments. This was equally seen across COs (including corps-based social), chaplains and social centres. The three most frequently mentioned frustrations were:

1. A general lack of IT support – particularly not knowing who to contact (9 interviewees).
2. Lengthy processes to get things done (6 interviewees).
3. Ambiguous/inefficient processes and slow response times (6 interviewees).



5.2.2.4 *HR Department*

The HR department received more positive mentions than negative with the main comment being around how 'helpful' they are. The main issue raised was related to knowing who to contact (3 interviewees).

5.2.2.5 *Finance Department*

The Finance department received the most positive feedback of the support services. The main areas mentioned were budget support, response times, approval processes and ability to get answers.

Despite this, a number of the interviewees told of issues they were having with the Finance department. Chaplains had the highest proportion of interviewees who had issues, followed by social centres and then COs. The four most frequently mentioned frustrations were:

1. Lack of accountability and/or bench-marks around process and response times (7 interviewees).
2. Not having someone to provide face-to-face support at budget time made the process much harder, and there was not an in-depth understanding of the corps by a specific support person (6 interviewees).
3. Not knowing who to contact or who was responsible for different things (5 interviewees).
4. Inconsistent or misinformation given, delaying processes and forms (4 interviewees).

5.2.2.6 *Property Department*

The frustrations mentioned around the Property Department ran deep and seemed to be related to the interaction being quite time-consuming and exhausting. The top three opportunities for improvement were:

1. Time taken for things is lengthy and delay in returning calls or emails (8 interviewees).
2. Unclear and cumbersome processes (including approvals) - many felt disempowered by property department decision making, and highlighted a lack of consultation and recognition of local knowledge, along with poor communication of why decisions were made that were in conflict with local priorities and recommendations (8 interviewees).
3. Confusion or no information as to who is responsible for what (7 interviewees).

5.2.2.7 *Social Program Department*

Examples of a number of comments by interviewees indicate there is clearly a divide between corps and social:

- *"Probably the biggest concern for me going in was the fact that we had worked for years to argue that social work is mission as much as corps work can be mission (to stop working in silos) only to definitively segregate the two as distinct entities."*
- *"Limited and confusing links with Social."*

5.2.2.8 *General comments*

Communication and consultation

Improvements to communications regarding the restructure were suggested by 23 interviewees, particularly from social centre. The main areas were:

1. More information about the end goal, the 'why' behind some decisions being explained, and more clarity about what is being done and how it's for the benefit of the TSA.



2. Better, faster and more communication as well as information coming out before changes rather than 'shocking people' with the information coming out at the same time the change is made.
3. Addressing communications to the specific audience in order to cut down time reading irrelevant information.

Information on contact points and processes

- Seven interviewees from social centres mentioned that they are unsure as to where they fit as there has been little or no communication with them about their position in the restructure.
- Fifteen COs expressed confusion about knowing who to go to for support and identified the need for a 'go-to' page where the jobs and their roles are defined and there are ways of contact clearly listed for each person. Further to this, have a 'who to go to when' page so that people can identify who to contact for specific issues.
- Six social centre interviewees mentioned the need for a flow chart of who to contact and the processes involved in reaching out for help and/or approval in various areas (including timeframes). This includes more information about 'who is who at THQ' as their job role as it would help make THQ more accessible and also 'humanise' the HQ to those on the ground.

Delegation of authority

7 COs said that the delegation of authority has been really beneficial; the ability to make decisions and approve own projects "without jumping through hoops" has been empowering and lends a sense of trust and freedom to those involved.

Geographic distance

There were a number of mentions (specifically from those in QLD in locations such as Cairns and Mt Isa) regarding geographic related issues including City vs Rural. Some examples of this are below:

- There has been advertising and publicity by the TSA in regards to Homelessness support or Drug and Alcohol counseling and how many people TSA are helping with these things but the country social centre may not have the resources for this which leads to confusion, frustration and at times abuse from the public.
- A CO in Cairns mentioned how isolated and geographically far they are from any HQ and the financial issues that come with trying to join in wider-TSA activities (e.g. Equip, Youth Council, etc.)
- Distance from the HQs leading to issues with getting support from the various departments.
- A lack of contact with the Divisional Commander and/or AO and DHQ in general.
- Isolation leading to a feeling of disconnect with the rest of TSA e.g. not part of 'One Army'



5.3 Appendix 3 – Questionnaires

5.3.1 Approach

5.3.1.1 Who completed the questionnaires and when?

NSW/ACT Divisional Commander Miriam Gluyas sent AOs and the DHQ leadership team a questionnaire in July 2016.

Subsequently, the SCU sent the same set of questions to QLD Divisional Commander David Godkin so that QLD AO's and the DHQ leadership team could also provide a response during the period Monday 18 July 2016 to Friday 29 July 2016.

A total of 19 questionnaires were filled in with feedback obtained from:

State	Role	Name
NSW/ACT	Area Officer	Mark and Fran Everitt Norm and Isabel Beckett David and Lea Palmer Topher Holland Stuart Reid Vannessa Garven
	DHQ leadership team	Colonel Miriam Gluyas Nicole Viles Howard and Robyn Smartt
QLD	Area Officer	Beth Twivey Neil and Sharon Clanfield Robert Duncan Peter Sutcliffe
	DHQ leadership team	David Godkin Neil Dickson Geoff Cruden Daniel and Andrea Wayman Joyce Chege-Resing Sherene Staines

5.3.1.2 What questions were asked?

1. What has worked well over these 6 months?
2. What have been the challenges?
3. What are the solutions to the challenges?
4. Have I been able to make the decisions that I 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?

5.3.1.3 How was analysis undertaken?

Analysis of the feedback was undertaken by the SCU.



5.3.2 Key questionnaire findings

5.3.2.1 Summary

- Good trusting relationships are being built with AOs.
- There is still confusion about the function of the AO role, authority, and relationships.
- Comments (particularly from COs) indicate that THQ support services were not working well – in particular the Social Program Department
- We are still early in the change process.

Divisional staff tended to focus more on the relationship with THQ support services, while AOs tended to focus on the relationship with Corps. Divisional staff tended to find frustration that THQ support had not kept pace with the new structure, and changes were too slow. AOs focused on positives and frustrations regarding their role within the new structure.

The main difference between divisions was in terms of the respondent category. NSW/ACT had a higher number of AOs whilst QLD had a higher number of DHQ leadership team members.

5.3.2.2 Area Officer role

The feedback from AOs indicates that good trusting relationships are being built, and face to face support for Corps Officers has improved, as AOs are released from general administration. AOs are available, building trust and morale, and providing needed pastoral support.

However, there is still confusion over the function of the role, with each AO working on their own model or agenda. This is resulting in differing views over the levels of authority and decision making capability:

- A number of AOs commented that it is unclear what level of authority they have and how much to get directly involved.
- They also mentioned that at times they are simply making decisions, assuming that someone will correct them if they overstep the mark. And some feel disempowered regarding significant decisions, as these are still made at THQ.

This ambiguity is seen by the frontline, with confusion around the role, and knowing how to identify with the role. Some of the earlier THQ communication requires clarification.

This confusion over the role extends to frustration that others speak to 'their' officers without going through them. For example, while AOs have been involved in the appointments process, they have also discovered conversations with officers who have assumed the AO was in the loop.

One AO expressed the need for corps to return to Corps Council and Pastoral Council structures, while another emphasised the need for new governance structures.

One mentioned that competent Corps Officers feel that their AO is 'forcing themselves' on them and wasting their time in areas that they already have worked through. Another, in contrast, lamented Corps Officers who resist the benefit of networking, suggesting that attendance at gatherings should be 'compulsory' or 'strongly recommended'.

What is needed is a common language around discipleship, strategy and common understanding of decision making and authority. While some COs lamented lack of authority, others felt this lack of authority as important to the role.



5.3.2.3 *Support Services*

Feedback from COs and the DHQ leadership staff indicates that some support services were not working well. Of particular criticism was that the Social Program Department appeared to act without thought or consequences for the frontline. With other support services (particularly IT and Property and to a lesser extent Finance) it is unclear who to speak to and what the correct processes were (including approvals) which is affecting frontline effectiveness. This was mainly felt by those in QLD.

Generally it was felt that better communication and transparency was required across all areas.

There still appears to be an 'us and them' mentality between THQ and DHQ. Also, some processes do not seem to have kept pace with the new structure.

5.3.2.4 *Culture*

The platform of trust and pastoral support is being built through the AO network. This will then allow a new focus on prayer and strategy. However, this then requires the placement of the right officers in right appointments, and the need to consider tenure of officers.

A number mentioned the restructure of THQ support services, and importance to speed up this process, which appears to have stalled. A common comment was that THQ Support Services cannot continue to function independently.

5.3.2.5 *General*

There are many asking questions requesting further clarity around authority and decision making processes. For example, one person pointed out that finance and business decisions "make themselves", and that decisions that really matter still require permission and resourcing from THQ.

There is agreement that this is still early – the first couple of months of defining roles, and then the Red Shield Appeal, has meant the process has only just begun. However, the need for further clarification around the AO role for consistency across the divisions was clear, as well as improved transparency and communication across all levels as the process continues.



5.4 Appendix 4 – Focus groups

5.4.1 Approach

5.4.1.1 *Who did the focus groups include and when?*

Three focus groups were held across the following teams:

Team	Attendees	Date
Social Program Department	Jeanette Stoltenberg, Natalee O'Brien, Rick Hoffman, Stephen Wardrope, Johana Susanto, Matt Spanko and Tom Austin.	Tuesday 2 nd August 2016
NSW/ACT DHQ Leadership	Miriam Gluyas, Shelley Soper, Sue Davies, Nicole Viles, Christine Martin, Colin Daines, Lyn Daines and Ann Lingard.	Thursday 4 th August 2016
QLD DHQ Leadership	David Godkin, Earl Ivers, Sandra Godkin, Christine Ivers, Narelle Unicom, Neil Dickson, Geoff Cruden and Sherene Staines.	Monday 8 th August 2016

5.4.1.2 *What questions were asked?*

Each focus group session followed the same structure as follows:

1. As a group, identify:
 - What has worked well since the restructure
 - Opportunities for improvement since the restructure
2. Individually identify the top 3 in each of the above.
3. Break up into 3 groups and identify possible solutions for the top 3 opportunities for improvement.

5.4.1.3 *How was analysis undertaken?*

Analysis of the feedback was undertaken by the SCU.



5.4.2 Key focus group findings

5.4.2.1 Summary

The main themes identified as positives were:

1. Confirmation that the AO role is working well, particularly in ensuring COs feel supported and connected.
2. Greater connection and collaboration between divisional support services such as youth, women etc.
3. The greater missional benefits of having DCs as part of TPMC.
4. The Social Program Department felt that the new structure gave them greater ability to ensure compliance and professional standards were upheld across all social programs, thus providing a better service.

The key themes across opportunities for improvement were:

1. A lack of understanding as to 'who to ask for what' and clarity around the responsibility and purpose of each role:
 - A point of reference (e.g. a flowchart and 'who to contact' sheet) is consistently requested.
 - Potentially having a central area to triage requests to the support services.
2. Significant issues being experienced with corps-based social expressions. The issue is perceived differently by divisions and the social program team, revealing a need for further investigation and an approach which meets the needs of all stakeholders.
3. Boards:
 - Social wanting more direct Board representation.
 - An apparent disconnect where decisions being made from support services (PTE, FTE and MTE) override divisional decisions despite delegation of authority having been given to divisions in these areas.
 - A lack of clarity around the correct processes to follow, including approvals and delegations, and what no longer needs to go to a divisional board or to DHQ.
4. Identified need for Mission Action Plans to support missional effectiveness

5.4.2.2 What has worked well

Team	What has worked well
Social	<ol style="list-style-type: none"> 1. Increased capacity of the Social Program Department to deliver. 2. Increased accountability. 3. Creation of Operations Managers.
NSW/ACT DHQ	<ol style="list-style-type: none"> 1. Divisions having greater ability to set strategic direction, with the 'coalface' now having a greater voice and feeling heard. 2. COs feel supported by their AO's. 3. More inter-generational connection and influence between DHQ areas (eg. Youth, Women's etc)



QLD DHQ	<ol style="list-style-type: none"> 1. DC being a member of TPMC and the Appointment Board. 2. AO role - officers are feeling more connected and supported, with AOs responsive to issues and situations consistently and ongoing. 3. Reduction in the small matters coming to the Divisional Board.
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5.4.2.3 Opportunities for improvement and potential solutions

Team	Opportunities for improvement and potential solutions
Social	<ol style="list-style-type: none"> 1. Lack of representation of the Social Program Department on Boards: <ul style="list-style-type: none"> • Split the portfolio of Secretary of Program into 'Corps' and 'Social'. • The Secretary of Program for Social to have relevant qualifications, skills and experience and be on boards (TOC, TPMC, Personnel and Appointments). 2. Heavy administration still exists in many centres (e.g. accounts payable and contract processing): <ul style="list-style-type: none"> • Release resources from centres and reallocate funds towards program support (e.g. tendering, Research and Development and Policy). • Create a Central Administration Unit to triage and assist in improving information flow between departments and boards. 3. Addressing remaining silos between departments and the divisions: <ul style="list-style-type: none"> • Look for connections and identify partnerships. • Identify cross department efficiencies. • Culture change – inclusion, equality and sharing 'customer' focus.
NSW/ACT DHQ	<ol style="list-style-type: none"> 1. IT to be more flexible and offer a wider range of solutions and technologies: <ul style="list-style-type: none"> • IT 'gurus' on the 'coalface' (who know the issues and have often found and implemented the solutions) and empower them to input into strategy. 2. Lack of understanding as to 'who to ask for what' (including the role of the Divisional Secretary) mixed in with a lack of regionally based resources and old procedures still being used: <ul style="list-style-type: none"> • Clarification of business processes including updating of forms • Additional regional business support. • Implement an office manager to release Div. Sec for mission (including identifying mission impediments). 3. Corps-based social needs to be supported differently. The service delivery of the Social Program Department needs to be refined: <ul style="list-style-type: none"> • Governance and policy of corps-based social to come under the division. • All community services to be brought under division (includes welfare and doorways).



QLD DHQ	<ol style="list-style-type: none">1. Still need Mission Action Plans to provide the framework for AO's:<ul style="list-style-type: none">• Built-in review process so that it is evolving with current best mission practice.• Inclusive of Corps and Social.• Make it relevant across generational spread.2. Items being knocked back by PTE, FTE and MTE that are within the DC's delegated authority and ambiguity in the application of delegations of authority.<ul style="list-style-type: none">• Greater empowerment/authority of Divisional Boards.• No secondary approval required if item is within Divisional level of authorisation (potentially increase the level).3. Lack of understanding as to 'who to ask for what'. Additionally, property maintenance and operational funds delegations and approvals are unclear with arbitrary decisions made by Property without consultation to corps.<ul style="list-style-type: none">• Flowcharts to identify who to go for what.
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