

THE SALVATION ARMY
Canada and Bermuda Territory

CORE VALUES TOOLKIT



Giving Hope Today



Giving
Hope
Today

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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 each one of us who is 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 us commend this resource to you. It's a vibrant, informative and refreshing look at the essence of who we are. It's also practical. We urge you to use it.

The image shows two handwritten signatures in blue ink. The signature on the left appears to be 'Floyd' and the one on the right appears to be 'Tracey Tidd'. Both signatures are fluid and cursive.

Floyd and Tracey Tidd

Commissioners

Territorial Leaders

INTRODUCTION

All of our ministry units are complex—whether there are three employees or hundreds, whether they are led by an officer or a lay person, Salvationist or non-Salvationist. Our core values must be lived and evident in everything we do and everywhere we do it. At the pulpit on Sunday and at the thrift store warehouse, at the after-school kids club, and at the emergency shelter. Each of us is part of an organization, The Salvation Army, and each of us plays an important role in building the culture of the organization. Organizational culture is a reflection of all aspects of the organization. It takes buy-in from all levels of the organization and the charge has to be led by you – the manager or the leader in your ministry unit. It starts with the hiring process and follows through to every aspect of operations.

Not sure what our core values look like in your context? You are not alone. We are all called to live the mission and values but doing that does not come with instructions. Creating a values-driven workplace does not happen by accident. It requires intentional effort. Putting posters in the lobby is not enough.

The Core Values Toolkit provides leaders with resources to support their effort to live the mission and core values of The Salvation Army in Canada and Bermuda. These resources are intended to help you foster a values-driven culture whether in corps ministries, social services, public relations, finance, headquarters or another ministry unit. We encourage you to contact the Ethics Centre if you have any questions or need support integrating the core values in your context.

Send us an email or give us a call. We want to hear from you about how the mission and core values are guiding your ministry unit and what you are doing to bring the core values to life.

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salvationarmyethics.org
salvationarmyvalues.ca

MISSION and VALUES

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 – We give hope through the power of the gospel of Jesus Christ.

Service – We reach out to support others without discrimination.

Dignity – We respect and value each other, recognizing everyone's worth.

Stewardship – We responsibly manage the resources entrusted to us.

These four core values are intended to guide all aspects of our organization.

"The essence of our mission is to 'share the love of Jesus Christ, meet human needs and be a transforming influence in the communities of our world' and the values are important because they help keep us on the right path, guiding us as we make decisions. Everyone who participates in our mission is expected to know the core values and live them out on a daily basis."

— Graham Moore
Assistant Chief Secretary for Organizational Development
Territorial Headquarters

Mission and Values posters are available for download at
salvationarmyvalues.ca

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THE
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WHY ARE CORE VALUES IMPORTANT?

Core values reflect and shape organizational culture in ways that support the mission of the organization. Our core values are not simply words. They define what we should look like, both internally and externally. An organization's core values demonstrate what is important to them and what they stand for. They define the organization and differentiate it from others.

The Salvation Army has an enviable reputation and our core values play an important part in how the organization is perceived by internal and external stakeholders. While core values are important in any organization, in a faith-based organization they are often the marker by which we are evaluated. Our core values set the stage for how we operate.

All staff and volunteers should understand the role they play in ensuring we are all ambassadors of the organization's core values in everything we do. Our core values should provide a road map to organizational behaviour for all persons involved – officers and volunteers, managers and employees. Even without knowing what our core values are, people should be able to recognize our core values at work in our actions, decisions, and plans for the future. Allowing core values to guide behaviour is what translates them from words to actions. However, this does not happen by accident. It requires intentionally integrating our core values in all aspects of the organization's operation.

Embedding our core values across the organization requires promoting them at every turn. Talking about values is also necessary for the following reasons:

- It ensures that decision-making at all levels of the organization aligns with what we believe is important;
- It provides us with guidelines to navigate through an increasingly complex environment;
- It raises awareness of the impact our personal values can have on our professional decisions;
- It enables us to develop a common understanding of our core values; and
- It helps build and maintain both internal and external stakeholders' confidence in The Salvation Army.

References:

- Building a Values-Driven Organization*, Richard Barrett (2006)
Built to Last, Jim Collins and Jerry Porras (1997)
Executive Values, Kurt Senske (2003)

MANAGEMENT and LEADERSHIP RESPONSIBILITY

We are all responsible for living our core values, but managers and leaders set the standard.

When core values are effectively embedded across the organization, they provide guidance for behaviour and decision-making. Achieving this alignment means that our core values must permeate every aspect of the organization, and it is the responsibility of leadership and management to ensure that happens.

Whether you are a corps officer or secretary for business administration, executive director of a shelter or long-term care home, you are in a leadership role. This involves supporting the mission of The Salvation Army and ensuring that its core values are embedded in all areas of operation. No matter the circumstances, it is important to stand by what we believe. For leaders, this requires more than talking about values. It means being an example of what values-driven leadership looks like and teaching others to do the same. Being an example of values-based leadership involves integrating our core values into what you say and do. As leaders and managers, your actions matter. Others see what you do and it becomes part of the “DNA” of the organization.

Managers and leaders model strong leadership by:

- Translating our core values into actions;
- Leading by example; and
- Accepting responsibility for their actions.

When making decisions, managers, and leaders should:

- Promote and apply a decision-making process in which mission and core values guide judgment;
- Reflect a commitment to mission and core values in their instructions to staff and volunteers; and
- Ensure that mission and values are taken into account in the development of guidelines, policies, and programs.

Leaders and managers foster a healthy, values-driven work environment when they:

- Develop a culture and a work environment based on shared core values;
- Reinforce our core values in all communication (newsletters, meetings, etc.);
- Create opportunities to discuss our core values;
- Make themselves available to discuss employees’, volunteers’ and/or clients’ concerns about our core values; and
- Recognize and reward actions and decisions aligned with our core values.

A commitment to our core values is supported in a hiring process that:

- Highlights our core values in the position descriptions;
- Takes into account the values of potential employees and their alignment with the core values; and
- Teaches our core values through orientation/training.

A commitment to core values is supported in a performance management process that:

- Takes into account the core values that employees and volunteers have shown while working to meet objectives or commitments;
- Recognizes and rewards employees when their actions model our core values; and
- Provides feedback when behaviours conflict with our core values.

“The core values provide language for our organizational DNA, a shared vocabulary for our signature presence. Yet the power of that presence does not come because of our language. It is what we do – our actions, our behaviours, our walk – that witnesses to the root essence of who we are, both personally and organizationally. And that's where the magic happens.”

— Sharon Jones-Ryan
Learning and Development Strategist
Territorial Headquarters

Reference:
Built on Values, Ann Rhoades (2011)

TOOLS and RESOURCES

Core values are critical to a healthy workplace. They must permeate every aspect of the organization, every ministry unit, every program, and every decision. This requires an intentional focus on our core values in every function within the organization, from hiring and orientation and performance management to budgeting, policy review, and governance. This is easier said than done.

The Ethics Centre is always available to help you. However, when it comes down to it, you are the face of The Salvation Army, and you must understand the important role that our core values play in our organizational culture. You take them off the page and put them into practice.

So how do you ensure our core values permeate every aspect of your ministry unit?

“The core values remind me why I come to work each day. The Mission Statement tells me what The Salvation Army as a whole strives to achieve, primarily through its frontline ministries. The core values tell me how I can contribute to the mission as a back office employee.

By adopting an attitude of service, treating my Salvation Army colleagues with dignity and respect, and valuing their skill sets and expertise while bringing my own, we can work together to advance the mission.”

— Dani Shaw
Associate Legal Counsel
Territorial Headquarters

*The following pages provide tools and resources
for integrating values into your context.*

HIRING and ORIENTATION

It is important that all persons, whether management or frontline staff, senior leaders or board members, are familiar with our core values and understand the importance of our core values in our operation. This begins with the hiring process.

A values-driven organization needs the 'right' people to bring our core values to life. The first step to building a values-driven organization is recruiting staff and volunteers who 'fit' our core values. You can have an impressive person working alongside you but if their values do not align with those of the organization it can result in a clash of views and/or actions. It also sends the wrong message to the rest of the organization. The Salvation Army is well-respected and many people seeking employment or volunteer opportunities in our organization do so because they see our mission and core values at work.

The interview process is a good place to find people whose values align with the core values of the organization. Ensure questions regarding the understanding of and respect for our core values are included in interviews for both employees and volunteers.

Similarly, all orientation and onboarding processes should include discussion and explanation of our mission and core values. By introducing new team members to our core values on their first day, they will learn how and why the mission and core values guide all aspects of the organization. It also deepens their understanding of the importance of our mission and core values and demonstrates that behaviour must align with our core values.

Reference:

#Values: *The Secret to Top Level Performance in Business and Life*, Betty Uribe (2016)

SAMPLE INTERVIEW QUESTIONS

Identify two values that are important to you and explain why.
What do you do to model these values?

Describe the way you handled a specific problem involving others with differing values, ideas, and beliefs in your current or previous job.

What does _____ (Fill in the value) mean to you?
Describe a time when you have observed or practiced it in the workplace.

What does service look like to you in a not-for-profit context?

What are practical ways you would like to see 'hope' practiced in the workplace?

Tell me about a time where you had to accomplish a task with few resources.

Have you ever been in a work-related situation where you have not experienced respect? What was your response to that situation?

What does it mean to you when I say "values are more than words?"

Have you ever been in a situation where your values did not align with those of the organization? How did this impact you?

FAMILIARITY and EMPLOYEE ENGAGEMENT

To permeate every corner of the organization, our core values need to be part of the everyday language in the workplace and a point of reference for any circumstance. Employees must understand what each of our core values means in their context. This involves building a common understanding of our core values and the behaviours and expectations that come with them. Language is the easiest way to accomplish this. By using our core values ‘words’ regularly you can connect the action and behaviours expected at your ministry unit with our core values.

As a leader or manager, it is your responsibility to motivate and engage employees in a meaningful way. It is not enough to tell people to behave according to our core values. Employees should know they are also expected to and will be held accountable for behaving in line with our core values. They must understand that what they are doing is important to the organization as a whole. This begins with seeing our core values modeled by their leaders. A united understanding and commitment to our core values will contribute to greater effectiveness and cohesion.

To build familiarity and engage your people with our core values you can:

- Post the values in public places so they are easily visible;
- Designate people as values ambassadors who are charged with actively supporting our core values in your ministry unit;
- Complete the Values, Beliefs and Behaviours exercise (found on pages 15 and 16);
- Create a formal ‘team values commitment’ with your team or ministry unit (example on page 14);
- Start a weekly or monthly core values circle for discussion on values (talking points found on page 13).

Reference:
From Values to Action, Harry Jansen Kraemer Jr. (2011)

TEAM DISCUSSION

The following suggestions will help you plan and prepare for a meeting with your employees on the subject of our core values:

1. Familiarize yourself with the content of this Toolkit;
2. Determine whether this subject becomes a component of an already scheduled meeting or the content of a dedicated meeting;
3. Prepare the materials, making sure you plan for interaction and discussion opportunities;
4. Have fun! Meetings are a lot more productive if people do not feel their time is being wasted, and there is a component of fun and camaraderie.

To facilitate the conversation with your team you can:

- Go through the contents of this Toolkit – use some of the exercises with your team;
- Ask employees to think of an experience they had in which one of our core values played an important role – whether at home or at work. Ask them to share their experience with the team;
- Encourage employees to talk about what their interests and needs are concerning our core values in the workplace; and
- Seek feedback about how you can help them bring our core values to life in their context.

TEAM VALUES COMMITMENT

A great exercise to connect values and behaviours in your context is to create a formal ‘team values commitment’ with your team or ministry unit. Have each member sign the commitment and post it in a place where team members see it frequently. Such an exercise should be revisited regularly, e.g. annually, to determine what behaviour commitments are needed for the next period.

The Ethics Centre would be happy to help you with this process in your ministry unit.

Here is an example of a team values commitment active in our Territory. The behaviours identified are those that are important for that team and contribute to their commitment to embedding our core values in their context.

Accreditation supports The Salvation Army Mission and embodies the organizational values of:

HOPE

- We provide holistic care in the love of Jesus Christ;
- We ensure programs can achieve their objectives to reach out to people who are lonely, lost and marginalized;
- We evaluate programs; ensuring people know that someone cares.

SERVICE

- We encourage excellence as units strive to support others and meet human needs;
- We ensure services are provided without discrimination by reviewing related policies and practices.

DIGNITY

- We respect clients and staff through maintaining standards of care.

STEWARDSHIP

- We ensure accountability and integrity are fostered in actions, communication, and policy for sustainable ministry.

Frank Chu and Team

VALUES, BELIEFS and BEHAVIOURS EXERCISE

This exercise is for engaging 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. It also motivates discussions about the organization's core values but is not restricted to them.

Steps:

- 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 helpful to first walk through an example with your team).
- Allow 10-15 minutes for people to complete the worksheet.
- Put people into pairs and ask them to share at least one of their values, beliefs, and behaviours with their partner.
- 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.
- Link the discussion with the organizational core values, recognizing that there should be particular behaviours that each person and ministry unit exhibits in regard to each value.
 - This could be a short summation of the exercise by the leader/facilitator, or it could lead to a longer discussion of our core values and your ministry unit.

Values, Beliefs and Behaviours Worksheet (SAMPLE)

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. Stewardship	God has entrusted us with so much and we should manage it responsibly.	Research items before purchasing. Implement time management practices.
2. Respect	Respect is integral to healthy relationships and communities.	Model respectful behaviours for my kids. Keep an open mind and listen to new ideas.
3. Work / Life Balance	To reach our fullest potential we must be able to balance our work life with our home life.	Setting reminders to finish up at work. Spending time with family without distractions.

Values, Beliefs and Behaviours Worksheet

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 – please feel free to use values that are not on the list

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

PERFORMANCE MANAGEMENT

Incorporating our core values into the performance management process is essential. It can enhance the culture of the organization by ensuring alignment between values and behaviours. This means incorporating our core values in everyday performance management. When employees understand they have the opportunity to affect the performance of the organization, they can become more engaged and are more likely to make a meaningful contribution. On the other hand, our core values can lose their significance if they do not play a part in managing performance. By managing performance, based on our core values, our core values become more deeply embedded in how we do what we do.

Performance Reviews

Including our core values in performance reviews emphasizes the significance of our core values. It also ensures those involved in the organization can demonstrate our core values in all that they do. Discussion of our core values in the performance review allows you as a leader to:

- Understand whether there is ongoing alignment of employee behaviour with our core values;
- Recognize employees for their commitment to aligning their actions with our core values;
- Receive feedback on employee perception of the integration of our core values in their ministry unit and the organization as a whole; and
- Determine if other values emerging in the workplace need to be fostered or counteracted.

You can introduce this discussion by:

- Using specific questions or discussion points regarding our core values in the workplace – how they are being (or not being) modeled in the workplace, strengths, weaknesses, etc.;
- Surveying the integration of our core values in your ministry unit and using the data as a springboard for conversation or discussion points in the review process.

Recognizing and Rewarding Values-Based Behaviour

When employees are intentional about living our core values they should be recognized for their efforts. Otherwise, they may stop believing in the significance of our core values. This does not mean you need to be watching for values-based behaviours every second of the day but you should regularly monitor how well our core values are being carried out in your ministry unit.

To recognize and reward employees for demonstrating alignment with our core values you can:

- Find a platform, such as staff meetings or newsletters, to verbally recognize employees for values-based efforts;
- Encourage peer-to-peer recognition of actions aligned with our core values;
- Include modelling our core values as a consideration for a merit increase; and
- Create an employee rewards program for modelling our core values (i.e., monthly lunch, quarterly prize, etc.).

Recognizing and rewarding employees for their commitment to modelling our core values reinforces the importance of our core values and motivates employees to align their behaviour. It also signals to employees that what they are doing matters.

MEASUREMENT

Measuring the integration of our core values in your ministry unit is essential. It involves monitoring values-based behaviour in your context. Transforming the collected data into information that can be used to make decisions makes measurement meaningful. Although values seem like a difficult thing to measure, there are some ways to determine how well our core values are integrated into your ministry unit. Here are two ways:

Ongoing Feedback

Understanding how our core values are being integrated into your ministry unit involves seeking feedback from those on the front-lines. This means asking, regularly, if people are seeing our core values lived in your operation. This should not be limited to employees – ask your clients, ask your suppliers, ask your board members. By engaging all of your people, you will be able to find effective ways to integrate our core values in your context and identify areas for improvement.

Surveys

Surveys provide a more formal way of collecting feedback from your people to better understand their thoughts and concerns about our core values at work.

You can create your own survey or contact the Ethics Centre for options.

The following page provides sample survey questions that you can use in your ministry unit.

References:

- From Values to Action*, Harry M. Jansen Kraemer Jr. (2011)
Built on Values, Ann Rhoades (2011)

EXAMPLE SURVEY QUESTIONS

Open-Ended Survey Questions:	"Yes," "No" or "I don't know" Survey Questions:
What are values?	Are you able to quickly recall all four core values?
What makes our workplace culture unique from others?	Are our core values posted visibly throughout your ministry unit?
What are we good at? What should we be better at?	Do employees know where to find more information about our core values?
How and when are new team members being exposed to our core values?	Are new team members being exposed to our core values early on?
Where can people find out what our core values are or find out more about our core values?	Are our core values discussed in day-to-day operations?
What kind of behaviours do you see in the workplace that reflects our core values?	Do leaders and managers align their actions with our core values?
How well do leaders and managers align their actions with our core values?	Are our core values important in your context?
Why are our core values important in your context?	Do you believe our core values support the mission of the organization?
How does your role contribute to the mission of the organization?	When making decisions, do you take time to consider our core values?
How do your work goals and those of your ministry unit relate to our mission and core values?	Do our core values play a part in shaping the goals and objectives of your ministry unit?

DECISION-MAKING

We are busy people, working in busy workplaces. It would not be an understatement to say that thousands of decisions are made daily in The Salvation Army Canada and Bermuda Territory. Often we make decisions without even realizing we are making them. This means we are not spending time reflecting on the rationale behind the decision or whether it aligns with our mission and core values.

To create the future that we want to experience in The Salvation Army, it is critical that we use healthy decision-making processes that are guided by our core values.

Building a values-driven workplace requires that everyone understand how our core values factor into decision-making. Our core values should always be a consideration in decision-making, whether large or small. This includes decisions made in day-to-day operations as well as decisions regarding complex issues in the organization. Three aspects need to be managed in this regard:

- Providing employees/volunteers with tools for values-based decision-making;
- Ensuring that decisions at every level of the organization are made using values-based decision-making tools; and
- Ensuring that decisions and policies are communicated using language that refers to and supports our core values.

“The Salvation Army core values support our vision and mission statements (how we want others to see us). They define who we are and what we believe in. They are the foundation of our home’s culture and guide us when making decisions in the Boardroom or at the bedside. The values ensure we are truly ‘walking the talk’ of The Salvation Army’s mission, on a daily basis.”

— Ivy Scobie
Executive Director
William Booth Special Care Home

Reference:
Building a Values-Driven Organization, Richard Barrett (2006)

DECISION-MAKING TOOLS

We have brought together three models for you to consider for your ministry unit:

1. The GLOVE Filter (adapted from ERC PLUS filter www.ethics.org);
2. Framework for Ethical Decision Making (developed by The Ethics Centre)
3. Values-Based Decision-Making (adapted from Sisters of Charity of Leavenworth Health System).

Model	Day-to-day decisions	Daily operations complex decisions	Strategy and Major Administrative or Management Decisions
GLOVE	X		
Framework for Ethical Decision Making	X	X	X
Values-Based Decision-Making			X

THE GLOVE FILTER

The GLOVE Filter is a tool that can be used by all staff and volunteers. It provides an easy point of reference in day-to-day decision-making and operations.

G = **Guidelines, policies and procedures** – Is it consistent with my ministry unit's guidelines, policies and procedures?

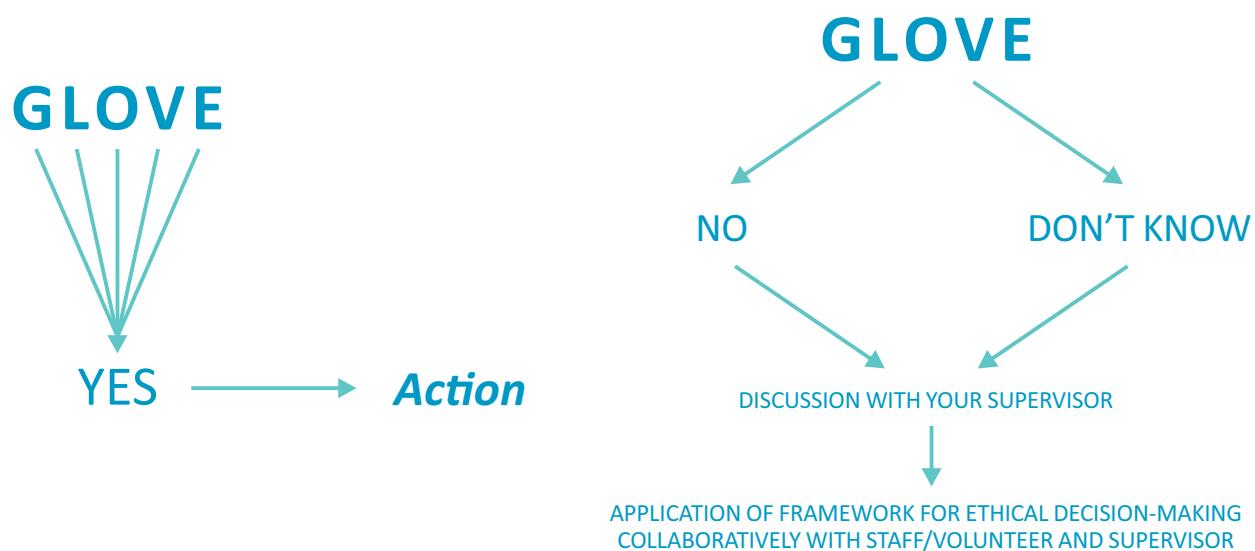
L = **Legal** – Is it acceptable under the applicable laws and regulations?

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 and fair?

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

Although this filter is relatively simple and straightforward, it is important to provide orientation and/or training 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 our core values as well as their individual sense of what is right, fair and good.



THE FRAMEWORK for ETHICAL DECISION-MAKING

The Framework is a step-by-step process for making ethical decisions intended for day-to-day use or for more complex decisions.

Set the Scene

What is the problem?

What is at stake? What drives the problem?

Who is/should be involved in the decision-making process?

Gather and Assess Information

What is going on? What are the facts? Which are relevant? Which are in dispute?

Is there missing information?

Who are the stakeholders?

Would someone outside our group describe the problem differently?

Examine Mission, Values, Principles, Policies and Procedures

Take a look at:

- the Mission and Values of The Salvation Army in Canada & Bermuda; additional ethical values and principles upheld by your ministry unit; your profession
- the organizational policies and procedures upheld by The Salvation Army; your ministry unit; your profession

Are any at stake or in conflict?

Are any in conflict with personally held values or principles?

Are any in conflict with other practical constraints?

Outline Feasible Alternatives

Broadly speaking, what courses of action are available?

Evaluate each course of action against the following measures:

- What are the foreseeable outcomes (harms and benefits)?
- Are any rights or responsibilities being breached?
- Would it be appropriate for others under similar circumstances to make this decision?
- What values is this course of action based on?
- Is this the way someone you admire, someone with integrity would act?

Make the Decision and Act on It

Reflect on the Decision

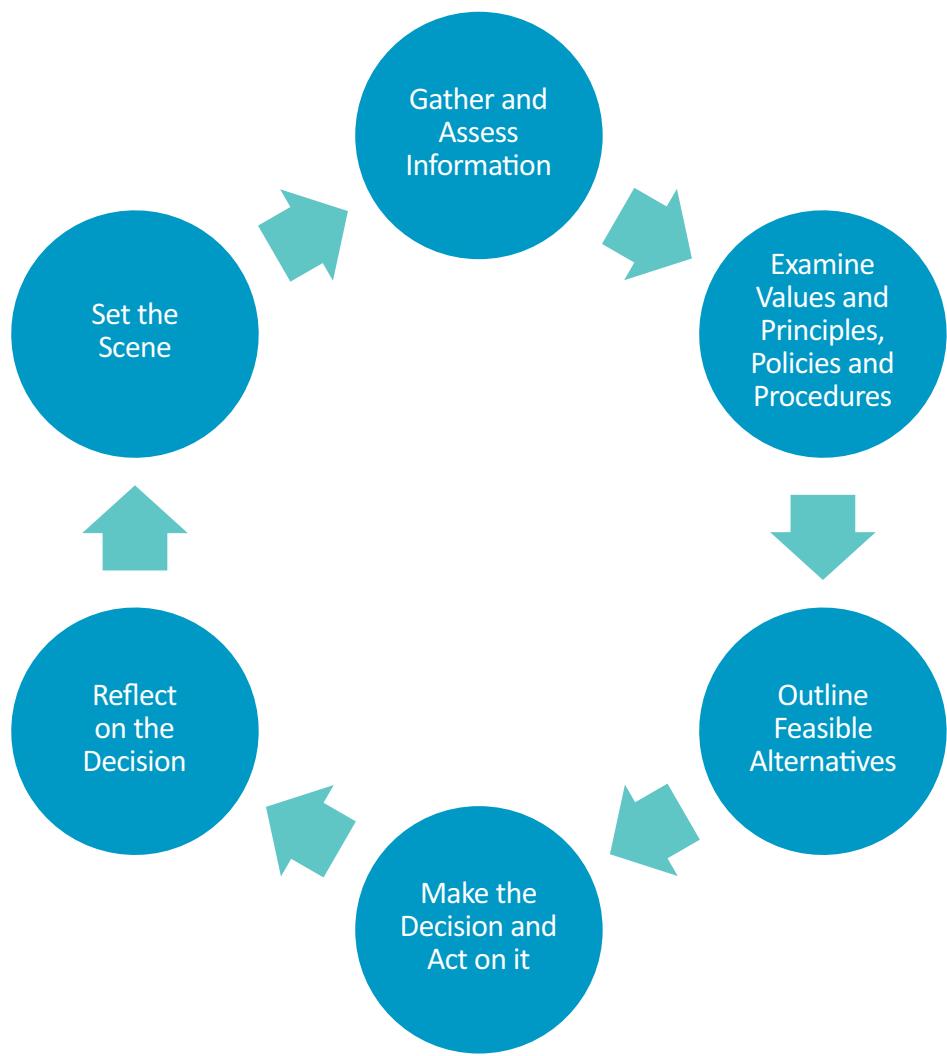
Monitor the effects of the decision.

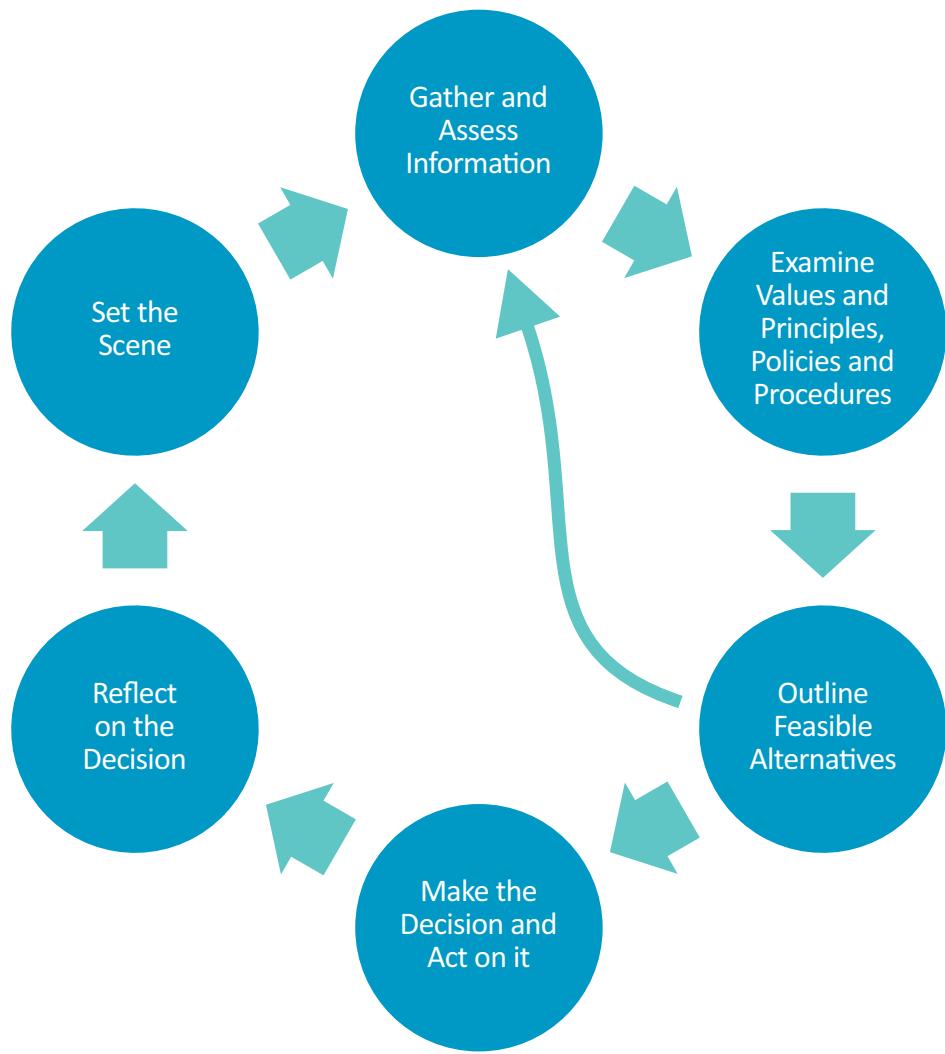
Are there things you would do differently next time?

Does anyone (including you) feel their integrity has been compromised by the decision?

Should steps be taken in order that such a decision need not be made again?

The arrows between the steps show that one step leads to another. The more you and your team use the Framework, the more skilful you become in applying it to ethical problems.





The Framework is not meant to be a restrictive structure. For instance, while working through the feasible alternatives for action, your team might become aware of a gap in factual knowledge. Ethical decisions are only as good as the information in which they are grounded. Clearly, this gap would require your team to “loop back” to reassess the facts.

Contact the Ethics Centre for more information.

VALUES-BASED DECISION-MAKING

1. Assemble the right participants

Values-based decision-making, except for emergent circumstances, calls for participants who represent relevant interests, possess relevant technical knowledge, 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.

2. 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 our core values. Facts will also determine whether previous decisions in similar circumstances will be applied, or an exception granted. Assembling the relevant information for a decision is in itself a values-based activity.

3. Clarify our core values

Ensure The Salvation Army's core values are explicit in the decision-making process. This occurs in two ways. First, extending the meanings of our core values to fit the factual situation. Second, determining whether the factual situation dictates any priority among our core values. Values-based decision-making is clear on what our 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, Service over Stewardship).

4. 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 our core values. Imperfect consensus involves a disagreement over the outcome, where all decision-makers are satisfied that our 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.

5. 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

RESOURCES / CONTACT US

All of the components of this Toolkit are available on the Ethics Centre website (salvationarmyethics.org) or at salvationarmyvalues.ca.

Every month the Ethics Centre distributes the *Values and Leadership Feed*. It highlights articles and other resources concerned with values and leadership. Visit salvationarmyethics.org to subscribe.

There are numerous books written on organizational values and organizational culture. Here is a small selection of recommendations:

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

The Values-Driven Organization, Richard Barrett (Routledge, 2013)

Start with Why, Simon Sinek (Penguin Books, 2011)

Built on Values, Ann Rhoades (Jossey-Bass, 2011)

Executive Values, Kurt Senske (Augsburg Books, 2003)

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

From Values to Action, Harry M. Jansen Kraemer Jr. (Jossey-Bass, 2011)

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

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

Built to Last, Jim Collins and Jerry I. Porras (HarperCollins, 1997)

#Values: The Secret to Top Level Performance in Business and Life, Betty Uribe (Next Century, 2016)

Additional Resources:

Ethics Resource Centre – ethics.org

Speed of Trust – speedoftrust.com

Contact the Ethics Centre to:

- Request a hard copy of this Toolkit
- Subscribe to the Values and Leadership Feed
- Learn about tools for ethical decision-making
- Ask for support in integrating the core values in your context
- Tell us about how your ministry unit is bringing the core values to life – so we can celebrate you!

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