

## Strategic Priority #1: Positive Role Models

Rationale: *The relational influences of officers and local officers have the greatest impact on prospective candidates*

Goal: To demonstrate joy in ministry as a Salvation Army officer

### Actions:

- Encourage all officers to be influencers with an attractive spirit of ministry as a Salvation Army officer
- Communicate stories of positive officer role models from a broad variety of backgrounds (e.g. young officers, retired officers, second career officers, ethnic diversity, rural officers, urban officers, officers who are first generation Salvationists, etc.)
- Help build authentic relationships between prospective candidate and role models

### Strategies:

- Communicate the role of the officer and local officer/leader in candidate development
- Encourage officers and local officers to pray for candidates
- Produce video series of positive officer stories
- Identify and engage positive officer role model champions
- Create mentorship program
- Meet with ministry boards to discuss candidate recruitment
- Participate in corps reviews
- Invite prospective candidates to divisional events where officers are gathered (e.g. retreat, retired officer events, etc.)
- Dwell on the positive

## Strategic Priority #2: Identify and Recruit

Rationale: *More than two-thirds of current officers cite that relational influencers (i.e. officers, family, local officers) had the greatest impact on their decision to become an officer. There is a need to shift from a culture where candidates primarily self-identify towards a reality where influencers proactively recruit and identify candidates.*

Goal: To continuously find new people with candidate potential and tap them on the shoulder

### Actions:

- Define the many ways that The Salvation Army can help someone fulfill his/her calling
- Define the minimum standards required for candidateship (8 year plan)
- Equip officers and local officers to identify and recruit
- Promote diversity (e.g. age, ethnicity, gifting, etc.)
- Form strategic alliances (e.g. camping ministries, employee relations department, etc.)
- Build relationships immediately with new candidates

### Strategies:

- Develop a tool box that defines:
  - The required qualities of a prospective candidate
  - The different types of officer roles
  - The Salvation Army's competitive advantages
  - How people from different backgrounds (e.g. age, ethnicity, gifting) can find their place in The Salvation Army
  - Etc.
- Train officers and local officers how to identify prospective candidates and recruit
- Invite every corps to identify two prospective candidates and prepare a plan for development
- Invite every corps to send at least one person each year to the officer information weekend
- Redesign and relaunch an officer focus weekend (i.e. design for life)
- Redesign and relaunch the candidates fellowship
- Identify strategic alliances like camping ministries, employee relations department, etc. and build recruitment plans
- Provide mentoring for prospective candidates
- Encourage divisional/territorial leadership emphasize the need for all officers/soldiers/lay leaders to be recruiters

## Strategic Priority #3: Mission and Values

*Rationale: The Salvation Army has a unique role within the Church and people are attracted to our mission and values.*

*Goal: To inspire prospective candidates by demonstrating the importance of The Salvation Army mission for our world today and the essential role of*

## officer leaders

### Actions:

- Involve prospective candidates in a variety of local ministry opportunities (e.g. Time to Serve)
- Highlight missional ministry units
- Expose prospective candidates to mission expressions beyond their local area

### Strategies:

- Talk about the mission and values of The Salvation Army at every opportunity
- Focus the officer information weekend on mission
- Offer opportunities to explore the international mission of The Salvation Army
- Create a “did you know” series
- Develop “mission & values” sermon series
- Focus on mission and values for Call & Commitment Sunday
- Clearly define the competitive advantages of being a Salvation Army officer

## Strategic Priority #4: The Journey to CFOT

*Rationale: The journey to CFOT should be a lifechanging discipleship process where people are developed and have a positive experience leading up to their potential training as a Salvation Army Officer*

**Goal: To make the journey to becoming a Salvation Army cadet engaging and purposeful/proactive**

### Actions:

- Disciple prospective candidates (go deeper...)
- Appoint a full time candidates secretary in every division
- Outline the steps involved in the process so there are no surprises
- Stay in constant contact with candidates throughout the process
- Make the process lean (eliminate duplication)
- Be open and transparent through the journey

- Pave the way for a seamless transition into training college

### Strategies:

- Provide spiritual direction and formation
- Define minimum standards for entry into training college and communicate what each candidate must do to accomplish
- Work with each candidate to remove barriers to entry (e.g. financial)
- Improve the application process and go online
- Define regular touch points (milestones)
- Work closely with leadership development, CFOT and cabinet
- Carefully manage candidate's expectations
- Embed PEAC process into candidates journey
- If a candidate is unsuccessful, work with the Corps Officer to transition the candidate to other ministry opportunities within the local context