



First Five Years of Officership Handbook

November 2023 (v. 5)

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Through our commitment to reconciliation, The Salvation Army acknowledges the First Nations peoples of Australia as the traditional custodians of this land. We further acknowledge and pay our respects to past and present Elders, giving thanks for their wisdom that has sustained their people since the beginning of time, and we pledge to support emerging and future generations.

Key Abbreviations

ALT	Area Leadership Team
AO	Area Officer
CSAOT	Certificate of Salvation Army Officer Training
DL	Divisional Leader
EBC	Eva Burrows College
FFY	First Five Years
ITO	Individualised Training Officer
LMD	Local Mission Delivery
OFS	Officer Formation Stream
OMDP	Officer Ministry Development Plan
OPS	Officer Personnel Secretary
ORC	Officer Review Council
SASR	Salvation Army Service Requirements
STFE	Supervised Theological Field Education



Introduction

The first five years following commissioning are particularly important in establishing officers in the context, ethos and experience of Salvation Army Officership. You will continue to be supported during this time as you establish healthy patterns and practices for ongoing development throughout officership.

This Handbook brings together information for newly commissioned Lieutenants and those who work with them into one place. All care has been taken to accurately represent official policies.¹

Supportive Relationships

In addition to the FFY Development team from OFS/EBC who work with you in matters of development, new Lieutenants have several people who support them in various ways.

New Lieutenants continue their relationship with their Individualised Training Officer during the first year after commissioning. This is an important point of continuity in the early days of settling in to this next season of ministry. The intensity of this relationship is less than it was while a Cadet. The relationship may continue in years 2 and/or 3 but transitions out by years 4 or 5.

Your Line Manager is your go-to person for day to day ministry support. In most instances the Line Manager for a Lieutenant will be the Area Officer, however some may have a Team Leader or other equivalent person who is their Line Manager. It is important that officers who have a Team Leader in addition to a Line Manager carefully manage both relationships and ensure that all relevant people are included in communication. For example, if Workday is set up such that your AO approves leave or expense payments, make sure that you've already had a conversation about leave or budgets with your Team Leader.

In addition, each Division or equivalent has an OPS who is responsible to develop and support officers to flourish and reflect Jesus in their life and ministry. Officer Personnel generally performs the same kind of functions for officers that you would expect a Human Resources department to provide for employees.

Other divisional and territorial staff provide support in specialist areas such as Human Resources, Doorways, finances, property and local mission delivery (LMD) etc.

In line with Recommendation 16.45 of the Royal Commission into Institutional Responses to Child Sexual Abuse, pastoral supervision is mandatory for all Salvation Army officers in Australia. A comprehensive guide is found in the [Professional Pastoral Supervision Toolkit](#). You are expected to engage with a Pastoral Supervisor within 3 months after commissioning.

¹ Such as:

- Orders and Regulations for the Training and Development of Salvation Army Officers;
- [Recruitment and Officer Formation Policy](#);
- [Personnel Development Policy](#);
- [Active Officers Service Conditions and Uniform Policy](#).

The [Pastoral Services Team](#) provides spiritually and clinically informed care and referrals. Their services are available to officers and their dependent family members.

Some FFY officers will engage with Coaches, Mentors and Spiritual Directors (but not all at the same time) as part of developing a holistic, healthy lifestyle to equip for the rigors of ministry. These are optional but encouraged. Lieutenants are encouraged to try out these forms of support for a year at a time in order to assess which options provide the best match for support of the individual and the particular season of life and ministry. It would be expected that such support relationship connections would take place at least bi-monthly. An explanation of the function of each of these roles and arrangements such as funding, accountability, qualifications and contractual arrangements are defined in the [Active Officers Service Conditions and Uniform Policy](#).

Peer support is another key form of support, whether formal or informal. New Lieutenants will appreciate the value of peer support from their session mates, through STFE peer groups as well as informal connections with other cadets and officers. Some continue to meet with their peer group from STFE while others establish peer relationships with other officers or with clergy from other denominations. Communities of peer support allow leaders to be seen in a relational space free from the unrealistic expectations leaders sometimes feel from the communities they serve. Remaining part of a group over time is beneficial, even over great distances, because honest feedback requires deep trust that can only be cultivated over time.²

Development

Development after commissioning is not merely contiguous with development prior to commissioning but continuous. Development in FFY aligns with international and territorial requirements and follows the three areas of Officer Formation with which you are already familiar: personal and spiritual formation, mission and ministry formation and education and theological formation.

Officer formation for Cadets, Lieutenants and Auxiliary Lieutenants is based on stages. Stage 1 is the application/preliminary stage (Applicant, Candidate). Stage 2 is the foundational formation and development stage (Cadet) and Stage 3 is the ongoing formation and development state (Lieutenant).

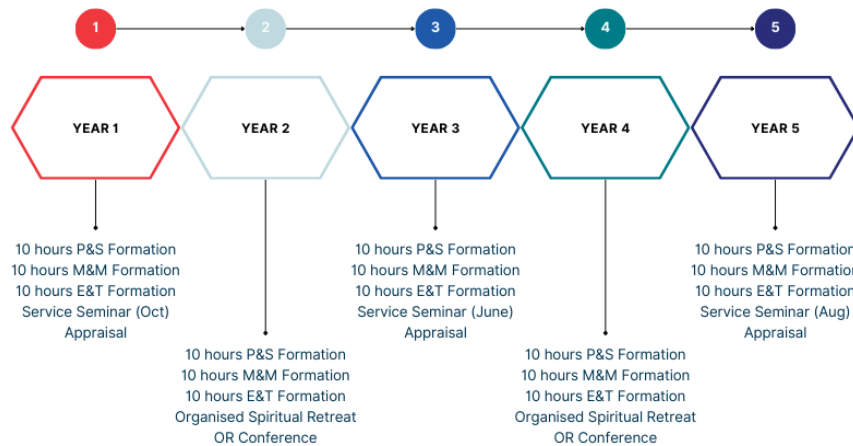
Applying the language of Formation Stages is relatively new, although it has been behind-the-scenes for a few years. Essentially FFY is Stage 3 of officer formation.

FFY Professional Development Approach (10+10+10 PD)

In order to ensure that ongoing formation and development continues to be holistic in nature as well as intentional rather than haphazard, from 2024, FFY will take a Professional Development (PD) approach to formation. In each year of FFY, Lieutenants are required to complete a minimum of 10 hours in each sphere of formation.

² Resilient Leaders Project, The Seattle School of Theology and Psychology p. 22

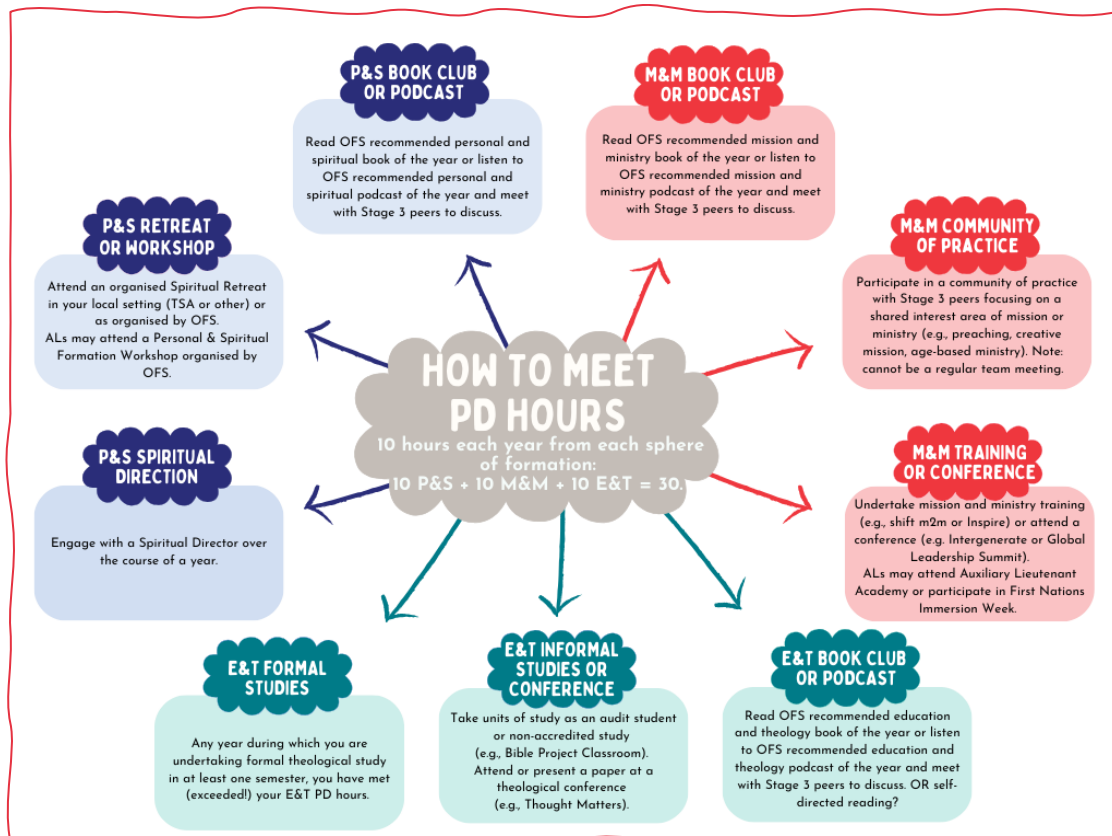
Stage 3 Professional Development (PD) Lieutenant



The ITO relationship continues in Year 1 (less intense than in Stage 2), may continue through Years 2 & 3 and is phased out by Years 4 & 5. The FFYAL team is always available as a source of support and may replace the ITO relationship from Year 2.

During Stage 3, one organised Spiritual Retreat and one Conference will be approved and paid for by OFS subject to available funding. Any additional retreats and conferences throughout Stage 3 are to be funded by the appointment.

There are multiple ways that the 10 hours may be met.



Most Lieutenants will have outstanding units required to complete their academic qualification. Any training gaps identified as part of the exit interview process must be high priority within FFY. In addition, non-accredited development opportunities that were missed while a cadet will be included in the exit interview discussion. In the Education and Theological formation sphere, required formal studies take priority over other alternative development options.

Also arising from the exit interview process, the FFY Development Team will create a summary page outlining your FFY Development Status & Plan. This will be shared with your AO or Line Manager, OPS and DC. This document will be updated throughout your FFY.

FFY officers who have completed their academic award and have several years leadership experience may be eligible for Inspire (a leadership development opportunity offered by TSA). TSA does not currently have any funding to support officers attending Arrow Leadership.

There may be times when a Lieutenant is intentionally appointed or commissioned for a specialist role, which requires specialist training. In such instances, a modified development plan may be put into place with agreement from the Secretary for Personnel.

Appointment Readiness

Given the diversity of ministry expressions across Australia it is not possible for cadets to become experts in every possible aspect of ministry before commissioning. While cadet training is holistic, much of it is generalist in nature and there will be aspects of ministry in your appointment that are unique or specialist.

Upon arrival at a new appointment, it is wise to consider appointment readiness: the skills, knowledge and attributes required to be up and running in the appointment as soon as possible. Different appointments will require different levels of hands on involvement in finance and administrative procedures, community assistance or management of employees or volunteers, for example. Some appointments will have very specific requirements. The Brief of Appointment and Farewell Brief are useful tools to help you ascertain such gaps along with conversation with local leaders, team members or your Line Manager. Moreover, some appointments will have very specific requirements. Sometimes a refresher is all that is needed if the skills or knowledge is a little rusty or the training seems a long time ago.

This is a checklist of items to consider in relation to appointment readiness. A conversation with your Line Manager or the FFY Development Team, may help you identify how to go about meeting these development needs. Consider what your hands-on involvement is. Do you need practical skills or oversight skills? Are there general concepts you need to learn? What IT access and programs do you need? Options include formal or informal training, LEARN modules, observation of and/or coaching by a colleague or mission enabler etc.

- Finances - week-to-week finances (e.g., corps, community services, thrift/family store, mission enterprise), the budget cycle, special appeals (e.g., Self Denial Appeal, Red Shield Appeal, Christmas Appeal etc).
- Administration
- Staff or volunteer management
- Age-related ministries
- Culturally and linguistically diverse ministries
- Indigenous ministries
- Community Services

Time spent on development

Particularly when continuing with formal study, new Lieutenants should devote approximately one day per week to continued development. This is in “work time” not “personal time” and should not be conflated with sermon or meeting preparation. PD hours are also part of this “work time.”

Officer Ministry and Development Plan

The [Officer Ministry and Development Plan](#) (OMDP) applies to all officers across Australia and incorporates Accountability (or Strategic) Goals, Operational Goals and Personal Goals. For FFY officers, their OMDP must be informed by their FFY Development Requirements. The related ministry and development planning conversations are conducted by AOs/Line Managers. Goals are entered into [Workday](#).

The OMDP cycle is based on a financial year but newly-commissioned Lieutenants can enter the goals identified from their Exit Interview or their 10+10+10 PD commitments “early.” The OMDP is reviewed annually supplemented by regular check-ins throughout the year.

Academic Qualifications

The primary academic expectation for new Lieutenants is to complete all units from the OFS suite of units as well as the academic qualification commenced during cadet training within the first five years post commissioning.³

Outstanding and Priority Higher Education Units

Usually, 12 units from the OFS Suite of EBC Higher Ed Units will have been completed prior to commissioning.

The first priority is to complete any outstanding core units from the OFS suite of units.

Following this, elective units that align with the course requirements may be chosen. It is strongly encouraged that an exegetical unit from biblical studies or a level 2, 3 or 9 theology unit is chosen as an elective.

OFS required units that do not fit within the Lieutenant’s academic award are to be taken as a single subject or audited as completion is a requirement for promotion to Captain.⁴

2024 EBC Higher Ed Units of interest to Stage III

The following [units of study](#) are on offer through EBC in 2024.

³ Note, those with prior years of service who may be eligible for consideration for promotion prior to completing five years as a Lieutenant will need to ensure they have completed all their FFY requirements prior to promotion so may have a shorter timeframe in which to meet this requirement.

⁴ Note that Lieutenants are expected to complete reflective assessment tasks when auditing units. These are submitted to the FFY Development Coordinator rather than the Higher Education lecturer.

Particular units on offer that may be of interest to Lieutenants are:

- Remembering and Forgetting in Christian History ([CH1306B](#) or [CH8306B](#)) – offered in Semester 1 (26 February to 31 May, admissions close 25 January);
- Mission Foundations ([DM1113B](#) or [DM8113B](#)) – offered as a winter intensive (11-21 June 2024, admissions close 1 June); and
- Theology of Catherine Booth ([CT311B](#) or [CT9311B](#)) (may be taken as an alternative to Wesleyan Theology for Today) – offered as a winter intensive (11-21 June 2024, admissions close 1 June).

Time Off From Study

Subject to University regulations, students are eligible for up to 2 semesters *Leave of Absence*. In addition, there are other types of leave, such as Parental, Bereavement, Medical etc. Please include the FFY Development Coordinator in discussions about taking leave from study.

New Lieutenants need to carefully consider their capacity to study, including the mode and timing of the intended study, during the first 6-12 months of their new appointment. Such decisions will need to be made in consultation with their AO/Line Manager and OFS, taking into account the nature and location of the appointment as well as the impact of intensives and any other work-related commitments that take the individual away from their appointment.

Some Lieutenants may wish to formally withdraw from academic study during their first year to focus more fully on the practicalities of day-to-day full time ministry. In this case, a formal study withdrawal process needs to be followed (this includes applying for a Leave of Absence using the University of Divinity's [Enrolment Variation Form](#)) with a view to continuing in the second semester or second year. University regulations govern Leave of Absence, such as the maximum number of periods permitted and course end date.

Others will find that continuing the momentum and practice of formal Higher Education is healthy and helpful. University of Divinity students will need to complete the [Reenrolment Form for Coursework Students \(Domestic and Overseas\)](#) form to enrol for a subsequent year in an ongoing course (whether with or without a leave of absence) in order to make unit selections.

Funding

OFS will fund Stage III study requirements approved by the FFY Development Coordinator.

Annual interviews for planning and approving study for the following year will be held in November. If not already included in the annual plan, interviews will be held during May for Winter Intensives and during June for Semester 2 units.

Studies must be approved by the FFY Development Coordinator in advance of the semester or period of study and before submitting unit enrolment documentation to the EBC Registrar.

Continued financial support is dependent upon satisfactory academic success and completion of units. Failed units and withdrawals after census date will be subject to the financial conditions of the Personnel Development Policy.

Beyond the minimum Stage III qualification, studies are funded in accordance with the [Personnel Development Policy](#) and the related [Personnel Development Financial Assistance Procedure](#). Applications are to be made using the [Course Financial Assistance Application Form](#).

Study Load

While in a full-time appointment, a reasonable study load is one undergraduate or postgraduate unit per semester. A higher study load requires demonstrated capacity to manage appointment demands and study. This will require written endorsement from the relevant AO/Line Manager to the FFY Development Coordinator.

One day per week devoted to development during work time is considered reasonable; study time beyond that would need to be found in personal time.

Students "at risk"

Students who fail one or more units or are otherwise at risk in an academic sense may compromise their ongoing enrolment at the University of Divinity or other academic institution. There are also financial consequences of failures as per the *Personnel Development Policy*.

If a student fails a unit through EBC, withdraws after the census date or is otherwise considered at risk, the Student Support representative will notify the student. The Student Progress Committee will advise the FFY Development Coordinator. The student's Line Manager/Area Officer and OPS also need to be informed.

Students studying at other educational institutions are required to advise the FFY Development Coordinator of failed or withdrawn units that incur a financial penalty. Their Line Manager/Area Officer and OPS also need to be informed.

Altering Awards

Any requests by an officer in FFY to alter their award⁵ must be approved by the FFY Development Coordinator. After approval has been obtained, formalities may be completed with the EBC Registrar (or equivalent).

Award completion

Graduation ceremonies can be a meaningful way to celebrate and acknowledge the hard work that has gone into earning your award. Many people graduate "in absentia" while others enjoy celebrating in person.⁶ Any costs to attend a graduation ceremony are personal costs; they are not covered by your appointment or EBC.

Once you have graduated from an award, please update your Education tab (under Career) in Workday. Click "add" and enter the relevant details as well as uploading documented proof of award completion. You may elect to send the documentation through to the FFY Development Coordinator to upload on your behalf.

⁵ Such as "downgrade" from Bachelor to Advanced Diploma or "upgrade" from Advanced Diploma to Bachelor.

⁶ Upcoming Graduation Ceremonies: 14 December 2023 Adelaide; 15 March 2024 Melbourne; 14 April 2024 Perth; 19 May 2024 Brisbane.

Service Seminars

Service Seminars are typically attended during the first, third and fifth years of service and are facilitated by the FFY Development Team.

Their purpose is to provide space for personal reflection on the ministry journey so far, to review personal support systems for spiritual and emotional endurance and to review expectations.

It is important that Lieutenants prioritise attendance at their Service Seminar when considering the various commitments and invitations that might take them away from their appointment throughout the calendar year. In special circumstances where someone cannot attend the Service Seminar in the year it falls due, they will be required to attend the seminar the following year.

The dates and locations for 2024 have been set as follows:

- First Year Service Seminar - 11-14 November 2024 - venue TBC (Sydney);
- Third Year Service Seminar - 7-10 May 2024 - DHQ (Brisbane);
- Fifth Year Service Seminar - 19-22 August 2024 - Eva Burrows College (Melbourne).

Prior service under officer conditions may be taken into consideration when determining which service seminars a person attends, however, experience shows that many officers choose to connect with those with their session or those with whom they were commissioned for such events.

Officers who are promoted earlier than their session but who wish to continue attending Service Seminars with their session will remain "on the books" of the FFY Development Team solely for this purpose but will not receive other communication from this team.

Where officers are married to officers with differing years of service, permission may be given to attend service seminars in line with the years of service of their spouse. However, there is no "double-dipping" in terms of Service Seminars: an officer who has already attended their own first, third or fifth year seminar will not be able to attend again along with their spouse. Ordinarily in FFY, officers would attend their own First and Fifth Year Service Seminars.

Where flights are needed in order to attend Service Seminars, these are booked by EBC.

Promotion to Captain

Promotion to Captain (also known as confirmation of officership) is based on meeting all three of the following requirements:

- Years of service;
- Completion of First Five Years development requirements; and
- Appraisal.

Prior to confirmation and promotion to Captain, officers are expected to demonstrate full capability with the national capability framework for ministry, particularly demonstrating the capabilities of spiritual maturity, to live with vocational purpose and to lead faith communities.

Years of Service

Your years of service are calculated based on your Continuous Service Date. (see [Continuous Service Date Procedure](#))

In line with international requirements, Lieutenants who completed two years of training as a residential cadet must have served **five** years post commissioning to be eligible for promotion. Lieutenants whose journey to commissioning involved any service under full officer conditions (such as Envoy, Auxiliary Lieutenant, Cadet in Appointment) must have served an aggregate of **seven** years to be eligible for promotion.

FFY Development Requirements

New Lieutenants are provided with guided support during their early years of ministry. While all officers are expected to be lifelong learners and take responsibility for their own development, some specific guidance and requirements are in place for the years immediately following commissioning to ensure continued holistic formation.

Note that those with prior years of service will need to ensure they have completed their academic requirements prior to promotion.

Appraisal

Appraisals provide feedback and ongoing evaluation of each officer's performance through their ministry journey. During the first five years, Lieutenants will be formally appraised in their ministry, spiritual development and character in years 1, 3 and 5. The appraisals are conducted by OPS in consultation with AOs and involve both self and observer reflections.

Recommendations

When all requirements are met, a recommendation is made to the Officer Review Council (ORC) regarding the Lieutenant's outcomes.

The ORC will then recommend:

- Confirmation of officership with promotion to the rank of captain;
- Further training and education to be completed, with subsequent review; or
- Termination of officership.

The ORC's recommendations are provided to the Territorial Commander for final decision and officers are formally notified of the outcome.

Future Service Consultation

At specific years of service in an appointment, officers are subject to a [Future Service Consultation](#) (FSC). This process takes place during March/April each year to fit with the Territorial Appointments Council cycle and is facilitated by the OPS.

For newly commissioned Lieutenants, the first FSC typically occurs during the third year and then again in the fifth year. The FSC cycle is based on length of time in the appointment, not length of time since commissioning. The FSC form may also be completed "out of cycle."

What comes next?

Change of appointment?

The time will come, most likely for the first time after three or five years, when you will receive a change of appointment. At this point, you may wish to revisit your notes from the [Entering and Leaving an Appointment](#) OFS module about how to consider well the people, places and practicalities of such a move.

Overseas service opportunities

Officers who have been promoted to Captain are eligible to apply for overseas service.

Ongoing development

After promotion to Captain, development is guided by personal and appointment needs in line with the *Personnel Development Policy*. There is no longer connection to the FFY Development Team. Annual development discussions and goal-setting with your Line Manager continues. This also applies to those who are promoted to Captain "early" due to prior service. However, please note that those who have elected to continue to attend Service Seminars with their session or commissioning cohort will continue to receive communication from this team in that regard.

Extended furlough

Something to look forward to after promotion to Captain is that you then have a further 5 years to serve before you become eligible for extended furlough which is an additional 4 weeks leave in that year and every five years after.⁷

Service Seminars

Current practice in Australia is to hold Service Seminars at 10 and 20 years of service. A pre-retirement seminar is also held in the years leading towards anticipated retirement. These are organised by THQ Personnel.

⁷ See the [Active Officer Leave Policy](#) for details.

Appendix 1 - Summary Timeline

Timeframe	Tasks
While still a Cadet	<ul style="list-style-type: none"> Attend OFS Exit Interview FFY Development Status & Plan document created Enrol in Higher Ed units for Year 1 & complete course funding application if necessary OR apply for Leave Of Absence from UD as needed
Year 1	<ul style="list-style-type: none"> Induction & Onboarding with Division/Area Choose 10+10+10 PD commitments Incorporate PD commitments into FFY Development Status & Plan Ongoing relationship with ITO Engage with Pastoral Supervisor (within 3 months) FFY Development Team initiates Appraisal process, facilitated by OPS⁸ Prepare OMDP with Line Manager, taking into account Appraisal and FFY Development Status & Plan⁹ Attend First Year Service Seminar (Nov) Choose 10+10+10 PD Commitments for following year and update FFY Development Status & Plan
Year 2	<ul style="list-style-type: none"> Engage in 10+10+10 PD commitments Annual review OMDP with Line Manager Choose 10+10+10 PD Commitments for following year and update FFY Development Status & Plan
Year 3	<ul style="list-style-type: none"> Engage in 10+10+10 PD commitments Future Service Consultation (if in third year of same appointment)¹⁰ FFY Development Team initiates Appraisal process, facilitated by OPS Annual review OMDP with Line Manager Attend Third Year Service Seminar (June) Choose 10+10+10 PD Commitments for following year and update FFY Development Status & Plan
Year 4	<ul style="list-style-type: none"> Engage in 10+10+10 PD commitments Annual review OMDP with Line Manager Choose 10+10+10 PD Commitments for following year and update FFY Development Status & Plan
Year 5	<ul style="list-style-type: none"> Engage in 10+10+10 PD commitments Future Service Consultation (if in fifth year of same appointment) OPS initiates and facilitates Appraisal process Annual review OMDP with Line Manager Attend Fifth Year Service Seminar (August) Confirmation and Promotion to Captain (unless earlier due to prior service)

⁸ Most likely in June to fit with OMDP goals review

⁹ The OMDP is on a financial year annual cycle

¹⁰ Around March/April



Appendix 2 - OFS Suite of EBC Higher Ed Units

2024 New Curriculum Units	Pre-2024 Curriculum Units
Learning for Life and Ministry	New unit somewhat supersedes Critical Thinking for Theology
Pastoral Ministry Foundations	New unit replaces Introduction to Pastoral Theology and Ministry
The Story of God, People and Land	New unit replaces Interpreting the Hebrew Bible
The Story of Jesus, Gospel and Early Church	New unit replaces Interpreting the New Testament
Discovering Christian Theology	New unit replaces Introduction to Christian Theology
Spiritual Formation	New unit replaces Introduction to Spiritual Formation
Mission Foundations	
Worship & Preaching Essentials	
Remembering and Forgetting in Christian History	New unit replaces Introduction to Christian History
Leadership in Ministry	New unit replaces Introduction to Leadership in Ministry which superseded Leadership Task and Challenge
Justice and Social Mission	New unit replaces Social and Community Mission 1
Wesleyan Theology for Today Theology of Catherine Booth may substitute	New unit replaces Foundations of Wesleyan Theology
Reflective Practice for Vocational Formation	Previously superseded Vocational Formation for Faith Communities and Vocational Formation for Social and Community Services
Supervised Theological Field Education	





As the national learning centre of The Salvation Army Australia, Eva Burrows College exists to encourage and empower all for life, mission, and service through our nationally recognised and accredited courses.

