



# Board

---

## Under 35 Board Participant Program

### Expression of Interest Information Document



## Board Under 35 Board Participant Program Expression of Interest Information Document

---

### Background

During 2020, a group of young salvationists (under 35 years of age) from across the movement voiced their desire to see the 'under 35' cohort actively involved in and contributing to the senior leadership and governance of The Salvation Army in Australia.

As Territorial Commander and Chair of the Board, Commissioner Robert Donaldson considered this request in consultation with the Nominations Committee and determined that the Board would be the most appropriate and effective forum for engagement of the under 35 cohort.

The Board approved the concept of an Under 35 Board Participant Program at its meeting held on 15 April 2021. This initiative will assist the under 35 cohort of salvationists to participate in the governance of The Salvation Army in Australia.

### Participating Observer Status on the Board

As a participating observer, the Under 35 Board Participant will attend all Board meetings with full access to the information being considered at each meeting and any additional communications provided to the Board. The Salvation Army Australia is a vast movement with substantial legal liabilities for Board members. In order to protect the Under 35 Board Participant from legal liability, this position will not carry a Board vote. However, full participation in all discussions will be encouraged.

### Under 35 Board Participant Program - Summary of Requirements

The Under 35 Board Participant will:

- Attend all Board meetings (seven per year) as a participating observer
- Be appointed as a member of either the Professional Standards Committee or the Quality and Safety Committee
- Attend one meeting per year of either the Professional Standards Committee or the Quality and Safety Committee (whichever Committee they are not a member of) as an observer
- Attend one meeting per year of the Audit and Risk Committee as an observer
- Complete all integrity check requirements
- Complete all mandatory training modules
- Complete a Confidentiality Agreement
- Complete a Conflict of Interest Declaration
- Complete a Responsible Person Declaration
- Complete a Board Member Role Profile
- Participate in a formal mentoring arrangement with another Board member
- Complete the formal induction process

### Member Status with one Committee

As a member of one of the Board Committees, the Under 35 Board Participant will attend and actively participate in all meetings for this Committee. The Board Participant will have full access to the information for all meetings and any additional communications provided and full voting rights on this Committee.

### Observer Status with two Committees

As an observer of two of the Board Committees, the Under 35 Board Participant will attend and observe one of each of these Committee meetings annually and will have full access to the information provided for each meeting.



## Board Under 35 Board Participant Program Expression of Interest Information Document

---

### The Application and Appointment Process

- All expression of interest forms are to be emailed to the Secretary to the Property Trusts via [liz.cruickshank@salvationarmy.org.au](mailto:liz.cruickshank@salvationarmy.org.au) by close of business on **30 September 2021**
- The Divisional Commander and Corps Officer for each applicant will be contacted by the Secretary to the Property Trusts for further discussion
- A shortlist of suitable applicants will be selected based on skills, experience, expertise and diversity
- Shortlisted applicants will undergo a formal interview by the interview panel comprising the Chair of the Board, the Alternate Chair, the Lead Independent and the Secretary to the Property Trusts
- The interview panel will present the nominated applicant to the Board for approval
- Upon completion of all required integrity checks and a formal induction, the Under 35 Board Participant will commence attending Board meetings and Committee meetings (as previously outlined)

### Length of Tenure

The Under 35 Board Participant will be appointed for an initial term of six months. This initial term may be extended by one or more further terms to a maximum of three years in total, with each extension subject to a review of the individual's performance on the Board, the recommendation of the Chair of the Board and approval by the Board.

### Performance Reviews

The Under 35 Board Participant will undertake a performance review with the Chair of the Board, the Alternate Chair of the Board and the Secretary to the Property Trusts, prior to the completion of each term of appointment.

### Remuneration

The Under 35 Board Participant is a voluntary position. The Salvation Army will reimburse any approved out of pocket expenses and cover all approved travel related costs.

### Key contacts

The Under 35 Board Participant will be supported in their role through the following stakeholders:

- Chair of the Board
- Alternate Chair of the Board
- Board Member Mentor
- Secretary to the Property Trusts

### Who Should Apply

Any Senior Soldier of The Salvation Army who will be under the age of 35 years as at 30 June 2022, and is an active member of their corps, is encouraged to apply by completing the attached expression of interest form.



## Board Under 35 Board Participant Program Expression of Interest Information Document

---

### Our Mission

The Salvation Army Australia is a Christian movement dedicated to sharing the love of Jesus.

We share the love of Jesus by:

- Caring for people
- Creating faith pathways
- Building healthy communities
- Working for justice

### Our Vision

Wherever there is hardship or injustice,  
Salvos will live, love and fight,  
alongside others,  
to transform Australia one life at a time  
with the love of Jesus.

### Our Values

Recognising that God is already at work in the world, we value:

- Integrity
- Compassion
- Respect
- Diversity
- Collaboration

We commit ourselves in prayer and practice to this land of Australia and its people, seeking reconciliation, unity and equity.

### Our commitment to inclusion

*"The Salvation Army Australia acknowledges the Traditional Owners of the land on which we meet and work and pay our respect to Elders past, present and future."*

*We value people of all cultures, languages, capacities, sexual orientations, gender identities and/or expressions. We are committed to providing programs that are fully inclusive. We are committed to the safety and wellbeing of people of all ages, particularly children."*



## Board Under 35 Board Participant Program Expression of Interest Information Document

---

### Selection Criteria: key skills, knowledge and experience

Applicants should address the following selection criteria in support of their expression of interest, using the attached Expression of Interest Application Form.

1. **Your contribution**  
Describe the contribution you believe you could make to the Board and the Under 35 Board Participant Program.
2. **Soldier's Roll**  
Provide the date you were enrolled on the Senior Soldier's Roll.
3. **Home corps details**  
Provide the name of your home corps, the Corps Officer and the Divisional Commander and indicate whether the Divisional Commander and Corps Officer support your expression of interest.
4. **Qualifications**  
List any undergraduate and post graduate qualifications you hold and the year of graduation for each.
5. **Professional memberships**  
List any professional memberships you currently hold and the year each membership commenced.
6. **Personal attributes and qualities**  
The values of The Salvation Army in Australia are Integrity, Compassion, Respect, Diversity and Collaboration. Provide examples of how you live these values supported by each of the following attributes and qualities:
  - 6.1 Strong contribution to local corps
  - 6.2 Solutions focussed
  - 6.3 Strong collaboration skills
  - 6.4 Acting with discretion
  - 6.5 Maintaining confidentiality
  - 6.6 Being respectful
  - 6.7 Acting ethically and with integrity
  - 6.8 An ambassador for The Salvation Army
  - 6.9 An independent thinker
7. **Board and/or leadership experience**  
Provide details of any Board and/or leadership experience you have within the not-for-profit sector, the public sector and the corporate sector.



## Board

### Under 35 Board Participant Program

#### Expression of Interest Information Document

---

#### 8. Capabilities

Provide an example of having demonstrated each of the following capabilities:

- 8.1 Manages relationships  
Demonstrates ability to create and sustain dynamic, strategic and productive relationships and partnerships that positively support the movement's mission and inform decision making
- 8.2 Demonstrates strong communication skills  
Demonstrates honest, open and transparent communications in the best interests of the movement, the Board and its members
- 8.3 Leads change and reform  
Demonstrates big picture strategic thinking to successfully achieve the movement's mission in the context of changing external environment including economic, environmental, social and political changes
- 8.4 Demonstrates sound decision making  
Monitors effectiveness of governance arrangements in decision making
- 8.5 Understands governance functions  
Demonstrates a clear understanding of key governance functions including fiduciary responsibilities and legal frameworks
- 8.6 Demonstrates accountability  
Ensures effective systems are in place for the measurement and evaluation of accountabilities, performance and risk management
- 8.7 Aligns with strategic direction  
Demonstrates the ability to understand, interpret and assess strategic recommendations to make an informed decision
- 8.8 Thinks analytically  
Demonstrates big picture strategic thinking to successfully achieve the movement's mission in the context of changing external environment including economic, environmental, social and political changes
- 8.9 Applies business understanding  
Creates and drives the movement's strategic direction and service delivery offerings and sets Key Performance Indicators

#### 9. Technical skills, knowledge, experience

Provide details of any experience you have with each of the following skills/knowledge areas:

- 9.1 Advocacy
- 9.2 Financial literacy
- 9.3 Fundraising
- 9.4 Health and safety
- 9.5 Human resources and personnel
- 9.6 ICT systems and strategy
- 9.7 Legal
- 9.8 Policy development and research
- 9.9 Public relations and communications
- 9.10 Property
- 9.11 Risk management
- 9.12 Strategic planning



Board  
Under 35 Board Participant Program  
Expression of Interest Information Document

---

10. **Industry experience**  
Provide details of your industry experience.  
For example: human services, spiritual mission, retail, clinical and/or health, corporate, government, building/property, etc.
11. **Risks**  
Describe three key risks you see for The Salvation Army at the present time.
12. **Opportunities**  
Describe three key opportunities you see for The Salvation Army at the present time.
13. **Motivation**  
Describe what has motivated you to express interest in the Under 35 Board Participant Program.