

Approved by the  
Commissioners' Conference  
February 2003

**THE SALVATION ARMY**  
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## **ADVISORY ORGANIZATIONS TRAINING MANUAL**



*Becoming An Effective  
Advisory Organization Member*



## MISSION STATEMENT

The Salvation Army, an international movement, is an evangelical part of the universal Christian church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and meet human needs in His name without discrimination.

Approved by the  
Commissioners' Conference, U.S.A  
May 1991

# ADVISORY ORGANIZATION MEMBER EVALUATION

This may also be provided as a self-evaluation.

Member Name \_\_\_\_\_ Advisory Organization: (Board, Council, Auxiliary) \_\_\_\_\_

1-2= Needs Improvement, 3-4= Meets Expectations, 5= Exceeds Expectations

The alternate version is to use abbreviations for judgment ratings as follows:  
I= Needs Improvement, M= Meets Expectations, E= Exceeds Expectations

- \_\_\_\_\_ Demonstrates a clear understanding of the mission of The Salvation Army.
- \_\_\_\_\_ Demonstrates a clear understanding of the local vision and strategic plan.
- \_\_\_\_\_ Has at least a 75% attendance rate at Advisory Organization meetings.
- \_\_\_\_\_ Attended annual civic meeting.
- \_\_\_\_\_ Serves actively on at least one committee.
- \_\_\_\_\_ Contributes to board discussion and offers thoughtful opinions.
- \_\_\_\_\_ Supports majority decisions of the board.
- \_\_\_\_\_ Accepts assignments and follows through.
- \_\_\_\_\_ Willing to take a leadership role when asked.
- \_\_\_\_\_ Is willing to make contacts for fundraising.
- \_\_\_\_\_ Freely offers skills, talents, and knowledge for the benefit of The Salvation Army mission.
- \_\_\_\_\_ Makes an annual financial contribution to The Salvation Army.
- \_\_\_\_\_ Volunteers in at least one program activity.
- \_\_\_\_\_ Participates in seasonal activities (*i.e.*, bell-ringer).
- \_\_\_\_\_ Works cooperatively with commanding officer and other board members.
- \_\_\_\_\_ Demonstrates keen loyalty to The Salvation Army.
- \_\_\_\_\_ Shows initiative in self-development as a board member.
- \_\_\_\_\_ Pursues opportunities to increase knowledge about The Salvation Army.
- \_\_\_\_\_ Is an ambassador for The Salvation Army in competitive or difficult situations.
- \_\_\_\_\_ Is enthusiastic about the work and mission of The Salvation Army.
- \_\_\_\_\_ Visited a Salvation Army church service.
- \_\_\_\_\_ \*Attended the Advisory Organizations retreat (if applicable).
- \_\_\_\_\_ \*Takes opportunity to attend Salvation Army conferences and training seminars.
- \_\_\_\_\_ \*Visited another Salvation Army location or facility.
- \_\_\_\_\_ \*Attended a Salvation Army program-related divisional or territorial special event.
- \_\_\_\_\_ TOTAL points

\* These functions may not be provided or may not take place annually. They are not calculated toward the low end of the rating ranges, but do provide a bonus toward the high end of the ranges when these opportunities are available.

Composite Totals indicate the following:

1-69 = Needs Improvement, 70-95 = Meets Expectations, 96-115 = Exceeds Expectations  
Above 115 = Get them a uniform!

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The principles in this document are designed to apply to all advisory organizations even though some references are to advisory boards.

# THE IMPORTANCE OF THE ADVISORY BOARD

Few organizations are more dependent on their boards or advisory organizations than The Salvation Army. As the Army has grown to be the oldest and largest service organization of its kind, it has also become increasingly complex. Its unique structure, diverse relationships, and multiplicity of programs have added to its complex nature. This is further compounded by the confidence placed upon the organization by the general public with its increasing demands to undertake a variety of additional community services. The Salvation Army wisely concluded many years ago that these responsibilities were beyond the capabilities of its officers to manage without significant support from local community leaders.

Advisory boards are absolutely essential in the work and acceptance of The Salvation Army in the communities in which they serve. These boards are no longer simply helpful to The Salvation Army, but are imperative to the work, progress, and life of it. The wisdom of involving key, influential leaders of the community in the work of the Army is obvious, and has proved itself many times over.

The continuity of The Salvation Army's work in a community is largely dependent upon the strength of the advisory board. The Salvation Army needs the wisdom, involvement and support of its advisory organizations. When consideration is given to the complexity of community needs, changing funding trends, increased government relationships, all complicated by the growing imposition of conflicting moral philosophies, it is critical that The Salvation Army be supported by strong, loyal, and involved advisory boards.

It is also true that board members cannot serve at their best if they do not understand clearly the mission of The Salvation Army along with their role and expectations within its framework. Board members must understand their relational roles, that is, that Salvation Army officers and board members alike are working toward a common goal. Members must gain an enlarged vision for the Army's influence in the community, and a clearer perception of the role that each party plays.

Service in this capacity can be a rewarding and enriching experience. It is desired that board members will receive as much as they give as they work diligently to impact their communities through The Salvation Army.

**“Where no wise guidance is, the people fall, but in the multitude of counselors there is safety.”**

*Proverbs 11:14*

## ADVISORY ORGANIZATION MEMBER PROFILE

Member Name \_\_\_\_\_ Advisory Organization: Board, Council, Auxiliary \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_ Zip \_\_\_\_\_

### Personal

Birth Date \_\_\_\_\_ Cauc., Af/Am., Asian, Other \_\_\_\_\_ 30- under 31-45 46-65 66-over  
Race (circle) \_\_\_\_\_ Age Range (optional) \_\_\_\_\_

Spouse \_\_\_\_\_ Birth Date \_\_\_\_\_

Children \_\_\_\_\_ Age \_\_\_\_\_ Member's Hobbies / Interest \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### Occupation / Business Affiliations

Business \_\_\_\_\_ Email \_\_\_\_\_

Business Address \_\_\_\_\_ City \_\_\_\_\_ Zip \_\_\_\_\_

### Representation

Religious Affiliation \_\_\_\_\_  
Service Organization \_\_\_\_\_  
Other Non-Profit Boards \_\_\_\_\_  
Other Memberships \_\_\_\_\_  
\_\_\_\_\_

### Awards / achievements

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### Advisory Board Participation

Date installed \_\_\_\_\_ Years on Board: 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15

Leadership Position \_\_\_\_\_ Dates \_\_\_\_\_  
(Past & Present) \_\_\_\_\_

Committees \_\_\_\_\_  
(Current) \_\_\_\_\_

- Loyalty. The Army should be as loyal to you as you are to the Army.
- Ministry. You may belong to another church, but you are part of the larger Army flock. The Army is as interested in you as a person as it is in your contribution.
- Sense of accomplishment. Your association with the Army should be mutually rewarding. You should receive the satisfaction of having made a difference in your community through this association.

**“The only thing to do with good advice is to pass it on; it is never of any use to oneself.”**

*Oscar Wilde*

## **Partners In Mission**

To join a Salvation Army Advisory Organization is to become a partner in mission. The first thing any board member should know is the mission of The Salvation Army and they must commit to supporting that mission. The Salvation Army's motivation is spiritual, and its goal is to minister to the whole person - body and spirit. The Salvation Army finds these two components inseparable in its ministry. Understanding this, the board should act carefully to ensure that its recommendations are consistent with that mission.

The Salvation Army is founded on Christian principles, and the officers who serve in The Salvation Army are ordained Christian ministers with a strong social commitment. This spiritually motivated mission permeates every avenue of Salvation Army service. Because of the great confidence placed in it by the general public, and because of its unique ability to operate in such a cost effective manner, The Salvation Army is often asked to take on additional programs within given communities. Therefore, The Salvation Army must carefully evaluate any additional programs that might detract from, or challenge its primary mission. Any attempt to undermine these principles is to destroy the very nature of The Salvation Army.

## **Structured for Efficiency**

The Salvation Army was designed on a military pattern for effectiveness and efficiency. While the system bespeaks its war against the sin and social evils of the world, it has proved effective in coordinating and mobilizing its international forces.

The Salvation Army is an international movement operating in over 100 countries around the world. Its international headquarters is in London, England, and is commanded by the General. The General is elected by the High Council, which is comprised of territorial and other international leaders.

In the United States The Salvation Army is divided into four territories. Each is incorporated in the state in which the territorial headquarters is located. The operations of the four territories are coordinated nationally by National Headquarters located in Alexandria, Virginia. The policy-making body for national issues is the Commissioners' Conference, which is comprised of the national commander and the four territorial commanders. The national commander functions as the chief executive officer of the organization. The territorial commanders are the presidents of the respective corporations.

The Board of Trustees is the policy-making body within each territory or corporate area. This is the governing body to which each unit is ultimately responsible within the corporation, and to which the advisory board is ultimately making its recommendations. All legal documents, which obligate or bind the corporation in any manner must be approved by the Board of Trustees and executed by the appropriate corporate officer.

The corporate parallel positions are as follows:

President	Territorial Commander
Vice President	Chief Secretary
Secretary	Legal Secretary
Treasurer/Assistant Secretary	Secretary for Business Administration
Assistant Treasurer	Financial Secretary
Trustee	Secretary for Program
Trustee	Secretary for Personnel

Each corporate territory is divided into divisions, which may be a state, multiple states, or part of a state. The divisional commander is responsible to the territorial commander for all Salvation Army operations within that division. The divisional commander is supported by officer staff, which normally includes a general secretary, divisional secretary, financial secretary, youth secretary, and various other staff depending on the size and volume of business for that division.

Within most divisions there are also one or more Adult Rehabilitation Centers. These are long-term residential institutions for adults, mostly men, with various social problems. The Adult Rehabilitation Center Command located at territorial headquarters supervises these programs. Although the officer administrators of these institutions report directly to the Adult Rehabilitation Center Commander, the divisional commander still carries responsibility for coordination of all Salvation Army activity within the division.

The chief operating unit of The Salvation Army is the Corps Worship and Service Center, or the field unit. This unit comprises the church and its related activities, and the social service program and its related activities. Each corps unit is assigned a service area. This area may include a part or all of a city, a county, or multiple counties. These are supervised by a corps officer who is responsible to the divisional commander for all operations in that service area. In large metropolitan communities where there are multiple corps and programs an Area Commander may supervise the operations.

Service units and service centers are operated in outlying areas not conducive to a full corps operation. These units are normally supervised by volunteers in a given community, and provide basic casework assistance. This system helps ensure that every area of the country has access to Salvation Army services. In most cases these units report directly to divisional headquarters, but in some areas they may be attached to a corps for supervision.

At all levels of administration The Salvation Army counts on good employees, both professional and support staff, to carry out its mission. While many of these employees are members of The Salvation Army, most are not. Many belong to other churches, and wish to commit their vocation to a Christian

## **Army Expectations -You want me to do WHAT?!**

There are certain things that the Army seeks in recruiting good board members, and consequently, there are certain things that are expected. You have been invited to provide leadership to one of the world's most respected organizations. The organization has issued that invitation because of its respect for you and your ability to help it advance its ministry. What are those expectations?

- A respect and appreciation for the Army's purposes and objectives - its mission.
- A willingness to learn about this multi-faceted organization and internalize its "case for support."
- To utilize your specific skills and gifts to further its interests.
- To attend meetings. The board meets only once a month for ten months. These are scheduled on a regular basis and it is hoped that absences will be rare, although it is reasonable to expect that there will be some. Your input is important to The Salvation Army and you are missed when not in attendance.
- Personal financial support. Every board member should make a personal financial contribution according to his ability. As a fundraiser and supporter for the Army, this credibility is crucial.
- That each board member regularly assess his own performance and that of the board.

## **Board Expectations - It Works Both Ways!**

Not only does The Salvation Army have certain expectations of the board, but the board should also expect certain things from The Salvation Army. What should you expect?

- Leadership and direction on Army issues.
- A clear definition of roles, responsibilities, and expectations, including time and financial support.
- Training and orientation; a personal and corporate board development approach.
- Communication! Keeping you aware of local issues and concerns. To be an effective interpreter you must be kept in the loop on Salvation Army activity.
- Something worthwhile to do. The most valuable contribution that you will make to the Army is time. You should expect that it be used to the best advantage.
- Integrity. You should expect honest appraisals and correct information.

### **Orientation**

Board members cannot function to potential if they do not understand the job or the organization. If they don't feel that they have received sufficient orientation, they should request more in depth orientation. Orientation should include history of the organization, administration, a tour of facilities, introduction to staff, introduction to programs, a thorough review of board operations and training manuals. They should also take pains to learn more on their own through reading materials, and attending Salvation Army events and seminars. They should take the initiative to learn as much as opportunity allows.

### **Evaluation**

All board members should participate in an annual board evaluation process, but they should also do a personal evaluation on their own performance. A sample form is included in this manual. Even though the nominating committee may conduct individual member evaluations, self-evaluations can be invaluable in helping board members to fulfill their roles to full potential.

### **Rotation**

Membership quotas are approved by the territorial headquarters and are authorized on a three-year rotation. While it may be that some board members are considered for an additional three-year term, they should expect to be rotated off after the initial term. Rotation is good for the board in a number of ways. For instance, it increases opportunity for other leaders to serve and learn more about The Salvation Army, it brings in new ideas, and it gives board members a well-deserved rest.

**“In those days he was wiser than he is now;  
he used frequently to take my advice.”**

*Winston Churchill*

organization. It is expected that all employees, regardless of their beliefs, will understand the part they play in accomplishing the mission of the Army.

In addition to its employee force, The Salvation Army relies on many volunteers. One of the main applications of volunteerism is the advisory organization. Other key uses of volunteers are seasonal and disaster services programs. Volunteers are also used in many other ways, such as coaches, tutors, drivers, instructors, and program assistants.

### **Funding the Operation**

Each local Salvation Army unit is responsible for funding its operations. This is accomplished through various sources including direct mail campaigns for specific programs, seasonal appeals, United Way participation, general unsolicited donations, government grants, foundations, endowments, program fees, and special events.

Capital Campaigns may also be conducted for expansion, renovation, or construction of new properties.

A percentage of most unrestricted income (normally 10%) is provided for the operation of divisional headquarters. A percentage of these funds in turn is used for support of territorial, national and international headquarters.

Estate funds are applied as restricted by the donor. The Salvation Army legal department at territorial headquarters is charged with guarding the integrity of the donor's wishes. Unrestricted estate monies are normally set aside for capital improvements with a portion being designated for divisional and territorial improvements, as well as other support functions which directly benefit the local unit. This system allows the other levels of administration to maintain their properties without having to invade the local units for additional capital monies, and thereby safeguards other local operating sources.

### **Model of Accountability**

The structure of the organization provides for strict accountability of finances and program standards. Some have viewed this system as a "bureaucracy," while it is really a system of accountability, which has maintained public confidence during the life of the organization.

Each level of administration has a certain delegation of authority for the expenditure of funds. When expenditures exceed that level of authority, approval must come from the next higher command. Most expenditures may be approved locally or by the Divisional Finance Board at divisional headquarters. In some cases, these must be approved at the territorial level, and in rare cases, at national headquarters. These larger expenses are usually related to capital projects. The request must always go through the system with the recommendation of the subsequent board.

All legal and binding contracts must be approved and executed by the Board of Trustees at territorial headquarters.

The Salvation Army maintains an internal audit system. The divisional auditing staff conducts regular audits for each local unit. (Most territories have a system of apprising the Advisory Board chair of relevant portions of the audit. This differs by territory.) The territorial audit department is responsible for auditing the divisions, and selects certain large commands periodically for spot audits. All internal auditing is designed to ensure that generally accepted standards of accounting, as well as internal financial policies, are followed. In many cases, independent audits are required by agreement with United Way or by government contract.

### **Programs and Services**

The Salvation Army performs a wide range of programs and services. Many are traditional Salvation Army programs and are conducted in every community. Others are specific to a local unit and based on community need and funding ability. All are designed to help families and individuals in crisis to get back on their feet and achieve their full God-given potential. The Salvation Army does not discriminate in the provision of service. Assistance is provided on the basis of need regardless of race, religion, nationality, gender, or sexual orientation. Neither does The Salvation Army use its services to proselytize or make service conditional upon acceptance of Salvation Army beliefs.

Every unit provides basic crisis assistance. This includes food, clothing, temporary shelter, rent and utilities, and other short-term assistance as financial resources allow. Other programs may be more long-term or recovery oriented and customized to local needs. These may include transitional housing, job training, domestic violence shelters, children's shelters, or tutorial programs. Still others are service oriented, or character-building programs, such as Boy's and Girl's clubs, day care, after school care, senior centers, or senior housing. Each board member should become familiar with the various programs that are offered in the local community.

The Salvation Army conducts regular weekday activities as do other churches. These include Sunday School, worship services, Bible studies, youth and adult ministries, and music programs, among others.

### **Properties**

Most of what The Salvation Army does is building-oriented. Therefore, significant care and supervision is given to its fixed assets. No local unit owns property. All property is held in the name of the corporation for the area in which the unit resides. The Territorial Property Council must approve any acquisition, disposal, construction, or renovation beyond routine repairs.

What is your definition of a strong Advisory Board? Influence? Affluence? Power? Prestige? Perhaps it is all of these, or some of these. For The Salvation Army, it is a group of highly committed and motivated community leaders who possess such drive or influence as to position The Salvation Army in the community as a respected leader in service and human reclamation.

Salvation Army board members are people who are committed to the community and to the higher good of mankind, and they have chosen to effect that influence through this vehicle known as The Salvation Army. However, there is something with which every board member must come to grips, and that is the Divine initiative. The Salvation Army firmly believes that no board member is here by accident. You may think that you are here because of a prescribed nomination process. Regardless of the human instrumentality used, God appointed you here. You are appointed to a special purpose through The Salvation Army. The board member must not disregard this fact, nor should Salvation Army personnel overlook it.

### **Principles of Board Development**

There are two key principles at work in the board development process.

First, board development is an ongoing process. It does not happen simply as a crisis action such as bringing on just the right person, electing the right chairperson, or having superb orientation. Development is a continual process to which each board member should be committed.

Second, board development is both collective and individual. The action steps can be applied to both the board as a unit and to the development of individuals as productive board members. Board development, both collective and individual, is an important element in the goal process. It is to this individual development process that we will touch briefly here as we apply these action steps.

### **Action Steps for Development**

There are four main action steps for board and member development. They are simply...Nomination - Orientation - Evaluation - Rotation. This is the chronology for individual development. The chronology for collective development differs slightly.

#### **Nomination**

This is a critical component - getting the right people on the board. While this has taken place prior to your election, it is important to know "why." By "right people" we do not just mean wealthy or influential, but people whose desires for the community and humankind parallel those of The Salvation Army. They are also people who are busy, energetic, and will fit into the personality of the board.

- Effective boards have a strong board development program, which includes a strong, effective nominating process, and good initial and ongoing orientation. They perform annual or regular self-evaluations of the membership and of the collective board performance. They see board development as an ongoing process. (More on this subject may be found in the Board Development section of this manual. Suggested evaluation forms are also included as exhibits.)
- The effective board can document the progress and impact of The Salvation Army in its community.

### **Effectiveness Summarized**

As an Advisory Board member you are as important to The Salvation Army as you would be if serving on the board of directors of a major corporation. Salvation Army officers are prepared to minister. The entire concept is to render service to others. While Salvation Army officers may bring certain education and skills with them into this ministry, they are not trained or educated to be men and women inspired by the profit motive. For these reasons, it is vital to The Salvation Army's security and operational solvency that it has strong, active, supportive, and committed Advisory Board members to help advance its services and programs.

What you say is important! What you do is important! What you represent is important! Board members have their own sphere of influence. Your advocacy and support are the chief methods of informing the community...and the more people are informed, the more additional support is realized, and the more additional services are rendered

**“Anybody can give advice - the trouble comes in finding someone interested in using it.”**

*No credit indicated.*

### **Recruitment and Training**

Salvation Army officers are not recruited in the same way as done by other organizations. Those with potential for this life of service are encouraged to consider this vocation, and the rest is left to Divine direction and inner conviction. Those who choose to serve God and man through this life commitment indeed consider it a "calling."

An applicant must have been a Salvation Army soldier (a level of church membership) for at least one year and have at least one year of work or college experience. Many will already have college degrees before entering, and many others have entered this ministry as a second career. The candidate must profess a firm belief in Jesus Christ and His teachings, and accept The Salvation Army doctrines. These eleven cardinal statements of belief are similar to Wesleyan Methodist theology. The candidate agrees to total abstinence of alcohol and tobacco, and to a life of morality, integrity, and selfless service. The candidate must be free of debt with all financial obligations paid in full.

Because of the demands of officership, both husband and wife share this responsibility in a team ministry. Each must complete the training and each is equally ordained and commissioned as an officer. Traditionally, officers must marry officers. (There have been recent modifications to this requirement internationally, but it is still a largely accepted requirement in the four United States territories, with some case-by-case consideration.)

Once an individual or married couple expresses this calling in their lives, they begin a rigorous series of tests and interviews. They must have the written backing of two lay individuals and their corps officer. Following a battery of psychological and leadership tests, the divisional candidates board will interview them. The members of that board must give written endorsements before recommending them to the territorial candidates council.

Each territory has its own College for Officer Training where all candidates from that territory are trained. Training encompasses an intensive two-year in-residence education program with approximately 90 hours of classroom credit work. This far exceeds the requirement of the average college. In addition to classroom studies, cadets participate in field training exercises (practical ministries) and various social programs. During the interim summer, there is no break. Cadets are assigned to local corps for summer intern programs prior to returning for the second year of training.

At the conclusion of the two years, cadets are ordained as Christian ministers and commissioned as officers in The Salvation Army. They are then assigned to their first appointment as corps officers or some other area of ministry. During the next five years the officers will serve a probation period while continuing their studies through a continuing education program. They will also pass through a series of performance evaluations to determine their ability to continue as officers.

The average length of appointment is three to five years. Most officers will serve in 10-12 appointments in their career covering 35-45 years of service.

### **Compensation and Benefits**

An officer's "allowance" is governed by national policy. Each officer in the United States is paid the same base rate. This is a combined allowance for both husband and wife. Moderate increases are given for years of service and a child allowance is given based on the number of children under 18 years of age. Once a child completes high school or turns 18, this allowance is dropped.

The corporation owns the officer's quarters (home) and its basic furnishings. This adds to efficiency in mobilization as well as cost effectiveness. The officer is also supplied a company vehicle, health benefits, and retirement plan, among other benefits. Although the cash remuneration is not significant, officers are well cared for during their service.

### **Responsibilities**

The corps officers are The Salvation Army's official representatives in the local service area. They are responsible for the operation and management of all Salvation Army programs and services, the supervision of all personnel, the maintenance of all facilities and equipment, and for the safeguarding of all monies entrusted into their care by the donating public. They are responsible for raising necessary funding and for the financial solvency of the operation. Their foremost responsibility is the spiritual ministry, which includes all church activities and the spiritual nurturing of all who come under the influence of The Salvation Army.

Their responsibilities go well beyond those of other pastors. They are not only bishops, but they are also administrators, fundraisers, social workers, public relations specialists, and disaster workers, among other things. Because of the magnitude of these responsibilities, and the demand upon their time by corps and community service activities, they are quite dependent upon the guidance and support of the advisory board. Officers bring different skills and gifts to their ministry, but it is difficult for any one person to have expertise in all areas of service and administration. That is why it is imperative to have a strong, supportive board to help bring strength to these many components of operation.

### **Critical Relationships**

For any Salvation Army unit to be successful there must be a strong working relationship between the board and The Salvation Army representative - the officer. Sometimes these relationships can become strained for lack of understanding. It may be helpful for board members to know something of what the officer is thinking and how they perceive the board and their relationship to it.

We do not bring into question the motivation or dedication of an officer, but only that situations or personality traits can affect this relationship. Officer personalities are different just as the personality of the board and its members can be different. Officers are different. Personalities are different. Leadership styles are different.

### **Effective and Efficient Board Operations**

Assuming the board is representative of community strength, there are two vital elements necessary to optimum effectiveness: 1) the board members are committed and involved in the work of the Army; 2) there is a good working relationship with the corps officer who is willing to empower the board in the decision-making process. If those two elements are in place, the following practical components will ensure the effectiveness of the advisory board, and subsequently, The Salvation Army.

- The effective advisory organization understands and operates in accordance with the *Manual of Advisory Organizations* (a small operations booklet distributed upon installation). When it is followed, the system works well.
- The board will give its particular attention to goals and strategy. It should not micromanage The Salvation Army by doing or getting involved in staff work. Board members should work through the corps officer and not the employee staff.
- A good board will commit to active, functioning committees. Detail work is fleshed out in committee. This allows board meetings to be more action oriented and productive. Standing committees are listed in the official *Manual of Advisory Organizations*, but the chair may appoint other committees as needed. The manual also allows for other skilled persons to participate on committees, although only elected board members may attend the board meetings. This allows access to specific expertise without occupying limited authorized board slots. At least three members of each committee must be board members and the board chairman is ex-officio of every committee except the nominating committee.
- Effective boards have productive meetings with majority attendance and well-planned agendas. The board chair is active in agenda preparation and agendas are distributed to board members prior to the meeting.
- Effective boards have broad participation and allow the use of everyone's particular gifts. One or two persons do not dominate the meetings.
- Effective boards are not staff dominated. Meetings do not consist of staff reports or staff-dominated discussion. The presenters are the board committees. Board members are informed, interested, and involved in the presentations and discussion.
- Effective boards ensure fiscal and program stability by asking questions, participating on the committees, and involving themselves in the learning process.

Administrative Support: The primary and most important function is to support the local corps officers. Understanding the demands of their multiple roles, they will rely heavily on the expertise of the board to know the community and help them manage the business and programs of The Salvation Army effectively. They will not only need management support, they will often need friends to help mentor and encourage through difficult situations.

Community Relations: The board assumes a liaison role between The Salvation Army and the community. This often includes advocacy and negotiation. The board will enhance relationships with community and agency leadership such as the United Way, government, business leadership, and other organizations. The board will work to increase the visibility of the organization and its interaction within the community.

Interpretation: The board members also function as interpreters. 1) They must interpret the community to The Salvation Army so as to understand its pulse, character and needs. This will provide better understanding for developing appropriate programs and funding resources. 2) They will interpret The Salvation Army and its programs to the community. The board should have full understanding of Salvation Army procedures and programs and be able to support and explain them when opportunity arises.

Strategic Planning: The board must be instrumental in developing goals and a strategic plan of action to achieve those goals. It must develop a vision statement to fulfill the mission statement. There must be focus on direction to ensure that local vision is clear and relevant.

Fundraising and Fiscal Accountability: This can sometimes be a sticking point with some board members and is not always defined well in the recruitment process. Yet, the very nature of a not-for-profit organization is to depend on its board for fundraising assistance. Fortunately for Salvation Army boards, the solid reputation of The Salvation Army has created a well-established base for fundraising, and being committed to The Salvation Army's mission makes it an easier task, if not always pleasant.

Along with fundraising comes fiscal accountability. The Salvation Army has a good system of checks and balances, but since each local unit must stand on its own financially, the Advisory Board must be involved in this process to help ensure a solid financial operation and appropriate accountability to the community. Members should not be afraid to ask questions.

Continuity: A good Advisory Board is a stabilizing unit and a significant element of continuity for the Army in a community. With the eventual change of officers, The Salvation Army relies on the Advisory Board to maintain direction and continuity of program. Each change in administration will bring its own skills and vision. The strong board will adapt to new leadership styles while at the same time work to maintain focus and consistency on these goals for its community.

Feelings and thought processes are different. Skills and gifts are different. The board member can be helpful in the growth of the officers by emphasizing the officer's strengths and supporting them in their weaknesses.

Many board members who hold The Salvation Army in high regard are quite surprised to learn that many officers are intimidated by board members. Many, who would stand before large groups to teach, preach, or give speeches, are simply terrified at working with boards. Those who are comfortable in working with the down and out often feel quite out of place with the upper level board. While the officers are totally committed to the work of The Salvation Army, they do not always know the best way to work with boards or to employ their skills in the best interest of The Salvation Army.

Board members will experience transitions from one officer to another. This is often difficult on a community, and board members will become concerned about continuity of service. But it also takes its toll on the officers and their family as they receive orders to go to a new town or state; to leave what they know for that which is uncertain; to uproot children from friends and familiar surroundings; to help them adjust to new schools, doctors, dentists, and so on.

Once you couple this with the aforementioned fears and notions, it can be quite a stressful adjustment. Remember, this will happen many times during an officer's service. It is true that they understood their commitment to this lifestyle, but it does not make it any easier on their children, who made no such commitment, and must now move reluctantly into a new community.

Most of the above fears are not based on reality, yet they can be very real for the officers. Note these actual comments from officers:

A young officer: "I feel working with an advisory board is one of the biggest challenges we face as officers. A major concern I have is that of feeling inadequate, that my sentence structure may not be correct, nor do I have the social refinement that board members have. When going to a new community, the fear of being accepted is a very real one."

An older officer: "After being commissioned as officers, we took up our first appointment with fear and trepidation. In fact, we have gone to each of our subsequent appointments with much the same feelings of inadequacy and apprehension...Our experiences with advisory board members in our first appointment are key to the confidence we now have in working with board members. It goes back to the wonderful way we were accepted, encouraged and supported by board members. They not only dealt with us as business associates, they welcomed us into their lives and homes. We came to realize that we did not have to pretend to know everything and we could ask for their help without fear of judgement. Officers' and board members' lives are enriched by such relationships. The Army work advances when we are committed to support each other as people."

Officers tend to hold board members on lofty pedestals, and that isn't always bad. But sometimes they need to know that you have kids, or coach little league, mow the lawn, get toothaches, and have an occasional flat tire. Most of all, they want to know that you love The Salvation Army as they do and that you are there to serve its best interest.

**“We might be more eager to accept good advice  
if it did not interfere with our plans.”**

*No credit indicated*

## Understanding the Role

What constitutes an effective advisory board? It is strange, yet flattering, that many community leaders will agree to serve on Salvation Army boards without really knowing a great deal about the organization, its services, or most importantly, what is expected of them. It is important that board members thoroughly understand their individual roles and the role of the board as a unit.

## The Nature of “Advisory”

While advisory boards are not unique to The Salvation Army, there are times when the term "advisory" gets in the way of effectiveness in both operations and recruiting. The term should in no way imply a diminished capacity to make decisions or effect an influence in the community.

The legal entity of The Salvation Army is the corporate, or territorial, headquarters incorporated in the state of residence. While the local corps officer relies heavily on the guidance of the board for local decisions, the advisory board is mainly advisory in its relationship to the Board of Trustees, which is the policy-making body of The Salvation Army in each territory. The Advisory Board does not have legal authority to change or make policy for the corporation, but it is given significant responsibility to determine direction and exert influence within the local community.

The territorial and divisional headquarters could not effectively manage every local operation without the guidance of the Advisory Board. The corporation relies on the local board to provide recommendation for corporate action. With rare exception, there are no major transactions conducted by The Salvation Army in a local community without the support and recommendation of the Advisory Board as detailed in the official minutes of that organization.

Because of this structure, the local board carries significant authority and latitude to conduct the business of The Salvation Army in a given community without the concern of legal liability.

## Other Advisory Organizations

Wherever there are multiple Salvation Army programs in a community there may also be multiple advisory organizations relative to those specific programs. The Advisory Board is the parent board, which always relates directly to divisional and territorial headquarters. Other councils or committees may support Boys' and Girls' clubs, shelters, or individual corps, but they will always relate to the parent board. Members of the parent board will be assigned to these other advisory groups as liaisons. There may also be a women's auxiliary to support the general programs. This structure is explained more fully in the *Manual of Advisory Organizations - Advisory Boards*.

## Specific Functions

What specifically are the day-to-day functions of the Advisory Board?