



# THE SALVATION ARMY AUSTRALIA ONE PROJECT

INFORMATION UPDATE – DECEMBER 2016

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**ALIGNED VISION • UNITED VOICE**  
**INCREASED INNOVATION • STRONGER PARTNERSHIPS**  
**BETTER STEWARDSHIP • *GREATER IMPACT***

## INTRODUCTION

Friends and colleagues,

As this year draws to a close, we reflect and are amazed at what has been accomplished during 2016.

This time 12 months ago, Australia One was just an idea. Leadership of both territories were just beginning work on a proposal to take to IHQ.

Since then we have had the official announcement in March, the commencement of the National Commander role in June, and now we end the year with our Program Director and consultancy team in place and working hard to develop a plan to guide us over the next few years.

We are incredibly grateful for all you are doing in support of our mission. Whether you are working with the Australia One project team or whether you are busy getting on with 'business as usual', we want to say a massive thank you for the part you have



played in serving our Australian and international community this year.

Together, you are showing that The Salvation Army still excels in being adaptive and flexible in response to the needs of our mission.

Most importantly, you are sharing the love of Jesus, and making the world a safer, fairer and more compassionate place for all.

We wish you a safe and happy Christmas, and we pray that you would experience the peace, hope, and love of Jesus during this sacred holiday.

May God bless you each.

Commissioners Floyd and Tracey Tidd

## PROGRAM DIRECTOR UPDATE

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My focus this month, while continuing to get to know people across both territories, has been working with our consulting partners to finalise the bulk of the current state assessment work.

This work has been key in helping better understand what similarities and differences across the territories we need to be conscious of.

We will share this information in more detail with cabinet secretaries and heads of department in January.

We have sent a note of thanks to those who have contributed to this important piece of work. There will be many more opportunities for people to contribute to the Australia One program as we move into 2017.

As regards the internal Australia One team, I have been working with HR representatives from both territories to develop a plan for the capabilities and skill sets required to achieve the objectives set for Australian One.

I trust that you will find time for some R&R over the next few weeks and I take this opportunity to wish you and yours a joyous and peaceful Christmas.



**Geoff Rickard**  
Australia One  
Program Director

## 100 DAYS OF SHARED SCRIPTURE SURVEY

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100 Days of Shared Scripture has been an opportunity for Salvationists all over Australia to hear the voice of God through the collective reading of his Word.

We believe that the Bible is like no other book. The word of God is alive and active, and so we believe that God speaks to his people through the scriptures. That is why this survey matters.

In order to hear the heart of God together – to discern the resounding message and the common themes – we are encouraging all 100 Days participants to complete an anonymous survey. Our national leadership team is committed to hearing what God is saying, and so responses will be shared with them. The survey will be open until January 31, 2017.

Please access the survey online at <https://www.surveymonkey.com/r/100daysofsharedscripture>

A printable version is available for download from the resources website.

## AUSTRALIA EASTERN LEADERSHIP TRANSITION

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In January 2017, Colonels Mark and Julie Campbell commence their new appointments as National Chief Secretary and National Secretary of Women's Ministries respectively.

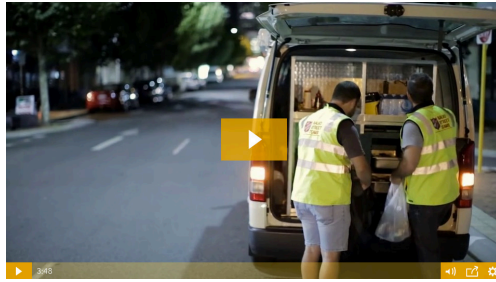
Colonels Mark and Julie will be working with Commissioners Floyd and Tracey full-time on leading the Australia One project.

In response, Lieutenant-Colonels Kelvin and Cheralynne Pethybridge will take up their new appointments as Chief Secretary In Charge and Territorial Secretary for Women's Ministries for Australia Eastern.

As Chief Secretary In Charge, Lt-Colonel Kelvin will assume responsibility for leadership and oversight of the Australia Eastern Territory, supported by the AUE cabinet secretaries and trustees.

## NEW NATIONAL MISSION AND VALUES VIDEOS

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Further video resources have been created to help communicate the national mission and values statements. The videos are available for download from <http://resources.australiaone.info/mission-and-values/>

## NATIONAL HIGHER EDUCATION ACCREDITATION PARTNER ANNOUNCED

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After a joint review conducted by Booth College in Sydney and Catherine Booth College in Melbourne, The Salvation Army has selected the University of Divinity as its new national higher accreditation partner.

This selection was unanimous amongst the joint review panel and has been endorsed by The Salvation Army's national leadership.

As the first specialist university, The University of Divinity is recognised as the leading provider of theological education in Australia.

This decision represents an exciting first step in considering our higher education vision and strategy on a national scale.

Students are encouraged to contact their respective college with any questions regarding this announcement.

## GET IN TOUCH

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News, documents and videos are available online at the following web site:

[www.australiaone.info](http://www.australiaone.info)

Please send your questions, suggestions and ideas to:

[AustraliaOne@aus.salvationarmy.org](mailto:AustraliaOne@aus.salvationarmy.org)  
[AustraliaOne@aue.salvationarmy.org](mailto:AustraliaOne@aue.salvationarmy.org)

Please note that all messages to these addresses will be collected centrally and the contents made available to both territories as appropriate.

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The Australia Eastern Territory and the Australia Southern Territory provide support to officers, employees and their immediate families in the form of free, confidential counselling services. Information on accessing these services is available from your respective HR and Personnel departments.

## Top FAQs

As we wrap up the year, here are some of the most common questions that have been asked through the A1 inbox and during information sessions. Summary responses are provided here for your convenience.

### **WHY ARE WE AMALGAMATING THE TWO TERRITORIES INTO ONE AUSTRALIAN TERRITORY?**

The objective of Australia One is to provide a structure for The Salvation Army to best deliver our spiritual and social mission to all Australians, which we believe strongly is best done through a single organisation.

### **WHAT PROCESS WAS FOLLOWED TO ARRIVE AT THE DECISION OF PROGRESSING WITH A1?**

The decision to move to one territory has been an active discussion between both territories and IHQ spanning the last fifteen years at least.

A consultation was conducted with both territories in 2015, and in 2016 a recommendation to commence an amalgamation process was presented to IHQ by the two territories.

This was unanimously endorsed by the International Management Council.

### **HOW WILL PEOPLE'S JOBS AND ROLES BE IMPACTED BY A1?**

Our commitment is to provide a highly consultative process prior to making any decisions that affect roles.

Teams will be made aware of when and how their areas of work will be reviewed at the appropriate time.

Following any review, all staff who may be impacted by changes will be advised of this individually. This process will be conducted according to relevant legislation and Salvation Army policies and procedures.

### **WHEN WILL WE KNOW WHERE THQ IS GOING TO BE?**

We again emphasise that THQ is not necessarily limited to being in just one location, and that all options will be considered in order to provide the best possible support to our frontline mission.

In our April newsletter we proposed a draft timeline, including the announcement of a national THQ configuration and location. We also flagged that we would be prepared to extend timelines if we believed that more time would be required to arrive at the best outcome.

A thorough and consultative review is underway to determine the best possible configuration for national administration. We are currently reviewing the initial current state findings that many of you had input to that will inform our thinking.

We will review our commitment to a Q1 2017 announcement in the new year once we have had a chance to consider this information. We will then communicate any changes to the planned announcement timing.

### **I'VE BEEN TOLD THAT A LOT OF DECISIONS HAVE ALREADY BEEN MADE – WE JUST HAVEN'T BEEN TOLD YET. IS THAT TRUE?**

This couldn't be further from the truth.

We want to make the best decisions possible, and to do this involves significant

amounts of research. We are not going to rush into making decisions without having all the facts. We will listen to God, we will listen to the input of our workforce, and we will examine all of the information and data available prior to making decisions.

The reality is that this listening process takes time. We are now in the process of finalising our current state assessments and commencing our review of this information, which is the first stage of our listening activities involving our consultancy team.

We re-emphasise our commitment to you that the practices of collaboration and listening will continue to underpin our decision-making process. With the decisions made so far (e.g. Mission and Values, National Magazine), relevant staff have played key roles in helping reach these outcomes.

This doesn't mean that every person is going to have a one-on-one meeting with someone from the project team, as we still need to be good stewards of time and resources. And it doesn't mean that decisions are necessarily going to be made by consensus or committee. But we will take the time to listen and learn prior to making decisions that affect your area of work.

### **COULD WE HAVE A DETAILED PICTURE OF THE TIMELINE FOR THE PROCESS AND THE VARIOUS STAGES IN EACH PART OF THE PROCESS?**

A roadmap is being developed to show the high-level journey of Australia One, and will show significant milestones.

Because of the very nature of the program (1+1=New), any roadmap will evolve as we become clearer about the vision and shape that The Salvation Army needs to work towards. This roadmap work is still ongoing, and we will communicate when we have greater clarity on the A1 timeline.

Currently, we are reaching the end of the current state assessments. The purpose

of the current state assessments is to act as a 'starting point,' or 'baseline' for the development of the future organisation. The next stage is not due to begin until early 2017. More information will be circulated when available.

### **SOME DEPARTMENTS HAVE BEEN ASKED LOTS OF QUESTIONS AND GIVEN LOTS OF DATA BUT I DON'T THINK ANYONE HAS SPOKEN TO MY DEPARTMENT. WHY IS THAT?**

The Current State Assessments focus on specific areas of The Salvation Army, trying to understand what they do, to form a 'starting point' for any future work.

The different operating styles of our functions means that engagement took different forms across our organisation. This does not reflect the relative importance of one area over another.

Some parts of the Army were not included in the initial Current State work due to timing and resource commitments, with these areas to be picked up in the New Year.

Engagement does not finish with the Current State Assessments, in fact it will only increase as we move into the New Year.

As we move forward, engagement will broaden to include a much larger cross section of the organisation to inform and speak into how we shape the future vision and design of The Salvation Army.

### **WILL REGIONAL JOBS STILL EXIST OR WILL EVERYTHING BE IN CAPITAL CITIES?**

The utmost priority with Australia One is that our frontline mission is strengthened, not weakened, by the journey towards a national territory.

Achieving and supporting our mission will be the first and primary consideration for the location of any role. Like all

aspects of our work, the best placement of roles will be reviewed as part of the ongoing work of Australia One.

Further information will be shared as it becomes available.

## **WHAT ARE THE NEXT ACTIVITIES AFTER THE CURRENT STATE ASSESSMENTS (CSA) CONCLUDE?**

While exact information regarding the activities following the CSAs is dependent on completion of the roadmap, the following steps are a helpful guide:

- A comprehensive and reflective Australia-wide exercise will be undertaken to understand our vision for the future; speaking to Salvation Army officers, soldiers and employees across Australia
- In parallel we will develop our thinking around how the future national territory looks, feels and works. As part of this work we will gather and review the necessary information to guide decisions regarding THQ

## **WHAT'S THE COMMUNICATION PLAN FOR KEEPING US INFORMED?**

The Australia One Program is committed to communication with officers and employees as and when new information should be shared.

We have extensive information and resources on the website and have been sending a monthly A1 newsletter since March.

Targeted engagement and communication has also been implemented around conducting the Current State Assessment work, and we recently announced our new national Mission and Values.

A1 will continue to communicate going forward, but we also want to avoid unnecessary communication that provides little value to you.

We will strive to communicate new information as soon as it is available.

We will be working through early 2017 to define an overall communications strategy to support two-way communication.

## **I UNDERSTAND THAT TWO COMPANIES HAVE BEEN ENGAGED, DELOITTE AND NOUS – WHAT ARE THEIR SPECIFIC TASKS?**

One of the considerations in the tender process was the possibility of recruiting a panel of firms, so that we could use the strengths of each firm to better meet our needs. As the tender process reached its final stages it became apparent that the differing strengths of two companies would be of benefit to The Salvation Army, and so we have engaged both firms in partnership.

Having a panel means that we are able to engage each firm as needed for specific pieces of work, according to their strengths. This arrangement will develop over time.

- Currently Deloitte is helping us establish our A1 Programme Office, and ran the majority of the Current State Assessment work
- Nous Group are leading work to support us in defining our National Vision, and also led Current State Assessment with Officers.

## **HOW DO WE KNOW WHO TO TALK TO?**

At this early stage, the most up-to-date information is available at [www.australiaone.info](http://www.australiaone.info).

If answers cannot be found there, please get in touch via the Australia One inbox.

[AustraliaOne@aus.salvationarmy.org](mailto:AustraliaOne@aus.salvationarmy.org)  
[AustraliaOne@aue.salvationarmy.org](mailto:AustraliaOne@aue.salvationarmy.org)