

CORE VALUES TOOLKIT





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FORWARD

What we believe should be at the heart of everything we do. And when we roll up our sleeves and put our beliefs to work, it's our values that guide us through every decision and action.

Our values are more than a theory. They are far too important to end up as a tattered, dusty poster tacked in the corner of a bulletin board. Values are definitely more than the flavour-of-the-month.

Our actions make us who we are. We want these actions to be shaped by positive values. Our values shape our character. They craft our reputation. They inform first impressions and the lasting ones. And our values do this on both a personal level and an organizational level.

The Salvation Army's values - tested over decades - have earned us trust, respect and an envied public reputation. But more importantly, they allow those of us who are a part of this organization to act with integrity and confidence.

Helping us make sure that our values are strengthened and carried into the decades ahead is the work of the Ethics Centre. And this excellent publication gives you tools to live the core values in your ministry setting.

Let me commend this resource to you. It's a vibrant, informative and refreshing look at the essence of who we are. It's also practical. I urge you to use it.



Floyd J. Tidd
Colonel
Chief Secretary

INTRODUCTION

Management is not easy. Leadership is not easy. There are legions of how-to books on both. Some of them are good. Many are not. Most books are one-size-fits-all. But people aren't. We're unique, each and every one of us - managers, leaders, staff, volunteers and donors. Every ministry setting is different. Still we are all a part of one organization, The Salvation Army. We're mission driven. We're values driven. We do what we do because we believe in that mission and those values. And that connects us, from coast to coast to coast, from corps to headquarters to recycling store to emergency shelter. We are all called to live the mission and the values. And that's not always easy.

This toolkit is a collection of resources to help you live and support the mission and values in your role as manager and leader. It's not intended to be a one-size-fits-all solution to ensuring our organizational culture is mission and values-driven. It's not intended to be a Ten Commandments of Core Values. It's designed to give you tools to build and maintain that culture yourself.

So take some time to sift through these pages, wrestle with the concepts, and start sketching what our values look like in your context. Tell us what works and feel free to ask if you have questions or need help. We want to hear your stories, and look forward to adding some of them to our toolkit resources. We are a mission people, building on our past, guided by our values, shaping the future.



MISSION & VALUES

The mission statement of The Salvation Army in Canada and Bermuda reads as follows:

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.

The Salvation Army in Canada and Bermuda has seven operational values which guide all aspects of our organization. These seven values are rooted in the three core values of our faith - [Salvation](#), [Holiness](#) and [Intimacy with God](#).

Operational Values

Compassion: We reach out to others and care for them.

Respect: We promote the dignity of all persons.

Excellence: We strive to be the best at what we do and a model for others to emulate.

Integrity: We are honest, trustworthy and accountable.

Relevance: We are committed to the pursuit of innovation and effectiveness.

Co-operation: We encourage and foster teamwork and partnerships.

Celebration: We give thanks by marking milestones and successes.

Print ready copies of the mission & values can be found under the Core Values Toolkit resources on the Ethics Centre website.

ENRON'S 1998 ANNUAL REPORT "OUR VALUES"

RESPECT:

We treat others as we would like to be treated ourselves. We do not tolerate abusive or disrespectful treatment. Ruthlessness, callousness, and arrogance don't belong here.

INTEGRITY:

We work with customers and prospects openly, honestly and sincerely. When we say we will do something, we will do it; when we say we cannot or will not do something, we won't do it.

COMMUNICATION:

We have an obligation to communicate. Here, we take the time to talk with one another... and to listen. We believe that information is meant to move and that information moves people.

EXCELLENCE:

We are satisfied with nothing less than the very best in everything we do. We will continue to raise the bar for everyone. The great fun here will be for all of us to discover just how good we can really be.

Enron Corporation was an American energy, commodities and services company based in Houston, Texas. Before its bankruptcy in late 2001, Enron employed approximately 22,000 staff and was one of the world's leading electricity, natural gas, communications and pulp and paper companies, with claimed revenues of nearly \$101 billion in 2000. Fortune named Enron "America's Most Innovative Company" for six consecutive years. At the end of 2001, it was revealed that its reported financial condition was primarily sustained by institutionalized, systematic and planned accounting fraud, known as the "Enron scandal". (Reference: Wikipedia)

A code of ethics or statement of core values isn't enough. Everyone needs to understand the organization's values and what is expected of them in light of those values. If there is tension or a disconnect between personal and organizational values, it can only negatively affect the organization. If people don't respect or feel that they are held accountable to the values, the values become nothing more than wall decorations.

The meltdown and implosion of Enron wasn't because they lacked organizational infrastructure; it was because their operating values, both personally and organizationally, were totally at odds with those on the walls.

WHY ARE VALUES IMPORTANT?

The Salvation Army is often described as a mission-driven organization - an organization that takes its foundational values and vision seriously. This is a good thing; it's an appropriate and honourable labelling of our place in the world.

So when we take the time to wrestle with words and craft a set of core values, it's an investment of mission. Taking the time and energy to find the right language is worth it. Values reflect and shape organizational culture. They define what we should look like, both internally and externally, when we're doing that important work of mission.


Those words – the core values – have three primary purposes:

- to provide guidance for behaviour,
- to provide direction in decision making, and
- to provide guidance in planning strategy and setting direction for the future.

Values are important in any organization, but in a faith-based organization they're very often the marker by which the organization is evaluated. Simply by virtue of our faith affiliation, the bar is raised.


“As a staff member or volunteer of a not-for-profit organization, you are held to a higher standard of conduct and an increasingly high standard of performance as compared with your peers in business or government. As a staff member or volunteer of a faith-based organization, you are held to an extremely high standard of conduct and an increasingly high standard of performance.”

Peter Brinckerhoff examines this concept in his book, *Faith Based Management*.



So the core values must permeate every aspect of an organization, and it's the responsibility of leadership and management to ensure that happens. The dots have to connect. If they don't, we risk both operation and reputation, and that's a vulnerable position. The values have to translate into behaviour, for everyone involved in the operation. Values and behaviours are intertwined, so if the core values aren't aligned with all aspects of organizational behaviour, it's a disconnect that will be very real and very limiting. It should be evident for anyone who interacts with an organization as to what drives its operation. If this isn't compatible with the core values, it's a red flag that some important work needs to be done. A well-aligned, or congruent, organization has behaviour or practice that reflects its articulated values.

This alignment, or congruence, doesn't happen by accident. It requires discussion and integration of values and ethics in all aspects of an organization's operation. It is critical that all staff and volunteers not only understand our core values but also understand how each one of them plays a role in ensuring they are ambassadors of those values in everything they do. The core values of our organization should provide a road map to organizational behaviour for all persons involved - officers and volunteers, managers and employees.



Kurt Senske's book "Executive Values" is a great resource for anyone in a leadership role with a faith-based organization.

It is clearly more important to put our organizational values into practice than to discuss them.

However, dialogue is necessary for the following reasons:

- Based on the same information, two people can interpret the facts differently and make different decisions. Talking about values enables us to discover other interpretations of the facts.
- Dialogue on values helps raise our awareness of the impact our personal values can have on our professional decisions.
- Values and ethics are important factors in building and maintaining the public's confidence in The Salvation Army. Values and ethics are a key factor in the quality of governance, leadership and management.
- We work in an environment that is constantly evolving and in which there are many internal and external pressures, such as limited resources, the transfer of more responsibilities, the critical eye of the general public and the media. Our values must inform our actions since our values provide us with guidelines in this increasingly complex operational environment.
- When we make decisions, we are often required to choose among plausible solutions. We must be able to demonstrate that our decisions are always based on solid values.
- For new employees who do not have as much experience as more senior employees, our core values should serve as reference points that help them make decisions.

REFERENCES:

*Building a Values-Driven Organization:
A Whole System Approach to Cultural Change,*
Richard Barrett (2006)

Executive Values, Kurt Senske (2003)

*Both books, along with many similar
resources, are available for loan from
the Ethics Centre library.*

MYTHS ABOUT VALUES & ETHICS

OUR EMPLOYEES, OFFICERS AND VOLUNTEERS ARE ETHICAL, SO WE DON'T NEED TO WORRY ABOUT VALUES

Fostering our core values doesn't presume personnel are bad people or lack values. Let's face it - organizational life is complex, and good intentions only get you so far. If decision making was always easy, and workplace life predictable, there might well not be as great a need to talk about our values. But the only thing predictable about organizational life is that it's unpredictable, and we need all the help we can get. Values provide us with a common language, and a solid point of reference as to whether the going is tough or smooth sailing.

VALUES AND ETHICS ARE BEST DEALT WITH BY THEOLOGIANS (AND THE ETHICS CENTRE)

Organizational values and management ethics are critical to a healthy workplace. Sure there's theology and philosophy on the back-end, and the Ethics Centre is always available to help, but it's where the rubber hits the road that makes the difference. *You* are the face of The Salvation Army. It's non-negotiable that you understand the important role that our core values play in organizational life. *You* take them off the page and put them into practice.

VALUES AND ETHICS ARE SUPERFLUOUS - OF COURSE THE SALVATION ARMY IS A GOOD ORGANIZATION

Back to point number one - good intentions don't always lead to good results. There's no question that we've got an enviable reputation. It's in our hands to maintain that reputation, and there's no easier way to do that than to ensure we're an organization that lives our core values. They're definitely not superfluous.

VALUES ARE MORE IMPORTANT FOR A SOCIAL SERVICES MINISTRY UNIT THAN A CORPS

Interesting that we often think that church is less vulnerable to unhealthy values or poor ethics than other ministry units, isn't it? But that's not true. All of our ministry units are complex - whether there's one employee or hundreds, whether they're led by an officer or a lay person, Salvationist or non-Salvationist. Our core values must be lived and evident in everything we do, everywhere we do it - the pulpit on Sunday and the counselling session at a Harbour Light, the thrift store warehouse and the moms & tots weekly gathering.

*"Don't just print, post & pray.
Good advice from another ethics
resource centre in a list they entitle
"Ten things you can do to avoid being
the next Enron."*

VALUES AND ETHICS CAN'T BE MANAGED.

In fact they're always *managed* - but not always intentionally or directly. The manager's behaviour, the leader's reputation, the policy manual - they are all influences on workplace values and ethics. So consciously and unconsciously, we're managing our organizational ethics and values. It makes a lot more sense to do it intentionally, don't you think?

WE HAVEN'T BROKEN THE LAW, OR CONTRAVENED POLICY, SO WE'RE ETHICAL AND LIVING OUR CORE VALUES.

Operating within the limits of the law and policy ensure actions don't contravene the *rules*. But one can easily exhibit poor values or unethical behaviour while following those *rules*. Breaking the law or violating policy often begins with poor value judgements or unethical behaviour. The *boiling the frog* concept is a good example of this. If you put a frog into a pot of hot water, it jumps out immediately. But if you put the frog in a pot of cool water and slowly heat it, it won't jump, and it will end up cooked. We don't want to be the boiled frog!

MANAGING ETHICS AND VALUES IN THE WORKPLACE HAS LITTLE PRACTICAL RELEVANCE.

If good management practice and healthy workplace culture are irrelevant, then that statement is correct. We know otherwise, however. Ensuring our core values guide our behaviour is one of the easiest ways to 'manage' ethics. Behaviour and values - they're always intertwined.

VALUES AND ETHICS ARE THE FLAVOUR OF THE MONTH AND WILL GO AWAY SOON ENOUGH.

Did you know that Cicero wrote about business ethics 2,000 years ago? Strong organizations are built on strong values and solid ethics. They are not going away and that's something to celebrate.

 Did you remember that celebration
is one of our CORE VALUES?!

Guided by

COMPASSION

RESPECT

EXCELLENCE

INTEGRITY

CELEBRATION

RELEVANCE

CO-OPERATION

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.

MISSION+ VALUES



Rooted in

SALVATION, HOLINESS and **INTIMACY WITH GOD**

SALVATION ARMY CORE VALUES

WHAT DO OUR CORE VALUES MEAN AND WHERE DID THEY COME FROM?

Our core values were crafted by the Canada & Bermuda Territory Mission Advancement Planning group in 2003. In their deliberations on mission, they realized that it was important to put on paper the values that frame our mission and operation. Three foundational spiritual values - [Salvation, Holiness](#) and [Intimacy with God](#) - inform the seven operational values that guide all aspect of our organization and our behaviour.

COMPASSION

When you look at the mission statement of The Salvation Army you'll find three great actions:

- share the love
- meet human needs
- be a transforming influence.

You would be hard pressed to find a better expression of compassion than caring for people in these ways. Caring and sharing - it's what we do best.

RESPECT

The Salvation Army believes that everyone is deserving of respect. That means upholding the dignity of all persons, no matter who they are or where they come from. It is foundational to all aspects of our organizational life.

EXCELLENCE

Excellence means being the best you can be - both personally and organizationally. When we talk about excellence, we talk about innovation and effectiveness, and about modelling our core values in everything we do. That is excellent indeed.

This originates from the earliest days of The Salvation Army in London, England. When Bramwell Booth told his father William Booth that people were sleeping under bridges, he was told words weren't enough. He was challenged to "Do something!"

COMPASSION IS IN OUR ROOTS.

If you're not sure what the three spiritual values mean, here's a quick overview:

Salvation - It's a bit of a no-brainer that salvation would be a value important to The Salvation Army. Do you know what it actually means? Salvation literally means to be saved, or to be rescued, and in the language of faith, it means to be saved from sin. Salvation is a cornerstone of Christianity; Jesus Christ died for our salvation, so that humanity can be saved from sin. Every expression of The Salvation Army is rooted in the belief that the Christian faith compels us to meet human need and be a transforming influence in the communities in which we live.

Holiness - Holiness is about having the spirit of God in your life. The presence of the Holy Spirit changes the way we think and act, it prompts us to want to serve others in God's name. This belief is another cornerstone of the Christian faith. The call and the urgings of the Holy Spirit are primary reasons that The Salvation Army has such a variety of services around the world.

Intimacy with God - Everything The Salvation Army does is built upon relationships. So it should come as no surprise to you that a relationship with God is an important foundation to spiritual life in The Salvation Army. The public expression of this relationship is found in our worship, which doesn't just happen in our churches. There are worship opportunities in many different types of ministry units, for members, employees, volunteers and clients.

Did you know that way back in our history - 1891 to be exact - The Salvation Army opened a match factory? William Booth was appalled by the working conditions in other match factories, so he opened one of his own. It used safe materials, was well lit, paid one-third higher wages than elsewhere and gave its staff tea breaks. This fair trade innovation forced other factories to improve their working conditions.



INTEGRITY

Having integrity means being honest and trustworthy. Integrity is when your word actually means something. Integrity in practice ensures accountability, to each other and to those who entrust themselves and their resources to us.

RELEVANCE

The dictionary defines relevance as 'relationship to the matter at hand; practical and especially social applicability'. It means understanding what the needs really are and meeting them in the most effective and practical ways. The Salvation Army has a respected history of meeting people in places where no one else would go, of providing practical solutions to social ills and of extending a hand to those no one else would touch.

CO-OPERATION

An army is built upon the knowledge that everyone works in relationship with others. An army is not a solo effort. Teamwork and partnership are foundational to every aspect of The Salvation Army. The sum of our individual parts pales in comparison to the impact of our collective work. And that happens only because of co-operation.

CELEBRATION

Marking our milestones and successes is an important part of personal and organizational life. That happens in small and subtle ways - a handshake for a job well done or a cup of coffee for another day sober - as well as big and public ways, like a graduation party or a regional congress. Our celebrations give thanks.



Do you know how many Salvation Army units are in your community? And how many other units intersect with yours?

VALUES, BELIEFS & BEHAVIOURS

CORE VALUE	WHAT ARE YOUR BELIEFS BEHIND THIS VALUE?	WHAT BEHAVIOUR(S) DO YOU EXHIBIT RELATIVE TO THIS VALUE?
<i>Respect</i>	<i>Respect is integral to healthy relationships and communities</i>	<i>Cultivate my listening skills Keep an open mind Model respectful behaviour</i>
<i>Excellence</i>	<i>I am called to do my best at all times</i>	<i>Reading and research to expand my knowledge Soliciting and processing feedback</i>
<i>Integrity</i>	<i>If I am to be trusted, I must be a person of integrity.</i>	<i>Speak the truth Honour my relationships</i>

POSSIBLE VALUES

(Feel free to choose values not on the list)

- Accountability
- Achievement
- Balance (home/work)
- Celebration
- Commitment
- Compassion
- Competence
- Continuous learning
- Co-operation
- Courage
- Creativity
- Efficiency
- Environmental sustainability
- Enthusiasm
- Ethics
- Excellence
- Fairness
- Family
- Financial g
- Friendship
- Future ger
- Health
- Holiness
- Honesty
- Humour / fun
- Independence
- Integrity
- Intimacy with God
- Intuition
- Making a difference
- Open communication
- Openness
- Personal fulfillment
- Personal growth
- Power
- Relevance
- Respect
- Responsibility

The Values, Beliefs & Behaviours exercise is a great way to introduce people to the connection between values and behaviour. You can find out more about this tool on page 35.

MANAGEMENT RESPONSIBILITY

THAT'S YOU! Whether you're a Corps Officer or Secretary for Business Administration, Executive Director of a hostel or Songster Leader, you're in a leadership and/or management role.

WHO IS RESPONSIBLE FOR OUR VALUES?

We're all responsible for living our values, but as managers or leaders, it's your role to set the standard.

Managers and leaders support the mission of The Salvation Army and ensure that its values are reflected in all areas of operation. This support is directly related to four areas of management responsibility – leadership, decision-making, work environment and performance appraisal.

LEADERSHIP

Managers and leaders model strong leadership by:

- Translating values into actions;
- Being accountable;
- Leading by example; and
- Accepting responsibility for their actions.

DECISION-MAKING

When making decisions, managers and leaders:

- Promote and apply a decision-making process in which mission and values guide judgment;
- Ensure that mission, values and ethics are considered when developing guidelines, policies and programs;
- Involve stakeholders;
- Reflect the core values and the commitment to mission and values in their instructions to staff and volunteers; and
- Factor harmony between a candidate's personal values and The Salvation Army's values into recruitment and promotion decisions.

More detail on this in the Decision-Making resources on page 24

More detail on this in the Values Familiarity resources on page 22

More detail on this in the Hiring & Orientation and Performance Review resources on page 20

WORK ENVIRONMENT

Leaders and management foster a healthy work environment when they:

- Develop a culture and work environment based on shared values;
- Create safe opportunities to discuss values and ethics;
- Are readily available to discuss concerns about values and ethics with employees, volunteers, members and clients; and
- Provide ethics development and training opportunities for employees and volunteers.

← More detail on this in the Values Familiarity resources on page 22.

← The Ethics Centre can provide resources or develop tools specifically for your ministry unit; and lead or facilitate sessions.

PERFORMANCE APPRAISAL

A commitment to organizational values is supported in a performance appraisal process that:

- Takes into account the values employees have shown while working to meet objectives or commitments; and
- Rewards employees only when they have consistently modeled the core values in their actions.

More detail on all of this in the Performance Review resources on page 22.



To Do

PARTNERS IN MISSION CAMPAIGN WIND-UP

VBS PLANNING

- CHECK SPLASH PAD HOURS
- TALK TO TIM ABOUT HOURS IN SUMMER
- WET WEATHER CONTINGENCIES

★ VALUES STUFF

- POSTERS IN FOYER
- TALK TO BAND, SONGSTERS, SUNDAY SCHOOL AND SPORTS LEADERS ABOUT PROGRAM
- ON AGENDA OF CORPS COUNCIL
- STAFF MEETING AGENDA STANDING ITEM
- SERMON POSSIBILITIES?
- TALK WITH AC

ROTARY FUNDRAISER

- VOLUNTEERS FROM CORPS?
- SUE RE: SOUND SYSTEM

★ Values can easily become part of the everyday operating ethos of a corps. Give the Ethics Centre a call (204-957-2412) if you need a hand in making that happen.



RESOURCES

How do we build values-driven culture? How do we measure success?

Healthy, values-driven culture is not achieved by simply completing a list of tasks. Organizational culture is a reflection of all aspects of the organization. Everything matters and everything counts. And although it takes buy-in from all levels of the organization, the charge has to be led by you - the manager or the leader in your particular unit. It starts from the hiring process and follows through to every corner of operations.

HIRING & ORIENTATION

The first step to building a values-driven organization is recruiting staff and volunteers who 'fit' our organizational values. The Salvation Army is fortunate to have a well-respected history and most people who seek employment or volunteer opportunities in our organization do so because of our mission and values. However it is important that everyone, whether management or line staff, senior leader or board member, be familiar with our core values and understand their importance in all aspects of our operation. This begins in the hiring process.

Similarly, all orientation processes should include discussion and explanation of the mission and values. Studies show that if someone is exposed to a new idea six times in the first 30 days, 90% of them will retain it. Exposure to our values in both hiring and orientation is critical.

You can find downloadable copies of The Salvation Army's mission and values on the Ethics Centre website, (Look for links to the Core Values Toolkit Resources.)

Below are some sample interview questions:

- Identify two values that are important to you personally and explain why they are important and what you do to model those values.
- Tell me about a time when you saw excellence modelled in a past work experience.
- What does co-operation mean to you?
- Tell me about a time when you had to resolve a difference of opinion with a co-worker, customer or supervisor. Describe how you were able to deal respectfully with all parties involved.
- Describe the way you handled a specific problem involving others with differing values, ideas and beliefs in your current or previous job.

Ensure questions regarding understanding of and respect for our core values are included in interview questions for both employees and volunteers.

Don't forget your volunteers and corps leaders!

From: Lieutenant New

To: Major Mentor

Subject: Touching Base

Dear Major Mentor,

I had no clue how quickly the time would fly after commissioning! These first 18 months in corps ministry have been crazy. Don't get me wrong, it's not a bad crazy, but it sure isn't what I'd figured my life as a corps officer would look like. Preaching is the easy part! (I never thought I'd say that!!) It feels like a revolving door here most days – people in and out – I need a human resources department just for my corps alone. Did I tell you about the kettle volunteer who thought it would be no problem to listen to their iPod while they were on shift? They figured that if they were listening to Christian music it would be fine. Yikes! And I'm wondering if I need a new line in my budget for the Advil I've consumed before and after corps council meetings. You wouldn't even think they all attend the same church sometimes. Whatever happened to teamwork?

On a lighter note, the kids have settled well here. They've made friends and there's a lively youth group in the corps. We're looking forward to exploring the area a bit more this summer.

With grace and hope,

Lieutenant New

••••••••••

From: Major Mentor

To: Lieutenant New

Subject: RE: Touching Base

Dear Lieutenant New,

How good to hear from you. I remember those first years in corps leadership with fondness. It is easy to be overwhelmed, but when you're feeling that way, take a step back and reflect. We are truly blessed to be rooted in God's grace, and we need to shape all the activities of our life with that knowledge. As the leader, you need to continually remind your flock of the grounding principles and values of the Army. When your kettle volunteer plugs in their iPod, it's an open door to talk about our values of respect and relevance. You could ask them how they think they can connect with people, showing respect and understanding their needs, when they're plugged in. Maybe you could even tell them how you try to model those values, and the amazing connections that can be made when they're on kettles. And although I'd love to say I've never had a corps council that didn't work as a team, I can tell you that they are the people that you should challenge to model the value of co-operation in the corps community. And co-operation doesn't mean that everyone always has to agree – but they do, ultimately, need to work as a team. Reminding them to step back from the heat of a conversation and ground the discussion in our core beliefs and values is good advice and good practice.

I'm thrilled the kids have settled well. We miss seeing them here and were astounded at how much they've grown and matured when we got your Christmas pictures. Remember that there's always a place to stay for you and the family if you make it our way.

Praying for you and your ministry,

Major Mentor

FAMILIARITY

Our core values need to be the mother tongue of our workplace language. They need to be touchstones for all people involved in our operation. Staff and volunteers need to understand what each of the values means in their particular context or work environment. They also need to know that behaving in accordance with the values is an expectation for which they will be held accountable. Similarly, they need to see and understand how the values are modeled by their supervisors and other departments or ministry units.

There are a variety of ways you can build familiarity.

- **Language:** This is the easiest way to build an understanding of the values. Use our core values 'words' on a regular basis, connecting the action and behaviours expected at your ministry unit with the values.
- **Values, Beliefs, Behaviours exercise:** This exercise connects values words with beliefs and behaviours (see page 35).
- **Create a culture committee:** This group can be charged with actively supporting a values-driven culture, building awareness and integration.
- **Designate values ambassadors or values captains:** They can be your 'go-to' people on the floor for values support.
- **Start a values circle for weekly or monthly discussion on values.**
- **Post the values in public places, both front and back of house.** Posters can be downloaded from the Ethics Centre website.

PERFORMANCE REVIEW

Discussion of the core values in the performance review allows you as a manager or supervisor to:

- (a) understand whether there is ongoing alignment of the employee or volunteer with the core values;
- (b) receive feedback on employee perception of values integration in the workplace; and
- (c) determine whether there are other values emerging in the workplace that need to be fostered or counteracted.

This discussion can be facilitated in different ways. The review can include specific questions or discussion points regarding the core values in the workplace (e.g. how the values are, or are not, being modeled in the workplace; identifying personal strengths or weaknesses in relation to the values). If you have done any surveying of the values integration in your ministry unit, formally or informally, you will have some rich information as to which values are surfacing in your operation. This data can provide a springboard for conversation or discussion points in the review process.

That means you ... your actions must have a direct connection with the values.

The Ethics Centre can help you develop an ambassador program.

Contact your Human Resource department if you need assistance with this process.

Ask the Ethics Centre about doing a values survey with your unit.



MEASUREMENT

Although values seem like a pretty difficult thing to measure, there are tools you can use to determine how well values are integrated into your ministry unit.

- **Ongoing feedback:** Ask, regularly, if people are seeing the values lived in your operation. This should not be limited to staff – ask your clients, ask your suppliers, ask your board members.
- **Surveys:** The Ethics Centre has a couple of survey options to consider – one that provides a snapshot of what values are seen in current operations and what values are seen as essential to high-functioning, and one that measures the integration and perceived relevance of the core values in a ministry unit.

Contact the Ethics Centre for more information on survey options.

DECISION MAKING

The building of a values-driven workplace requires everyone to understand how our core values factor into decision-making. There are three aspects that need to be managed to make this happen:

- providing employees/volunteers with a values driven decision-making filter;
- ensuring that all management and executive/board level decisions are made using a values framework; and
- ensuring that decisions and policies are communicated using language that refers to and supports the core values.

We are busy people and we spend our days in busy workplaces. Thousands of decisions are made daily in The Salvation Army, Canada & Bermuda Territory. Many happen without us recognizing that we are even making a decision. It's critical, however, that we use healthy decision-making processes and that they are ones that reflect our core values.

In reality, very few decisions that are made in the course of normal operations are considered collaboratively. It is generally large decisions, or decisions regarding a complex issue that cause us to sit down and talk through a situation. Most decisions are made by individuals as we perform our duties. To foster a values-driven workplace, we need to ensure that values are *always* a consideration in decision-making, whether large or small.

Turn the page for more on decision making tools.

DECISION-MAKING TOOLS

We've brought together four models for you to consider in your particular ministry unit:

- The GLOVE Filter (adapted from ERC PLUS filter at ethics.org)
- Trinity Health Values-Based Decision Making Process (used with permission)
- Sisters of Charity of Leavenworth Health System Values Based Decision Making (used with permission)
- Wallace & Pekel 10 Step Method of Decision Making (used with permission)

Talk to us about developing a decision-making framework specific to your ministry unit.



Model	Day-to-day decisions	Complex operational decisions	Strategy & major administrative or management decisions
GLOVE	✗		
TRINITY HEALTH	✗	✗	
SISTERS OF CHARITY			✗
WALLACE & PEKEL			✗

THE GLOVE FILTER

This filter is a tool that can (and should) be used by all staff and volunteers. It provides everyone in your ministry unit with an easy point of reference in their day-to-day decision making and operations.

When making a decision, consider the following four questions before reaching a conclusion.

G = GUIDELINES, POLICIES & PROCEDURES

Is it consistent with my ministry unit's guidelines, policies and procedures?

L = LEGAL

Is it acceptable under the applicable laws and regulations?

OV = ORGANIZATIONAL VALUES

Does it respect and model The Salvation Army's core values?

E = EMPLOYEE / SELF

Does it satisfy my personal definition of right, good & fair?

If at any point in the filter the answer to the question is 'no', take the particular situation or decision to your supervisor to discuss it further.

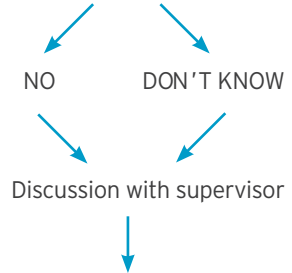
Although this filter is relatively simple and straightforward, it is important that orientation and/or training be provided on the filter and its use. The filter presumes that staff and volunteers understand the ministry unit's policies and procedures and the laws and regulations that apply to their job or role. It also presumes that staff and volunteers know and understand the core values as well as their individual sense of what is right, fair and good.

Graphics of the GLOVE filter can be downloaded from the Ethics Centre website for use in your ministry unit. The business card version can be laminated and distributed to all staff and volunteers for their easy reference. It could be printed on the back of staff identification tags for easy reference as well. The 8.5" X 11" version could be included in employee manuals or printed for posting on walls and bulletin boards.

GLOVE



GLOVE



Check out the Values, Beliefs, Behaviours exercise to build awareness around personal values.



TRINITY HEALTH VALUES-BASED DECISION MAKING PROCESS

This process is intended for use in day-to-day operation when a department, team or individual is met with an issue or situation where:

- There seems to be no single “best” response.
- There is a recognized difference of opinion.
- Those involved don't feel good about the circumstances or the possible resolution.

Define the issue.

Identify the key facts, stakeholders and other important elements.

Clarify the perspectives.

Share your own perspective and appreciate the perspective of others.

Identify the values.

Name the most important values at stake.

Consider alternatives.

Imagine possible alternatives.

Make a decision.

Choose among the possible alternatives.

Implement the decision.

Identify a process for carrying out the decision.

Evaluate the decision.

Does the solution best address the defined problem?

(Worksheet found on page 37)

Links to more information on Trinity Health's Organizational Integrity Program can be found in the Core Values Toolkit resources on the Ethics Centre website.

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SISTERS OF CHARITY OF LEAVENWORTH HEALTH SYSTEM: VALUES-BASED DECISION MAKING

Assemble the right participants.

Values-based decision making, except for emergent circumstances, calls for participants who represent relevant interests, who possess relevant technical knowledge, who may provide relevant information, and who represent your unit's mission and ministry functions. Your administrators, managers and board members have responsibility for Salvation Army core values integration, along with your Divisional and Territorial leaders.

Assemble the right facts.

This model of values-based decision making is characterized by its factual basis and accuracy. The facts of any case or situation will determine the appropriate application of the core values. Facts will also determine whether previous decisions in similar circumstances will again be applied, or an exception granted. Assembling the relevant information for a decision is in itself a values-based activity.

Clarify the core values.

Salvation Army core values are made explicit in the decision making process. This occurs in two ways. First, the meanings of the core values are extended to fit the factual situation. Second, a determination is made whether the factual situation dictates any priority

among the core values. Values-based decision making is clear on what the core values actually mean in "these circumstances" and on whether "these circumstances" make it more important to promote some core values over others (for example, Respect over Compassion).

Reach a collaborative consensus.

This model of values-based decision making aims at consensus, but not necessarily unanimity, among decision makers. In this model, perfect consensus involves agreement among all decision makers regarding the outcome dictated by the core values. Imperfect consensus involves disagreement over outcome, where all decision makers are satisfied that the core values were properly considered and that the decision making process was appropriate. All decisions require at least imperfect consensus except in emergent circumstances and/or for extraordinary reasons.

Broadcast the values-based decision.

Values-based decisions end with effective and clear communication to affected stakeholders of the decision; the core values rationalization for the decision, and the outcome of the decision making process. Confidential information may be excluded from any communication. Communications must avoid suggesting justifications for the decision that were not actually involved in the decision making.

You can find a link to the SCLHS materials on the Ethics Centre website under the Core Value Toolkit resources.

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WALLACE & PEKEL: 10 STEP METHOD OF DECISION-MAKING

1. What are the known key facts in this situation?
2. List the major stakeholders (those affected by the situation).
What do they value and want as desired outcomes?
3. List the underlying drivers that are causing or exacerbating this ethical problem.
4. List, in priority order, the ethical principles and core values that should be upheld in the decision.
5. List who should have input to or be involved in making the decision.
6. Brainstorm possible alternatives to resolve the situation. Then test each alternative against the three review-gate criteria listed below. Only alternatives that pass all three review-gates become viable alternatives worthy of further consideration.
 - (a) Prevents or minimizes harm to the above stakeholders.
 - (b) Upholds the ethical principles and core values identified in Step 4.
 - (c) Is a good, workable solution to the entire situation.Next determine the possible consequences of each viable alternative on each major stakeholder.
7. Select the preferred alternative and build a worst-case scenario (made up of things that could go wrong in implementing your preferred alternative) and determine how it affects each stakeholder.
8. Add a preventative ethics component to your preferred alternative that deals with the underlying drivers identified in Step 3. The best preventative ethics component for any organization is familiarity with the organization's values.
9. Decide and build an action plan that incorporates the best choices you've made in all the above-listed steps.
10. Evaluate your chosen alternative (modified to deal with underlying drivers) against the ethical checklist on the following page.

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EFFECTIVE DECISION MAKING TEST

RATING SCALE

Not at all Totally yes

<p>Relevant information test</p> <p>Have we obtained as much information as possible to make an informed decision and action-plan for this situation?</p>	1 2 3 4 5 6
<p>Involvement test</p> <p>Have we involved as many as possible of those who have a right to have input to, and actual involvement in, making this decision and action-plan?</p>	1 2 3 4 5 6
<p>Consequentialist test</p> <p>Have we attempted to accommodate for the consequences of this decision and action-plan on any who could be significantly affected by it?</p>	1 2 3 4 5 6
<p>Universal ethical principles test</p> <p>Does this decision and action-plan uphold the ethical principles (Step 4) that we think are relevant to this situation?</p>	1 2 3 4 5 6
<p>Fairness test</p> <p>If we were any one of the stakeholders in this situation, would we perceive this decision and action-plan to be fair, given all of the circumstances?</p>	1 2 3 4 5 6
<p>Universality test</p> <p>Would we want this decision and action-plan to be 'universally applicable' so it would apply to all in similar situations, including ourselves?</p>	1 2 3 4 5 6
<p>Preventative test</p> <p>Does this decision and action-plan prevent or minimize similar situations from happening again?</p>	1 2 3 4 5 6
<p>Light-of-day (or 60 Minutes TV Program) test</p> <p>Can our decision and action-plan stand the test of broad-based public disclosure in which everyone knows everything about both what we decided and how we made the decision?</p>	1 2 3 4 5 6



FURTHER RESOURCES

WHERE CAN WE FIND MORE RESOURCES?

The Ethics Centre distributes a monthly email highlighting articles and things in the news dealing with values and leadership. Click the 'subscribe' icon located at salvationarmyethics.org to get on the free distribution list.

There are numerous books written on organizational values and organizational culture.

Here is a small selection of ones we would recommend:

Building a Values-Driven Organization, Richard Barrett (Butterworth-Heinemann, 2006)

Executive Values, Kurt Senske (Augsburg Books, 2003)

Faith-Based Management, Peter Brinckerhoff (Wiley, 1999)

Flipping the Switch, John G. Miller (GP Putnam & Sons, 2006)

Liberating the Corporate Soul, Richard Barrett (Butterworth-Heinemann, 1998)

Made to Stick, Chip Heath & Dan Heath (Random House, 2007)

Mission-Based Management (3rd Edition), Peter Brinckerhoff (Wiley, 2009)

Presence, Peter Senge, C. Otto Scharmer, Joseph Jaworski, Betty Sue Flowers (Currency, 2005)

QBQ: The Question Behind the Question, John G. Miller (GP Putnam & Sons, 2004)

The Ethical Imperative - Why Moral Leadership is Good Business, John Dalla Costa (Harper Collins, 1998)

The Most Effective Organization in the U.S.: Leadership Secrets of The Salvation Army, Robert Watson (Crown Publishing Group, 2001)

The Speed of Trust, Stephen M.R. Covey (Free Press, 2006)

Turning Toward Integrity: Face Life's Challenges With God's Strength And New Resolve, David Jeremiah (David C. Cook, 2006)

And here are a few online resources that have some great content:

Ethics Resource Center: ethics.org

Speed of Trust: speedoftrust.com

QBQ: qbq.com

Places to find resources

Ethics Centre

- We have a comprehensive library available and ready to loan.

Subscribe to our monthly 'Food for Thought | Values & Leadership' feed - visit our website to get on the list.

Booth University College

- All Booth UC's holdings (and the Ethic Centre's) can be searched on their online catalogue. (boothuc.ca)

Your local library

- Check out the management section in your library as well as their journals and magazines.

Google Books

- It's surprising how many books you can find online in Google Books - even some of these we've listed.

Your local or online bookstore

- Browse their management section, and let us know if you find a gem we should be adding to our list!



TEAM DISCUSSION

PREPARATION FOR DISCUSSIONS WITH YOUR TEAM

The following suggestions will help you plan a meeting with your team on the subject of values and ethics:

1. Familiarize yourself with the content of this kit.
2. Talk with your team about what their interests and needs are in connection to values and ethics.
3. Determine whether this becomes a component of an already scheduled meeting or the content of a dedicated meeting.
4. Prepare the materials, making sure you plan for interaction and discussion opportunities.
5. Have fun! Meetings are a lot more productive if people don't feel their time is being wasted, and there's a component of fun and camaraderie.

If you want more information, or if you have any questions, visit the Ethics Centre website, speak to your department head or contact the Ethics Centre.



VALUES, BELIEFS & BEHAVIOURS

This exercise is designed to engage people on the topic of values. It helps them understand what is meant by values, the beliefs that inform them and the linkage between values and behaviour.

STEPS:

1. Make copies and distribute the worksheet. Ask people to complete the worksheet, identifying three values that are important in their life, their beliefs behind the value and some behaviours they exhibit relative to that value. It is best explained by showing an example. (A sample is included below and on page 14, but it would be even more effective if the leader/facilitator had one of his/her own to share.)
2. Allow 10-15 minutes for people to complete the worksheet. This is not an easy exercise!
3. Put people into pairs and ask them to share at least one of their values, beliefs and behaviours with their partner. Allow 10 minutes for this discussion.
4. Depending on the size of the group and the context of the gathering, you might have people share one of their values with the group.
5. Link the discussion with the organizational core values, recognizing that there should be particular behaviours that each person and ministry unit exhibit in regard to each of the core values. This could be a short summation of the exercise by the leader/facilitator, or it could lead into a longer discussion of the core values and your ministry unit.

PLEASE CHOOSE 3 VALUES THAT ARE IMPORTANT IN YOUR LIFE (ONE FOR EACH BOX BELOW)	WHAT ARE YOUR BELIEFS BEHIND THIS VALUE?	WHAT BEHAVIOUR(S) DO YOU EXHIBIT RELATIVE TO THIS VALUE?
<p>1. <i>Respect</i></p>	<p><i>Respect is integral to healthy relationships and communities.</i></p>	<p><i>Cultivate my listening skills. Actively seek new experiences to broaden my horizons. Keep an open mind to new ideas. Model respectful behaviours to my children.</i></p>

WORKSHEET (VALUES, BELIEFS & BEHAVIOURS)

You can download this exercise and worksheet from the Ethics Centre website.

PLEASE CHOOSE 3 VALUES THAT ARE IMPORTANT IN YOUR LIFE (ONE FOR EACH BOX BELOW)	WHAT ARE YOUR BELIEFS BEHIND THIS VALUE?	WHAT BEHAVIOUR(S) DO YOU EXHIBIT RELATIVE TO THIS VALUE?
1.		
2.		
3.		

POSSIBLE VALUES

(Feel free to choose values not on the list)

- | | |
|------------------------------|----------------------|
| Accountability | Holiness |
| Achievement | Honesty |
| Balance (home/work) | Humour / fun |
| Celebration | Independence |
| Commitment | Integrity |
| Compassion | Intimacy with God |
| Competence | Intuition |
| Continuous learning | Making a difference |
| Co-operation | Open communication |
| Courage | Openness |
| Creativity | Personal fulfillment |
| Efficiency | Personal growth |
| Enthusiasm | Power |
| Environmental sustainability | Relevance |
| Ethics | Respect |
| Excellence | Responsibility |
| Fairness | Risk-taking |
| Family | Salvation |
| Financial gain | Self-discipline |
| Friendships | Success |
| Future generations | Tradition |
| Health | Trust |



WORKSHEET (TRINITY HEALTH MODEL)

TRINITY HEALTH VALUES-BASED DECISION MAKING PROCESS WORKSHEET

This process is intended for use in day-to-day operation when a department, team or individual is met with an issue or situation where:

- There seems to be no single 'best' response.
- There is a recognized difference of opinion.
- Those involved don't feel good about the circumstances or the possible resolution.

1ST PHASE: FRAMING

PROCESS STEPS	PROCESS CONSIDERATIONS	PROCESS RESPONSES
<p>Define the issue Identify the key facts, stakeholders and other important elements.</p>	<ul style="list-style-type: none"> ■ Establish the facts of the issue, e.g., who, what, where, when, why and how. ■ Describe the relevant factors, e.g. social, economic/financial, political, legal and market. 	
<p>Clarify the perspectives Share your own perspective and appreciate the perspective of others.</p>	<ul style="list-style-type: none"> ■ How do you understand this issue? ■ Engage others' perspectives through active listening. 	
<p>Identify the values Name the important values at stake.</p>	<ul style="list-style-type: none"> ■ Identify personal, professional or organizational values important to you in this issue. ■ Which Salvation Army values are significant to highlight? 	

2ND PHASE: RESOLVING & EVALUATING

PROCESS STEPS	PROCESS CONSIDERATIONS	PROCESS RESPONSES
<p>Consider alternatives Imagine possible alternatives.</p>	<ul style="list-style-type: none"> ■ What is important to consider among the options? ■ What are the pros and cons of each option, including doing nothing? 	
<p>Make a decision Choose among the possible alternatives.</p>	<ul style="list-style-type: none"> ■ Which option best advances Salvation Army mission and values? ■ Which option produces the greatest benefit and the least harm? ■ What are the criteria for evaluating the decision? 	
<p>Implement the decision Identify a process for carrying out the decision.</p>	<ul style="list-style-type: none"> ■ Who will implement the decision? ■ How and when will the decision be communicated to all stakeholders? 	
<p>Evaluate the decision Does the solution best address the defined problem?</p>	<ul style="list-style-type: none"> ■ Determine a future time to review the process, decision and outcomes. 	

Copies of this worksheet can be downloaded from the Ethics Centre website.

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s. essay, 1967, The Well Tempered

WoRd.

THE SALVATION ARMY

VALUES COMMITMENT

MUSIC MINISTRY TEAM

We commit ourselves to live the following values and to support each other in our daily activities to demonstrate the following behaviours:

COMPASSION

1. We will be sensitive to the needs and interests of the congregation.
2. We will speak in love.

RESPECT

1. We will arrive at practice on time with all our instruments and music and be ready to practice.
2. We will listen with open ears and a willing spirit.

CELEBRATION

1. We will recognize the milestones in the lives of the team.
2. We will have a social gathering at least every three months.

CO-OPERATION

1. We will remember that we are a ministry team and not individual performers.
2. We will not assume that the set-up and take-down is the responsibility of a select few.



Amber
Bill
Ana
Sophie
Amanda
John

A great exercise to bring home the connection between values and behaviour is to create a formal 'values commitment' with your team or ministry unit. Here and on the following page are samples from a couple of different contexts. The behaviours identified are those which are important for that team over the next season or year. Each member should sign the commitment and it should be posted in a place where it's seen frequently by the team members. Such an exercise should be revisited on a regular basis, e.g. annually, to determine what behaviours commitments are needed for the next period. The Ethics Centre would be happy to help you make this work in your ministry unit.



VALUES COMMITMENT

COMMUNITY SERVICES

RESPECT

1. We will treat each other and our clients as we would like to be treated.
2. We will make sure we hear the voices of all stakeholders before making decisions.

CELEBRATION

1. We will post a note of celebration on the HURRAH! Board at least once a week.
2. We will recognize the victories of our clients in a manner appropriate to their situation.

EXCELLENCE

1. We will facilitate scheduling to ensure time for professional development.
2. We will start each staff meeting with the review of a journal or other relevant article.

INTEGRITY

1. We will not gossip about each other or our clients.
2. We will maintain accurate and current records.

CO-OPERATION

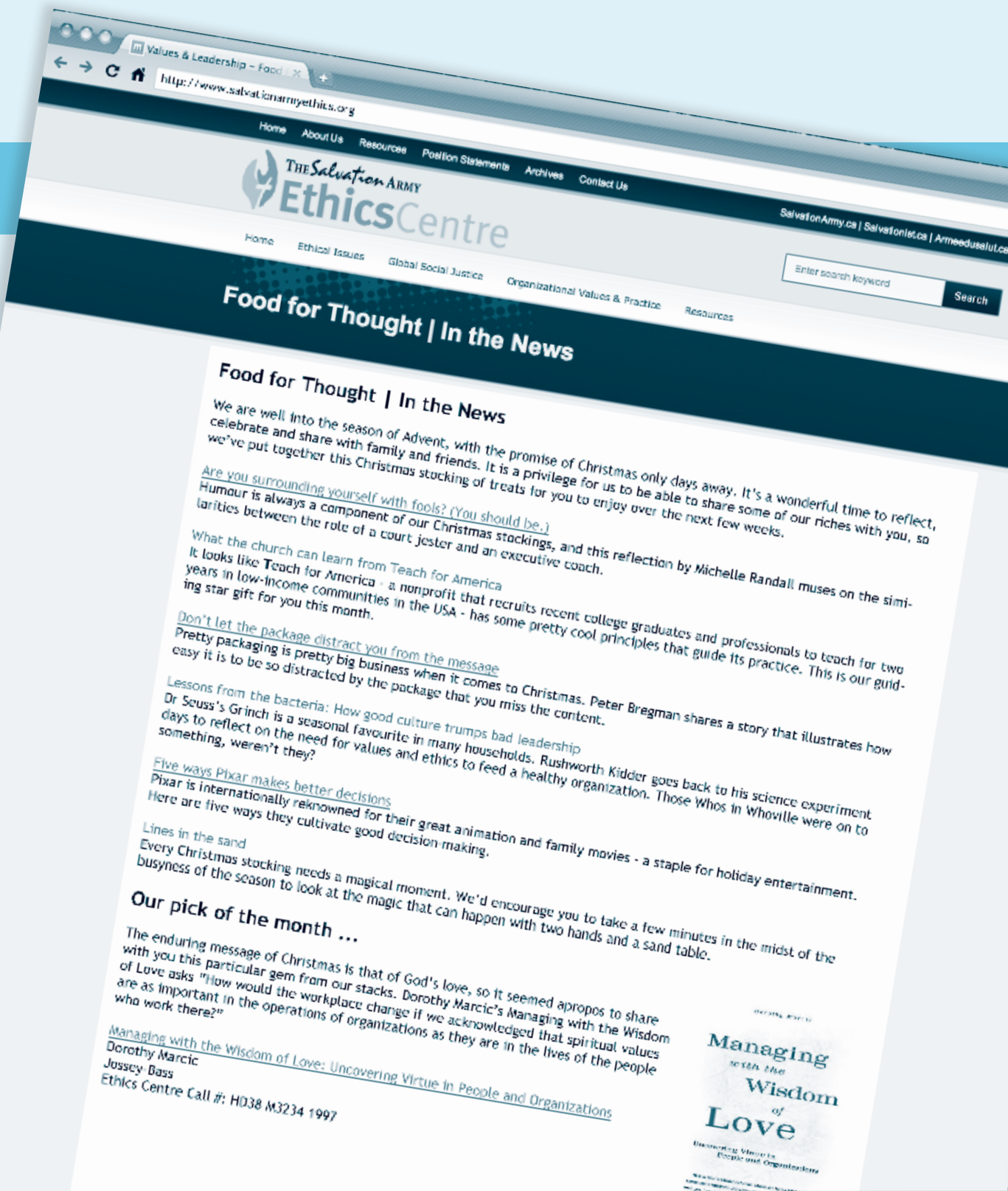
1. We will clean up after ourselves in the staff room.
2. We will turn out the lights when we are the last to leave a room.

Sue Murray NIK CHRIS RY

ON THE WEB

VISIT THE ETHICS CENTRE WEBSITE TO:

- Subscribe to Food for Thought
- Download any or all of the components of this toolkit
- Search the online catalogue of Ethics Centre holdings
- Contact us with your questions



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