The spiritual health and welfare of officers is fundamental to the spiritual well-being of The Salvation Army and its effectiveness. Although the Army exists to serve others and bring them into right relationship with Christ, it cannot do so unless those serving right at its heart are spiritually sound, showing Christ in their lives.

It is true that we often find strength to love as we serve. We realise the Lord is with us – at difficult times and in unexpected ways. We learn from him in relationship as co-workers (2 Corinthians 6:1) – but it is unwise to neglect devoting specific time to being alone with him. It will always be important to give time to hear what he wants to say and receive what he waits to give. Jesus ensured regular quiet time with his Father, seeing it as the source of his strength for ministry (Mark 1:35). If Jesus was aware of his need to be alone with his Father, it is nonsense to think we can serve him adequately without doing the same. For similar reasons, Jesus invites us to share quality time with him (Matthew 11:28).

**Six principles for Salvation Army leadership from Love – Right at the Heart (pp 73,74).**

1. All officers should be ‘right at their heart’:
   - Spiritually healthy.
   - Embracing sacrifice in a spirit of dedication.
   - Their spiritual welfare being the first priority for them and for the Army.

2. All officers should be right at the heart of:
   - The Army’s mission.
   - Their community.

3. All officers should be valued and know they are valued, through being:
   - Listened to.
   - Consulted.
   - Supported.
   - Affirmed.

4. All officers should be treated with dignity:
   - Fairly, equally and with respect.
   - As bound together by the same mutual covenant.
   - In a spirit of openness, frankness and honesty.
   - Respecting and giving confidentiality.
   - Ensuring their basic needs and those of their children should be an indisputable aim and priority.

5. The Salvation Army’s integrity should be evident at all times, by:
   - Its ministry within and without the movement matching its mission statement.
   - Evidence of sacrificial living among all ranks of officers.
   - Prioritising the moral obligation to supply all officers within each territory with the official stated allowance.
   - Giving of ourselves in genuine mutual support to one another in ministry.

6. Basing our ministry on relationship, we follow the examples of Jesus, who:
   - Put the needs of others before his own.
   - Dealt graciously yet thoroughly with failure in others.
   - Helped people see what they could become.
   - Lifted them up, not knocked them down.
   - Still helps them become the people he knows they can be.