

Program Development

of



Values at Work Project

INTRODUCTION & PURPOSE

The Salvation Army Ethics Centre was created in 1994 to meet the growing demand for ethics consultation and expertise within The Salvation Army in Canada. The mission statement of the Ethics Centre states “The Salvation Army Ethics Centre is an institution, Christian in perspective, in which ethics is studied, proclaimed and practiced, with the highest possible degree of expertise and contemporary relevance.” Over the past decade, the Centre has provided education and consultative services throughout the Army in Canada, as well as internationally.

In February 2005, the Board of the Ethics Centre completed a planning exercise that culminated in an outcome statement for the Centre. “The desired outcomes from the Ethics Centre are that The Salvation Army and its constituents will:

1. address ethical issues using Christian principles and
2. achieve congruency between organizational values and practice.”

The second component of this outcome statement provides the impetus for the Values at Work Project.

The Ethics Centre has been in discussions with the Army’s territorial social services department as to how best to serve the social services ministry of The Salvation Army. One of the recurring points of discussion has been values alignment – within the units, and between the units and The Salvation Army as a whole. As the resource provider for social services ministry units across the territory, the social services department at Territorial Headquarters recognizes the challenges that are faced in the living the core values in all aspects of organizational life. The Values at Work project will assist them in providing effective resource support to ministry units and strengthen the already strong provision of social services in the territory.

WHY VALUES?

The language of values is bandied around as frequently as ethics in today's organizational literature, and the two are intrinsically linked. Robert Knowling (2000), in his essay "Why Vision Matters," asserts that "Our everyday practices, not our espoused values, define who we are. To align good intentions with effective practice, leaders need to define a vision, articulate values, and infuse both into every aspect of the organization." (p.129) He continues on to say "People who don't share our values are cancerous to the organization, regardless of their performance. In my experience, every time you invest trying to save these people, you end up regretting it. It's simply too difficult to change people's values." (p.133) Running an organization with high ethical standards therefore requires values alignment throughout the organization.

Richard Barrett has written much about the importance of values alignment in corporate culture. "Research shows that companies that actively seek to align the values of the organization with the values of the employees (and vice versa) are more successful because they are focused on the needs of employees and customers. Organizations that don't have this alignment tend to be more inward looking, bureaucratic, and stressful ... they find it difficult to hire and retain talented people." (Barrett, 2003, p. 21) And he reiterates often in his literature that values congruency must be a top-down process. "For an organization to reap the benefits of a strong set of core values, the values must be lived by the senior people in the organization. They must become part of the organizational culture ... If core values are to be effective, they have to be integrated into every facet of the organization's culture, particularly in the organization's relations with employees, customers, and society at large." (Barrett, 2003, p. 22)

In *Executive Values*, Kurt Senske (2003) addresses the issue of value driven organizational leadership from a Christian perspective. Throughout the book he

emphasizes the need for core values to permeate an organization, and the obligation of Christian leadership to ensure this values saturation exists. “Our role as Christian leaders is to create and lift up our organization’s core values and connect the values to the vision. We also have a responsibility to ensure that these values translate easily and can be effectively put into action by others.” (p. 86) His direction embodies the Christian mandate that Christ should be seen in all we do. “If an organization is aligned, this should be readily apparent to all who come in contact with it. Values define an organization and differentiate it from others. Staff, customers, and stakeholders should be able to infer the values of a well-aligned organization without having to see them in print.” (p. 105)

Not all organizational values are ethical values, but in a Christian organization ethical values are of paramount importance. Integrity is to be a hallmark; hence the leadership of the Ethics Centre in this project.

DEVELOPMENT OF THE VALUES AT WORK PROJECT

The first chapter of the Values at Work project is being delivered by The Salvation Army Ethics Centre to Salvation Army social service units in Canada. This delivery is taking place in collaboration with the territorial social services department. Evaluation of the project will be ongoing (formative evaluation) in the project development and execution. A draft of the initial phase of development with the different program elements is found in the Logic Model¹ illustration on the following page.

Activities

In the first phase of this project, three primary activities were identified:

1. *Development of a values assessment tool*

This was done by the Ethics Centre in 2005. There are various existing resources in literature and practice assisted in this development (e.g. Barrett's values assessment & organizational consciousness tools [1998], Bridges' organizational character index [2000]).

2. *Visiting of ministry units to perform values assessment*

The territorial social services department has provided the initial contacts for participation in this phase.

3. *Development of training tools to enhance values congruence*

From past teaching and evaluation, the Ethics Centre has existing resources to begin with this development. As initial evaluations transpire, more specific training and educational tools will be developed to assist in this activity.

¹ "The program logic model is defined as a picture of how your organization does its work – the theory and assumptions underlying the program. A program logic model links outcomes (both short- and long-term) with program activities / processes and the theoretical assumptions / principles of the program." (Kellogg Foundation, 2001, p 7.)

LOGIC MODEL
VALUES at WORK PROGRAM FOR THE SALVATION ARMY SOCIAL SERVICES, CANADA

Inputs	Activities	Outputs	Outcomes	Indicator	Data Source	Data Collection Method
<p>Ethics Centre provides a team to deliver values congruence assessment, assessment & subsequent training.</p> <p>Social Services department identifies ministry units to participate in first phase of program.</p>	<p>Development of a values assessment tool.</p> <p>Visiting of ministry units to perform values assessment.</p> <p>Development of training tools to enhance values congruence.</p>	<p>Ethics Centre staff assess values assessment results.</p> <p>Social Services units participate in values assessments.</p> <p>Ethics Centre staff determine further training needs for units.</p>	<p><i>As a result of this program</i> the social services units will have an increased awareness of organizational values.</p>	<p>Percentage improvement in values assessment results from first contact to first follow-up.</p>	<p>Values assessment records.</p>	<p>Comparative analysis of assessment records.</p>
			<p><i>As a result of this program</i> the Ethics Centre will have increased exposure in The Salvation Army in Canada.</p>	<p>Number of first time contacts with social services units & personnel initiated by social services units &/or personnel.</p>	<p>Ethics Centre program records.</p>	<p>Annual tally of program records.</p>
			<p><i>As a result of this program</i> the social services units will have tools to work toward values congruence in all aspects of their ministry.</p>	<p>Number of social services units with 360 values evaluation incorporated into personnel reviews.</p> <p>Number of personnel evaluations performed with positive 360 values evaluation.</p> <p>Values assessment & congruence expectations articulated as a component of annual unit review.</p>	<p>Follow up unit reviews.</p> <p>Follow up unit reviews.</p> <p>Follow up department program review.</p>	<p>Survey in follow up review.</p> <p>Interview in department program review.</p>

Outcomes

Outcomes from this project can be articulated transitionally – initial, intermediate and longer-term. For the purposes of the Logic Model, only three identified outcomes were expanded, however listed below is the sum of the outcomes identified at the origin of the project.

Initial Outcomes

- ✚ Social services units of The Salvation Army in Canada will have an increased awareness of organizational values.
- ✚ The Ethics Centre will have increased exposure in The Salvation Army in Canada.

Intermediate Outcomes

- ✚ Social services units will have the tools to work toward values congruence in their ministry.
- ✚ The Ethics Centre will have developed a values assessment and training program that is replicable in other territories and organizations.

Longer-Term Outcomes

- ✚ Social services ministry units will demonstrate congruence between organizational values and practice.
- ✚ The Salvation Army in Canada will have increased transparency and accountability in social services programs.

Data Collection

One of the first pieces of information that will be required in a ministry unit assessment is to determine what the articulated values are in that unit. The Salvation Army in Canada has a core values statement (Appendix A) that is to be reflected in all ministry expressions. There are ministry units that have also developed their own statement of values, specific to their ministry. It will be critical for the assessor to understand the motivation and origin of such values statements prior to the assessment process. Accountability of the project delivery team to the ministry unit

will be recognized in the acknowledgement and understanding of their stated values. And organizationally, this determination will help understand the embodiment of the territorial values within a specific ministry.

The next steps will be to determine the staff's perception of values congruence ("What is the staff's perception of values congruence in service delivery in this unit?") and the client perception of congruence in practice. The initial assessment tool for this program will be that of a values assessment. One of the foci of the assessment will be the perception of values congruence in service delivery from the vantage point of the service deliverer (program staff), of the client, and of any other identified stakeholders in the program delivery (e.g. local advisory board, divisional leadership, etc.). It is anticipated that the measurement of these perceptions will be one of the most critical indicators of values alignment. With this information, training and education can be developed for each unit to work toward the goal of demonstrable values congruence in their operation.

In this initial development of the Values at Work project, the identified data collection methodology is primarily quantitative. Qualitative research (interviewing, focus groups, program observation) will be a major component of our project work, however the determination of the measurement indicators that will be taken from the qualitative research will develop as the project progresses.

VALUES AT WORK PROJECT

PRELIMINARY DEVELOPMENT & FIRST PHASE TIMELINE

Task	Timeframe
Meeting with national social services leadership to discuss program development.	June 2005
Development of values audit & congruency assessment tools.	Summer 2005
Focus group / testing of assessment tools with national social services personnel	September 2005
Refinement / revision of assessment tools	October 2005
Communication with social services ministry units regarding program & roll out	Fall 2005
Identification of first units for assessment	Fall 2005
Unit visits, ongoing assessment, training	November 2005 – February 2006
Assessment / critical review of first phase of program / outcome evaluation	March 2006
Revision of tools & training	March 2006
Identification of second units for assessment	TBD

COMMUNICATION STRATEGY

An intentional communication strategy is key to the success of this program. There are four audiences that need to be addressed in this strategy.

Ethics Centre Board

The Values at Work project is a primary project for the Ethics Centre in meeting the Board's articulated outcome statement. All evaluation results for this project will be shared with the Board semi-annually, orally and with print materials.

Territorial Social Services Department

The social services department is the Ethics Centre's head office partner in this chapter of project development and execution. It is integral that all aspects of the project be transparent to the department and that accountability to the department is respected. All of the project results will be of interest to the department, and reports will be forwarded upon completion of each unit visit, as well as regular written reports throughout the year, supplemented with in-person meetings.

Social Services Ministry Units

As our client base, each of the national social services ministry units will have interest in the project and results. As the project becomes more defined in its execution, it is essential that a mass communication effort be made to all the social services units in the country, explaining and creating excitement about the program. Once actual delivery of the project begins, specific unit results will be reported back directly to the unit, however, print and electronic materials will be disseminated to all units on at least a semi-annual basis to ensure ongoing communication. It is anticipated that an intentional dissemination strategy will aid in 'buy in' of all units as to the need and effectiveness of the program. It would also be anticipated that the project can be shared at national and regional social services conferences, to build further awareness and provide accountability.

The Salvation Army, Canada

As the funder of the Ethics Centre and the organization under which all the social services ministry units fall, The Salvation Army in Canada is a primary stakeholder in this project. Semi-annual reports will be shared with the senior leadership team, and as the project progresses it is anticipated that opportunity will be available at national forums and in national publications to share project results

REPLICATION

As the Values at Work project progresses, the Ethics Centre will have developed a values congruence program model. This will be replicable in other ministry areas of The Salvation Army in Canada (most specifically corps), in other territories of The Salvation Army, and in other organizations. Replication is articulated as an intermediate outcome of this project and will not be considered until evaluative measures have determined replication readiness.

ORGANIZATIONAL BENEFIT & SUMMARY

“Organizations that have a clear understanding of their values and purpose are better able to withstand the pressure to make short-sighted decisions, and instead, concentrate on that which truly adds value over the long term.” (Senske, p.72)

The Salvation Army has over a century of experience reaching out to the disadvantaged of the world, giving them a hand up, and opening their hearts to God. The vision and values of the founder, William Booth, permeated the movement, guiding the work and ministry in the early days.

The Salvation Army of the 21st century, however, is a very different organization than that of the late 1800s. The diagnosis of mission drift has been made more than once. It is a multi-national organization with thousands of clergy, employees and

volunteers. Identity confusion abides – are we a church? a social agency? a prophetic movement?

Whatever the resolution, congruency between organizational values and practice is critical. With a mission statement that reads “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,” values incongruence is not an option. The Values at Work project can help The Salvation Army in Canada work to that end.

And the benefit? Service delivery that is faithful to the mission and vision of the ministry unit and The Salvation Army in Canada. Service delivery that is effective in meeting the needs of the client. Improved accountability to the organization, funders and clients. The embodiment of the values of a learning organization. An organization that is values-driven in the evaluation, evolution and adaptation of its service delivery. And, in faith and grace, an organization that is transparent in its love for Christ.

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APPENDIX A

Mission and Values

of The Salvation Army Canada and Bermuda Territory

IDENTITY STATEMENT

The Salvation Army is an international Christian church. Its message is based on the Bible; its ministry is motivated by love for God and the needs of humanity.

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

- Salvation
- Holiness
- Intimacy with God
- Compassion
- Respect
- Excellence
- Integrity
- Relevance
- Co-operation
- Celebration

CORE VALUES - description

SALVATION

We proclaim the Gospel of Jesus Christ in all our ministries.

God's mission is a mission of love and restoration. Through the birth, life, death and resurrection of Jesus, God provided the way of salvation, culminating in the gift of eternal life for all who respond in faith. We value this gift of grace, believing that it has the power to liberate, heal and transform individuals and communities. We seek to embody this same grace and mission in our thoughts, words and deeds.

HOLINESS

We are shaped by the Bible and the example of Jesus through the presence and power of the Holy Spirit.

We acknowledge our total dependency on God. We pray, follow God's Word and live by faith. Our mission demands that we respond to the lordship of Jesus Christ and remain radically obedient to the leading of the Holy Spirit. We are committed to a disciplined Christian lifestyle and service in Christ's name.

INTIMACY WITH GOD

We commune with God through worship and prayer.

Intimacy with God is both our privilege and responsibility. Disciplined and persistent prayer, worship, meditation, studying God's word, solitude and self denial are essential to our faith, spiritual growth and mission.

COMPASSION

We embody God's love, reaching out to others and caring for them.

God reaches out to every person in love. Our mission is always in response to that love. We strive to meet the needs of vulnerable groups and those overlooked or ignored in our communities. When needed, we will stand for them and advocate on their behalf. We accept that showing compassion may threaten those who benefit from present arrangements of power. Our desire is for God to work through our ministries to renew broken families, empower the poor and transform neighbourhoods.

RESPECT

We promote the dignity of all persons.

We believe that all people are created in God's image. Although we are sinful creatures, we believe that Jesus was sent to restore the relationship between God and humanity. We treat people with dignity, recognizing that they are loved by God. We work to break down barriers that promote an us/them perception. We do not see only the needs and weakness of people, but also the gifts and strengths that God has given them. We work alongside people helping them to recognize their worth in Christ.

EXCELLENCE

We are innovative and effective.

We require our ministries to establish measurable goals and objectives and to evaluate results. We measure mission effectiveness and adjust or prune as necessary. We allocate our resources to maximize the benefits to individuals and communities. We equip and empower our men and women and deploy them according to their abilities, talents, training and expertise. We plan for future leadership. We pray that God will provide highly-motivated, committed, skilled and productive people to carry out our mission.

INTEGRITY

We are honest and trustworthy, accountable to God and each other.

Everything we do is a reflection of God and the name of The Salvation Army; therefore, our actions will be transparent and hold up to scrutiny.

RELEVANCE

We seek to understand and meet the needs of people in our communities.

We adapt our methods to meet changes in those needs. We are progressive and pursue innovation and effectiveness. Our ministries respond to the demographics of the people living in their communities. We undertake studies to determine how we can serve best.

CO-OPERATION

We encourage and foster teamwork and partnerships.

Our ministries work cooperatively and collaboratively to fulfil our mission. We recognize that volunteers, employees, adherents, soldiers, senior recruits, and officers are our greatest assets in fulfilling our mission. We value partnerships with individuals and groups beyond the Army.

CELEBRATION

We are thankful to God for blessing The Salvation Army.

We believe God raised up the international Salvation Army and gave it a unique identity. We celebrate our rich heritage; our people; our unity and diversity; our observance of a sacramental lifestyle; our communities; and our joyous expressions of faith.

(<http://www.salvationarmy.ca/about/mission.asp>)