

PEAC Development Conversation Form

CANDIDATE



Candidate: _____

Corps Officer: _____



CHARACTERISTICS (Who We Are)

SPIRITUAL MATURITY

It is expected that a candidate's life will give evidence of growth or advancing toward Christian maturity. This is revealed through the evidence of the 'fruit of the Spirit.' Daily Bible reading and prayer should be a priority. A candidate's life should display honesty, integrity, trustworthiness, dependability, humility and patience. There should be a commitment to worshipping together in a Salvation Army Corps with the expectation of service and tithing. It should be the desire and practice of a candidate to be a disciple and to disciple others in their Christian walk.

SENSE OF VOCATION

An Officer's call is at the centre of his/her officership. It sustains and strengthens him/her through days of joy and days of hardship and discouragement. Connected to this call is his/her covenant to "love and serve God supremely all of his/her days". This 'covenanted' relationship is shown when he/she is confident of the call, is committed to serve in varying circumstances, is open to dialogue regarding areas of service, is willing to learn and grow, becomes responsible for personal growth, is willing to give himself/herself daily in wholehearted service.

COMMITMENT TO MISSION AND MINISTRY

An Officer commits in his/her covenant 'to live to win souls and make their salvation the first purpose of his/her life, to care for the poor, feed the hungry, clothe the naked, love the unlovable, and befriend those who have no friends'. In connection with this, a candidate responds in Christ name to reach a variety of people with differing needs. Jesus Christ is presented as Saviour. The Bible is taught and applied. As opportunities present themselves pastoral care should be extended and opportunities to worship offered.

HEALTHY AWARENESS OF SELF AND OTHERS

A candidate should have a growing awareness of self. Awareness is obtained by learning his/her spiritual gifts, talents, skills and beginning to use them effectively. A candidate should also be aware of areas where he/she needs to grow and is willing to take ownership of this. A candidate should display

healthy relationship boundaries and a growing ability to balance living in all aspects of his/her life.

SALVATIONISM

An Officer confirms in his/her covenant that he/she will, "maintain the doctrines and principles of The Salvation Army, and, by God's grace to prove him/herself a worthy officer". This includes a knowledge and acceptance of the Doctrines of The Salvation Army as well as understanding of the Army's distinctives. A candidate is in agreement with this, he/she will exemplify loyalty and support to the organization.

LEADERSHIP

A candidate should have developed their leadership style by studying the example of Jesus with the practice of 'servant leadership.' There should be evidence of the ability to set and achieve goals. Indication of clear communication skills is an asset.

PLANNING AND INITIATIVE

Balancing multiple priorities and being a good time manager is important. Being focused is an asset while at the same time offering flexibility.

RESOURCE MANAGEMENT

As opportunities arise, the candidate should learn about effective management of resources such as finances, time, programs, and people.

SPECIALIST SKILLS AND APTITUDES AS RELATED TO ROLE

Responsibilities that are expected of a Cadet are:

- Preaching
- Pastoral care
- Communication
- Time management
- Evangelism/proclaiming the gospel
- Personal development

CANDIDATES CHARACTERISTICS & COMPETENCIES

OFFICER'S COVENANT

Called by God to proclaim the Gospel of our Lord and Saviour Jesus Christ as an officer of The Salvation Army (To love and serve him supremely all of my days; To live to win souls and make their salvation the first purpose of my life; To care for the poor, feed the hungry, clothe the naked, love the unloved and befriend those who have no friends; To maintain the doctrines of The Salvation Army and by God's grace to prove myself a worthy officer; Done in the strength of my Lord and Saviour.)

SPIRITUAL MATURITY

A commitment to Christ evidenced by a stable and growing relationship with Christ which is expressed in all areas of daily life.

- Has a teachable spirit, is genuine, and demonstrates a consistent desire to grow and learn, guarding against complacency and diminishing zeal
- Demonstrates consistency in Bible study and prayer, and thereby gains an increasing knowledge of the content, relevance and authority of Scripture. This candidate can articulate and provide evidence of their spiritual growth and challenges.
- Demonstrates commitment to a Salvation Army worshipping community, giving service consistent with that expected of all Salvation Army soldiers.
- Reflects wholesome relationships with people and is an authentic witness in daily living through honesty, integrity, trustworthiness, dependability, humility and patience.

SENSE OF VOCATION

An awareness of and response to God's direction.

- Reflects strong confidence in their calling to service as a Salvation Army officer which is demonstrated in commitment to their ministry context.
- Demonstrates a spirit of sacrifice.
- Shows a desire to engage in open dialogue with Salvation Army leaders relative to service opportunities.

SALVATIONISM

Identification with The Salvation Army in principle and in practice, for the present and the future.

- Has a general understanding of, and adherence to, the doctrines, practices, operating policies, orders and regulations, and principles of The Salvation Army. Also has a healthy, respectful and reflective understanding of Salvation Army distinctives and their place in contemporary, holistic ministry and reflects the uniqueness of these in their current ministry context.
- Embodies The Salvation Army and its vision, mission and values, making choices and setting priorities that are reflective of them.

MISSION STATEMENT:

The Salvation Army exists to share the love of Jesus Christ, meet human needs and be a transforming influence in the communities of our world

CORE VALUES: Hope, Service, Dignity, Stewardship

STRATEGIC PRIORITIES: Spiritual Health, Leadership Development, Social Justice, Integrated Mission, Children and Youth, The Gospel and Transformation, Discipleship

COMMITMENT TO MISSION & MINISTRY

The desire and capacity to respond, in Christ's name, to a range of human need.

- Is passionate about, contextually relevant, and effective in their daily witness for Christ
- Strives to meet human need and identify opportunities for new ministry.
- Gives priority to the pastoral needs and concerns of individuals within their sphere of influence.

HEALTHY AWARENESS OF SELF & OTHERS

- Is aware of personal growing edges and as a result is aware of growth needs and short-comings. Recognizing these, takes ownership of development opportunities in order to strengthen these areas.
- Accepts feedback and actively seeks out constructive criticism from others.
- Is aware of their spiritual gifts and strengths, using them effectively, with both humility and confidence.
- Takes personal responsibility for their physical, mental, emotional and spiritual well-being, assuring a healthy life/work balance.
- Reacts appropriately in the face of disappointment or difficulty.

LEADERSHIP

Please refer to the LEADS CAPABILITY FRAMEWORK on page 4 with a focus on the 'Leads Self' section.

PLANNING & INITIATIVE

- Makes timely and wise decisions, basing them upon analysis, wisdom, discernment, experience and common sense in order to bring about best results

RESOURCE MANAGEMENT

- Shows a high level of respect for and care of all Salvation Army property associated with their ministry unit.

SPECIALIST SKILLS & APTITUDE

- Aware of technologies that enhance ministry delivery and effectiveness

LEADS CAPABILITY FRAMEWORK

LEAD SELF

ARE SELF AWARE

They are aware of their own assumptions, values, principles, strengths and limitations

- Demonstrates an understanding of his/her own leadership style,
- Surrounds self with staff whose strengths are different than his/her own,
- Listens to feedback to strengthen his/her self-awareness

MANAGE THEMSELVES

They take responsibility for their own performance and health

- Sets realistic performance goals for themselves,
- Demonstrates effective time management skills,
- Follows through on commitments

ENGAGE OTHERS

FOSTER DEVELOPMENT OF OTHERS

They support and challenge others to achieve professional and personal goals

- Engages staff in projects that challenge their skills and abilities,
- Delegates assignments to help staff build new skills, knowledge and confidence,
- Acts as a mentor or coach with others to support their personal and professional development

CONTRIBUTE TO THE CREATION OF HEALTHY ORGANIZATION

They create engaging environments where others have meaningful opportunities to contribute and ensure that resources are available to fulfill their expected responsibilities

- Ensures appropriate policies and standards are in place to support a safe and healthy workplace,
- Ensures that staff have the necessary resources and support to succeed,
- Encourages staff to celebrate group successes

DEVELOP THEMSELVES

They actively seek opportunities and challenges for personal learning, character building and growth

- Identifies personal goals with clear objectives, milestones and timelines,
- Participates in educational opportunities that facilitate personal and professional growth,
- Participates in challenging work-related activities that may result in opportunities for growth

DEMONSTRATE CHARACTER

They model qualities such as honesty, integrity, resilience, and confidence

- Admits when they have made a mistake,
- Actively learns from own and others' mistakes,
- Makes decisions based on organizational and professional values

COMMUNICATE EFFECTIVELY

They listen well and encourage open exchange of information and ideas using appropriate communication media

- Treats alternative perspectives with respect even when in conflict,
- Adjusts communication style based on target audiences and situations,
- Encourages open communication by supporting the discussion of issues

BUILD TEAMS

They facilitate environments of collaboration and cooperation to achieve results

- Collaborates with teams to align goals and objectives with organizational strategy,
- Turns to teams for help in decision-making rather than always taking the lead,

Encourages team members to share information, knowledge and expertise

ACHIEVE RESULTS

SET DIRECTION

They inspire vision by identifying, establishing and communicating clear and meaningful expectations and outcomes

- Establishes clear service expectations and outcomes based on organizational strategy,
- Draws on relevant information to identify trends and potential outcomes,
- Actively involves others in the direction setting process

STRATEGICALLY ALIGN DECISIONS WITH VISION, VALUES, & EVIDENCE

They integrate organizational mission and values with reliable valid evidence to make decisions

- Aligns work unit roles and expectations with the organization's vision and direction,
- Engages in ongoing data collection to ensure that decisions are aligned with best practice,
- Makes adjustments to work practices, as necessary, to maintain alignment with the vision and values

DEVELOP COALITIONS

PURPOSEFULLY BUILD PARTNERSHIPS & NETWORKS TO CREATE RESULTS

They create connections, trust and shared meaning with individuals and groups

- Seeks opportunities to work collaboratively with other groups internal and external to the organization,
- Builds internal connections between different work units to share expertise,
- Builds positive working relationships with local community agencies

DEMONSTRATE A COMMITMENT TO CUSTOMERS & SERVICE

They facilitate collaboration, cooperation and coalitions among diverse groups and perspectives aimed at learning to improve service

- Involves all stakeholders in service improvement,
- Acts on quality improvement opportunities,
- Encourages teamwork among staff as the basis for delivering quality service to customers)

TAKE ACTION TO IMPLEMENT DECISIONS

They act in a manner consistent with the organizational values to yield effective, efficient public-centered service

- Develops a clear service plan that outlines the outcomes, key steps, responsibilities and expected timelines for completion,
- Ensure staff have the necessary skills and resources to complete implementation,
- Takes corrective action to ensure ongoing availability of critical services

ASSESS & EVALUATE

They measure and evaluate outcomes, compare the results against established benchmarks, and correct the course as appropriate

- Ensures valid measurement tools are in place,
- Evaluates success of implementation against expected outcomes,
- Provides opportunities to discuss results in order to make improvements

MOBILIZE KNOWLEDGE

They employ methods to gather intelligence, encourage open exchange of information, and use quality evidence to influence action across the system

- Meets with staff to discuss new ideas/ approaches that may improve existing practices,
- Integrates evidence from a variety of information sources into work practices,
- Draws regularly on expert resources for information

NAVIGATE SOCIO-POLITICAL ENVIRONMENTS

They are politically astute, and can negotiate through conflict and mobilize support

- Identifies trends that may be shaped by public policy,
- Acknowledges the values of others' ideas in achieving the organization's objectives,
- Demonstrates an awareness of the key players influencing a given situation, their vested interests and competing priorities

SYSTEMS TRANSFORMATION

DEMONSTRATE SYSTEMS/ CRITICAL THINKING

They think analytically and conceptually, questioning and challenging the status quo, to identify issues, solve problems and design, and implement effective processes across systems and stakeholders

- Approaches all situations with an attitude of continuous improvement,
- Identifies the root cause rather than focusing on the symptoms,
- Utilizes existing organizational knowledge and experience to uncover lessons learned

ENCOURAGE & SUPPORT INNOVATION

They create a climate of continuous improvement and creativity aimed at systemic change

- Approaches problems as opportunities for system process improvement,
- Encourages calculated risk-taking,
- Celebrates successes that come from creative ideas

ORIENT THEMSELVES STRATEGICALLY TO THE FUTURE

They scan the environment for ideas, best practices, and emerging trends that will shape the system

- Meets regularly with a variety of partners/stakeholders to discuss emerging trends,
- Demonstrates an understanding about the impact of current trends and issues on future direction,
- Evaluates the implications of emerging trends on current practice

CHAMPION & ORCHESTRATE CHANGE

They actively contribute to change processes that improve service delivery

- Focuses on the positive outcomes that are expected from change,
- Participates in the decision-making process related to change,

Maintains open communication throughout the change process

The Salvation Army will meet the accessibility needs of individuals to ensure they have access to all PEAC forms and documents. Requests for accessible formats (e.g. HTML, Word, braille, audio formats, large print, text transcripts) will be provided in a timely manner.

The accessibility needs and any individual accommodation plans will be taken into account when assessing a Candidate's performance and future appointments.