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## Colonel Mark Campbell: My Goals for 2016

Colleagues,

As leaders, Julie and I find ourselves in the unusual position of having our roles only until January, when we move into our national appointments. It requires lots of wisdom. We are not passive people – we are going to keep driving the *Forward Together* plan! But at the same time it's important that the work we do is sustainable into the future.

My focus for my leadership is **Healthy faith leaders, leading healthy faith communities, and when we start something new it comes from a healthy place.**

With the four *Forward Together* goals, I've always felt that if we focus on healthy faith communities, the rest will come. That's because if we're focused on being healthy people, who are looking after ourselves, we are going to lead in a healthy way and that's going to make everyone around us better.

I don't think healthy faith leaders and healthy faith communities just applies to the frontline.

Any expression of The Salvation Army, even a headquarters, should be a healthy faith community. Helping THQ journey further towards being a healthy faith community is one of the things I am going to focus on over the coming months.

For me personally, being a healthy leader is about having a monthly retreat day. It means reading my Bible regularly. It means having some spiritual rhythms in my life. It's also about having fun – which I need to get better at. Julie and I were just speaking the other day about creating space for more fun in our lives.

As a movement, we love to drive things, we get things done, but we can get caught in some bad habits. Many of us do a lot of hours at home as well. There have been times when I got home and my kids saw me on my computer until 9pm at night. Is that healthy? No. It doesn't help you in the long term.



This is one of the things I admire about Commissioner James. James would always be in the office early, but normally he'd leave between 5 and 6pm, and when he went home, that was it. I'd send him emails, but you'd never get a response at night – you'd get it the next day. And I respect that in James a lot. That was a good, healthy, standard to set.

With the executive team, being healthy means getting better at making the hard calls. If there's bad behaviour, if things aren't right, we'll call it. I've often said that if you think things are likely to blow over, they're more likely to blow up. If you allow things to go unchallenged, then that's the culture you're going to have, but when you call it out then you're creating new culture.

We've had to do that. Our preference always is to help people change and grow, but we've also had to make some tough calls to say "We're not tolerating this anymore".

It's a hard space to sit in – sometimes it gets awkward and uncomfortable. It's a particularly hard space to sit in when I'm the one who's got it wrong! But we need to get better at being able to sit in that space together in a healthy way.

I'm very disturbed that I have heard some stories that verge on bullying between officers and employees. I won't tolerate it. I've always seen the kingdom of God as a priesthood of all believers. I don't care if you're an officer or an employee, you've got a part to play in the kingdom. It seems crazy to me to think about it in any other way.

Officers have a specific function, absolutely it's different, as we've signed a covenant, we've said we're mobile, but officers don't have a higher calling. We have a calling, just like everybody else. It might be a high calling, but plenty of other people have a high calling as well. It doesn't matter if you're an officer, employee, volunteer, or whatever – we're equal within the body of Christ.

One of the ways we can keep building a healthy culture is to make sure we are empowering

people. With the restructure, we worked hard to make sure that more decisions can be made on the frontline. We've got to keep pushing hard to embed this into every part of our culture.

We've still got a few niggly process issues that we need to work out to make sure the structure is working smoothly. We know that and we're working on it. But I think the bigger thing for us all to work on together is making the necessary shift in attitude.

Over the next 6 months I want to work on helping people at every level understand how to empower the frontline to make decisions.

But taking on the authority means you also need to take on the accountability. Taking on the accountability means that we can't blame others for the situations we find ourselves in. It means we need to make brave decisions ourselves, not pass the decision off to someone else so that we can pass the buck in case it goes wrong.

Being accountable also means we need to take the time to understand the various policies and procedures that have been put in place to protect The Salvation Army against wrongdoing. It means we need to work collaboratively so that we can be confident we're making good decisions.

Where do we start on this journey? I think we need to look at ourselves. Ask yourself – are you leading, are you operating, from a healthy space? What does it mean for you to become a more physically, emotionally and spiritually healthy person?

How do you build a healthy faith community? I think the answer is by each of us taking responsibility for being the healthiest version of ourselves we can be.

God bless you each,

Mark Campbell (Colonel)  
Chief-Secretary-In-Charge

## Prayer points

- Please pray for those who are currently impacted by ongoing changes, and those who continue to adjust to changes made so far.
- Please pray in particular for the Mission Support Team in response to the recently announced restructure of that team.
- Please pray for all those with leadership roles, that they would know wisdom and courage to help advance the mission
- Please pray for wisdom and insight as we work through the responses from the 6-month review

## Current Initiative Updates

### 6-month review is underway!

We are now well into the 6-month review of the HQ Restructure. The online survey was sent out on Monday 18 July, and as we've said previously this is your opportunity to tell us what is working and where further improvements can be made. Your responses to the survey will be used to identify our next priorities.

**The survey closes today** - whether you are on the frontline, DHQ or THQ, your participation is crucial to create an overall picture of how things are going – so please complete the survey if you haven't done so already! All personnel with a Salvation Army email address should have received a personal invitation which includes your link to access the survey.

Other upcoming activities include interviews and focus groups, which will be conducted with a representative cross section of teams and individuals. These will all be complete by Friday, 5 August after which the feedback will be collated and recommendations made.

## Mission Support Team Restructure Update

We recently announced the Mission Support Team's (MST) new structure in a recent email. The structure of the MST was redesigned to better align with the new divisional teams and get resources closer to the frontline. The new structure will come into effect on Monday 29 August.

Just in case you missed the original announcement, we have summarised the most significant changes below:

### 1. All face-to-face mission support will be led by the divisions

Ministry support areas that focus on 'coming alongside the frontline' such as Seniors Ministry, Rural Ministry, Worship, and Youth and Children's Ministry will become part of the divisional teams, bringing these roles closer to the frontline and facilitating greater integration with the mission support activities of the Area Officers.

### 2. Centralised resource creation at THQ

THQ will continue to have responsibility for generating resources to support mission. A small team comprising of writers and designers will exist at THQ for this purpose. Area Officers and Divisional Youth & Children's Secretaries will work with the frontline to determine resource requirements and communicate this to the Mission Support Team.

The THQ team will also maintain light capacity for events, research / tender writing, and administration (e.g. CCLI licensing).

### 3. Safe Salvos / Caring for Kids roles will move to the Chief-Secretary-In-Charge's Office

To support best practice in the area of child protection, roles focused on child protection will move to the office of the Chief-Secretary-In-Charge, where they will have greater

empowerment regarding child protection matters throughout the whole territory, not just on corps-related matters.

We are currently working on a ready reference guide with details of who to contact for specific support activities – this is due for release shortly.

For more information, including the new organisational chart and FAQs, please visit the 'Latest News' section of the Forward Together website: <https://salvos.org.au/forwardtogether/>

### Dob in a Process (DIAP)

Dob In a Process aims to establish a culture where every officer, employee and volunteer feels empowered to help improve the way we work. Thanks to your great feedback, we have received almost 50 responses since November 2015.

We are currently working on four of these, spanning across:

- Streamlining the insurance claim process
- Better use of technology for invoice payments
- Better care for people when incident reports are made

Together with the submitter and relevant teams, we will be undertaking a number of workshops to understand and subsequently resolve the pain points within each of the identified processes.

We are excited to share with you the outcomes as well as the next few processes we will be working on.

Remember, there's no timeline or deadline attached to 'Dob In A Process' suggestions – when you spot a bad process, just let us know by writing to [forwardtogether@ae.salvationarmy.org](mailto:forwardtogether@ae.salvationarmy.org).

To read more about Dob in a Process visit the following site.

<http://salvos.org.au/forwardtogether/hq-restructure/tools/dob-in-a-process/>

### Boards' Redesign

We are currently reviewing final recommendations for the boards redesign with the various board chairpersons as the final stage before making an announcement on the revised boards framework. Please stay tuned for further information in the coming weeks.

## Have Questions or Want to Know More?

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

- Email any questions you have to [forwardtogether@ae.salvationarmy.org](mailto:forwardtogether@ae.salvationarmy.org)
- Checkout the online resources including, Organisation Charts, Revised process guides, FAQ's and other information on the Forward Together website [salvos.org.au/forwardtogether](http://salvos.org.au/forwardtogether)

## Forward Together

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