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Did You Know?

The Salvation Army has a whistleblower policy to allow anyone with concerns about serious issues affecting the Army's operations or finances to report them on a no names basis. A special e-mail address has been set up at whistleblower_hotline@can.salvationarmy.org.

Editorial

With this issue we conclude the third volume of *Money & Mission*. The first issue of the next volume is due for publication on October 2, 2013.

We continue to receive positive feedback from readers and, as a result, we will continue to publishing this twice-monthly two-pager from October to June.

Thank you to those of you who have taken time to suggest articles, to tell us what you liked as well as what you didn't like. All feedback is useful. Over the summer months, we'll be planning issues for the fall and winter, so, if you have a suggestion for an article, do write and let us know. We'd be pleased to hear from you.

Charity Corner

GOVERNANCE & LEGAL STRUCTURE

Did you know that the Army's business across Canada is carried out primarily through a single corporation? The Governing Council of The Salvation Army in Canada was established by federal act of parliament in 1909 for the purpose of "administering in Canada the property, business and other temporal affairs" of the Army. The Governing Council is the legal owner of all Salvation Army assets in Canada, and a similar entity, The Salvation Army Corporation of Bermuda, operates in that island nation.

Other than these two entities, there are only three other corporations set up for specific purposes: TSA William & Catherine Booth University College, TSA Winnipeg Golden West Lodge and TSA Grace Communities Corporation. All three are controlled entities of the Governing Council, with the latter having the power to appoint their boards of directors. All other entities of The Salvation Army in Canada are unincorporated, and operate under the auspices of the Governing Council.

In several instances, the Governing Council has appointed a board of governance and delegated some of its rights and responsibilities to that subordinate board, even though the ministry unit is not separately incorporated. This is the case with boards established to help govern the Toronto Grace Health Centre, Ottawa Grace Manor, Toronto Meighen Health Centre and Montreal L'Abri E'espoir and Booth Centre.

Accounting & Financial Reporting Focus

As this issue arrives in your inbox, we are finalizing the Army's consolidated financial statements. It's too early for us to be able to report on the consolidated results. However, we encourage you to view the financial statements which should be posted on the web (www.salvationarmy.ca) by early July.

Special Feature

CLIENT SURVEY RESULTS ARE IN

Earlier this spring, we sent 710 surveys to staff in THQ departments, divisional headquarters and ministry units who receive services of any kind from the finance department. A whopping 284 surveys were completed!!! Thank you to all who took time to respond. The results were highly positive. Here are some of the highlights:

98% of respondents said that routine inquiries are resolved within a few days. Most services provided by the department were rated 4 out of 5 or higher. Overall satisfaction with the department was just under 8 out of 10. 70% of respondents made no suggestions for improvements to service. Of the 30% of respondents who had suggestions for improvements, the following were the most frequently mentioned concerns:

- Speed of paying invoices/concern about late payments
- Speed of processing deposits/withdrawals from deposit accounts
- Not enough information on deposit account transactions and their purpose
- Timing of the annual budget – too close to Christmas
- More assistance with an increasingly complex budget
- Tight deadlines for submitting information to payroll
- Late distribution of T4s
- Not enough financial advice provided/not aware that it is available
- Lack of awareness of whom to contact in the finance department
- Better understanding of the mission and work of the Army amongst finance staff

So, what are we doing with this feedback? We've already discussed a number of new initiatives and established priorities for action. Here are just a few.

We are setting up a new service so that each THQ department, divisional headquarters and ministry unit will have a designated client service representative ("DCSR"). The DCSR will provide clients with a single contact person who will become the "go to" person for any issues the ministry unit is having, either with respect to financial advice or a service delivery issue.

We are in the process of setting up a program so that our staff will be allowed time off to volunteer at a ministry unit for up to three days per year so that they can gain more insight into the Army's mission.

We are already taking steps to reduce the number of cheque payments in favour of electronic transfers. We will implement a new system to allow officers and employees to enter expense claims electronically, rather than submitting paper. Later this year, we will commence work on changes to accounts payable to allow suppliers to submit invoices electronically. These changes will allow us to process payments faster.

We will review our deposit account processes and reports to ensure more efficient processing of transactions and better reporting.

To respond to comments about budget preparation during the busy Christmas season, we have developed revised timelines for the distributions of budget materials at earlier dates to accelerate the process.

Later this year, we will be introducing a new time and labour management system which will eliminate timesheets and speed up the processing of payroll considerably. We will also be rolling out a self-serve program that will allow officers and employees to access their payroll profile over the internet to make address changes, retrieve pay stubs and, eventually, T4s. In 2013, T4s were issued on February 19, much earlier than prior years. Our goal for 2014 is to send them out no later than February 15.

We will continue to offer web based training sessions on a variety of financial topics. Four topics will be available this year, including budgeting and understanding financial statements.

Watch for more information about these initiatives in the days to come.

In The News

MAISIE WONG ANNOUNCES RETIREMENT --- Maisie Wong, Assistant Financial Secretary, has announced that she will retire effective August 31, 2013. Wong has worked in the finance department since 1999 as chief accountant, THQ controller, and most recently as assistant financial secretary. Anyone who has worked with Maisie knows about her strong technical skills, her commitment to the Army and her rapport with people. We thank her for the significant contribution she has made to the finance department during her time with us. The finance department has been planning for Maisie's retirement for some time, with responsibilities being gradually transferred to other members of our senior management team. Our very best wishes to Maisie as she prepares for this new chapter in her life!

CHANGE IN ACCOUNTING DESIGNATIONS --- With Canada's accounting organizations on the path to unification, you will soon see accountants using the additional designation of "Chartered Professional Accountant" or "CPA", in addition to their existing designation. Continued use of existing designations is a temporary measure for the next ten years until the new designation is more readily recognized and understood.



Giving Hope Today

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Comments, Suggestions?

Do you have comments on any of the topics raised in this issue, or suggestions for a future issue? Write to us at:

Money&Mission@can.salvationarmy.org.

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