

# PEAC Development Conversation Form C

## Officer Leader



Officer: \_\_\_\_\_

Supervisor: \_\_\_\_\_

---

### OFFICER 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, & thereby gains an increasing knowledge of the content, relevance and authority of Scripture. This officer can articulate & 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 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 & identify opportunities for new ministry.
- Commitment to identified development plans & goals; takes personal responsibility to focus on the goal & 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

Refer to the LEADS CAPABILITY FRAMEWORK on pages 4 to 6.

### 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 & accountability with regulatory & 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

- 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 an Officer's performance and future appointments.