



## Territorial Values Survey

### 2024 Results

In February 2024, The Salvation Army Ethics Centre invited all those connected to The Salvation Army in Canada and Bermuda to participate in the Territorial Values Survey.

We received 706 responses. Thank you!

Your voice and input has contributed to a comprehensive diagnostic of the current and desired organizational culture.

### 2024 Results

This year, our mission partners identified three values in the observed current culture and the desired culture within the organization: faith, community involvement, and mission focus. Faith was also identified as a top personal value. This indicates alignment between what is happening in the culture and what mission partners believe is essential for carrying out our territorial mission.

One of The Salvation Army's territorial values—service—showed up in the top current culture values. This is a good thing! The other three values—dignity, stewardship, and hope—did not show up in the top culture values. This provokes questions. Are the territorial values being lived across the territory? Where might we need to be more intentional about integrating our values and mission?

Below are the top ten values selected by survey participants for each question, along with how many votes each received.

The values that most reflect who you are, not who you desire to become.		The values, that from your experience, best describe how TSA in your context currently operates.		The values that you believe are essential for TSA in your context to reach its highest potential.	
Family	277	Faith	245	Accountability	324
Caring	264	Brand Image	242	Intimacy with God	192
Accountability	263	Hierarchy	216	Community Involvement	174
Faith	232	Community Involvement	213	Faith	170
Empathy	205	Bureaucracy	208	Adaptability	167
Commitment	179	Mission Focus	170	Inclusiveness	152
Integrity	178	Caring	169	Transparency	152
Respect	169	Service	168	Mission Focus	149
Intimacy with God	168	Tradition	168	Open Communication	142
Balance (home/work)	153	Control	147	Information Sharing	140

The results of this survey demonstrate a group of people who care deeply for others. Your personal and professional relationships matter to you. You demonstrate ownership of actions and willingness to devote your time and energy to the mission of the organization.

The current culture is guided by deeply held faith. It fosters a commitment to support and serve those in need in the local community. Mission partners appreciate the history and the good reputation the organization has in society. Still, inflexible structures and processes hinder your efforts. Having order and structure can be necessary. However, it can also be restrictive and get in the way of progress.

Mission partners recognize a need to grow and evolve, paying close attention to the mission and its future legacy. You resonate with the purpose of the organization and want to experience more alignment between its operation and what matters most to you. You want to see improvements in how information and knowledge are shared throughout the organization, creating opportunities for dialogue. Together, you want to continue contributing to the mission in new and meaningful ways, which requires the ability to adapt to the needs of those we serve.

These results bring to mind Ephesians 4:15-16 (NLT) which says, "Instead, we will speak the truth in love, growing in every way more and more like Christ, who is the head of his body, the church. He makes the whole body fit together perfectly. As each part does its own special work, it helps the other parts grow, so that the whole body is healthy and growing and full of love."

This territory is made up of people who believe in the mission, who care for one another, and feel called to help those in need. There are many different ministry units and contexts, and there is a desire to work and grow together to share the love of Jesus, meet human needs, and be a transforming influence in the communities of our world.

These survey results have the potential to impact our culture. Results have been presented to the spiritual and denominational affairs board. Territorial leaders have debriefed the results and identified key findings. These survey results will provide insight for work around one of the territory's strategic pillars – [Design for People](#). Leaders will continue to unpack these results to improve alignment between the values present in the organization and those that are essential for the organization to deliver its mission.

All ministry units are encouraged to share and discuss these results in their contexts. It helps us all to know what the Army at work truly values.

Let's engage with these results to continue improving the culture of the Canada and Bermuda Territory!

If you are interested in a debrief about the results or a workshop on values, please contact the [Ethics Centre](#).

**Look for the next Territorial Values Survey in 2026.**

**We appreciate your continued support of our Territorial Mission, Vision, and Values.**