

WORKSHEET-FORM A

Performance Development Conversation



**LEADERSHIP
DEVELOPMENT**
Canada and Bermuda Territory

Officer: _____

Supervisor: _____

OFFICER CHARACTERISTICS AND 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 officer can articulate and provide evidence of their spiritual growth and challenges.
- Demonstrates commitment to a Salvation Army worshiping 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 solid 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.
- Actively encourages and participates in local initiatives for officer recruitment.
- 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
- Is committed to integrated mission within their ministry unit and community.
- Evaluates mission effectiveness, adapting strategies, styles and approaches as required.
- Invests time and thought in planning worship, including quality sermon preparation and originality. Sermons are contextually relevant, i.e. speaking to the needs and lives of their congregation and are effectively delivered.
- Affirms and encourages the utilization of people's spiritual gifts.
- Strives to meet human need, build community partnerships and identify opportunities for new ministry.
- Commitment to identified development plans and goals; takes personal responsibility to focus on the goal and follow-through to successful achievement.
- Gives priority to the pastoral needs and concerns of individuals within their jurisdiction.
- Effectively communicates with Salvation Army leaders to gain support and approval of changing initiatives, in compliance with Salvation Army policies and practices.

HEALTHY AWARENESS OF SELF & OTHERS

- Exhibits optimism, maturity and emotional intelligence when responding to life and ministry circumstances.
- Is aware of personal growing edges and as a result is aware of growth needs and shortcomings. Recognizing these, takes ownership of development opportunities in order to strengthen these areas.
- Accepts feedback and actively seeks out constructive criticism from others.
- Demonstrates an understanding of healthy relationship boundaries, working compassionately without becoming inappropriately affectionate or emotionally involved.
- Demonstrates trustworthiness in confidential situations.
- Is aware of their spiritual gifts and strengths, using them effectively, with both humility and confidence.
- Is respectful of the power, positional as well as status and respect, accorded to officers of The Salvation Army.
- 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 3

PLANNING & INITIATIVE

- Demonstrates vision-casting, development of leaders and delegation of responsibilities.
- Effective time management skills in relation to personal and ministry time to assure mission effectiveness, with an ability to set and manage multiple priorities and commitment to meeting agreed upon goals.
- Innovative use of critical thinking in problem-solving, accepting the need for flexibility, adapting tactics/approach to fit emerging trends.
- Makes timely and wise decisions, basing them upon analysis, wisdom, discernment, experience and common sense in order to bring about best results.

RESOURCE MANAGEMENT

- Effective management of human resources in all levels from recruiting to training/developing and retiring/terminating. Complies with regulatory requirements, policies and practices.
- Demonstrates effective financial management, assuring compliance and accountability with regulatory and organizational policies and practices.
- Shows a high level of respect for and care of all Salvation Army property associated with their ministry unit. Effectively manages Salvation Army property, whether it be quarters or other institutions/facilities owned by The Salvation Army, assuring compliance with all regulatory, territorial and divisional expectations, maintaining existing properties and sourcing new properties as approved by divisional and territorial leaders.

SPECIALIST SKILLS & APTITUDE

- Well-informed with 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

- Role models the organizations's core values,
- Shares assumptions when making decisions,
- Demonstrates a personal style of excellence

MANAGE THEMSELVES

They take responsibility for their own performance and health

- Fulfills commitments even when faced with difficult or challenging circumstances
- Demonstrates comfort with ambiguity,
- Acts constructively on feedback from others

DEVELOP THEMSELVES

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

- Demonstrates an openness to learning from others
- Demonstrates a strong commitment to personal growth and development
- Furthers own learning by coaching and mentoring

DEMONSTRATE CHARACTER

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

- Advocates for the organization and its staff even under difficult circumstances,
- Makes principled and ethical decisions
- Demonstrates authenticity by disclosing personal experiences

ENGAGE OTHERS

FOSTER DEVELOPMENT OF OTHERS

They support and challenge others to achieve professional and personal goals

- Ensures that effective and appropriate human resources
- Processes are in place to support development of others,
- Champions personal and professional development, engages in succession planning

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

- Promotes a collaborative and collegial work environment,
- Champions an organizational culture that values fairness, inclusiveness and diversity,
- Provides recognition to individuals and groups for successful performance

COMMUNICATE EFFECTIVELY

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

- Provides an effective communication strategy for their portfolio,
- Uses persuasion and influence to achieve organizational goals,
- Engages in inclusive discussion with a wide variety of stakeholders

BUILD TEAMS

They facilitate environments of collaboration and cooperation to achieve results

- Builds a senior management team with a complementary portfolio of experience and skills,
- Supports the development of capable leadership teams throughout the organization,
- Uses participatory methods to engage diverse groups in decisions and issues facing the organization

ACHIEVE RESULTS

SET DIRECTION

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

- Collaborates with stakeholders to help create vision,
- Sets strategic direction to align with the organization's values and stakeholders' needs,
- Establishes challenging and relevant targets for the organization

STRATEGICALLY ALIGN DECISIONS WITH VISION, VALUES, & EVIDENCE

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

- Collaborates with stakeholders to help create vision,
- Sets strategic direction to align with the organization's values and stakeholders' needs,
- Establishes challenging and relevant targets for the organization

TAKE ACTION TO IMPLEMENT DECISIONS

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

- Accepts responsibility for the effective delivery of service,
- Provides necessary support,
- Adjusts strategic direction, as necessary, to maintain high quality service

ASSESS & EVALUATE

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

- Fosters an environment where people are committed to achieve results,
- Establishes evidence-based performance targets,
- Evaluates organizational performance in relation to strategic direction

DEVELOP COALITIONS

PURPOSEFULLY BUILD PARTNERSHIPS & NETWORKS TO CREATE RESULTS

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

- Advocates for partnerships with a variety of public and private organizations,
- Develops external partnerships to collaborate and share knowledge of best practices,
- Builds effective stakeholder relationships

DEMONSTRATE A COMMITMENT TO CUSTOMERS & SERVICE

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

- Projects a sense of passion about the importance of commitment to clients and service,
- Ensures that services respond to customer's needs and concerns,
- Champions the achievement of goals for the greater good of the community

MOBILIZE KNOWLEDGE

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

- Ensures that the required knowledge and performance information for decision making is accessible,
- Shares perspective with others in relation to strategies at the local, provincial and national levels

NAVIGATE SOCIO-POLITICAL ENVIRONMENTS

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

- Interacts constructively with key stakeholders to influence direction,
- Influences those opposed to change to take major steps to support a solution

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

- Champions systems thinking,
- Uses systems thinking to analyze options for change,
- Evaluates the interdependence of decisions on systems and stakeholders

ENCOURAGE & SUPPORT INNOVATION

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

- Creates an environment where learning, creativity and innovation are valued as sources of strategic advantage,
- Advocates for calculated risk taking,
- Balances short-term demands with longer-term considerations in decision making

ORIENT THEMSELVES STRATEGICALLY TO THE FUTURE

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

- Examines international trends and emerging models of service delivery,
- Fosters proactive thinking across the organization and with partner agencies to address anticipated issues,
- Identifies opportunities and risks associated with different organizational approaches to emerging issues

CHAMPION & ORCHESTRATE CHANGE

They actively contribute to change processes that improve service delivery

- Assesses the opportunities and challenges to effective change,
- Assesses the organization's capability, capacity and fit for change,
- Clearly communicates a compelling vision for change that is strategic and future-oriented