

Chapter V
DISCIPLINE

- Section 1. General remarks*
Section 2. Officers responsible for discipline
Section 3. Breaches of discipline

SECTION 1. GENERAL REMARKS

Discipline essential

1. Discipline is essential to the effectiveness of The Salvation Army. The strength of such discipline depends upon all being actuated by the same spirit and accepting the same rule of conduct.

Rule of conduct

2. Such rule of conduct most likely to promote the salvation war and the well-being of Salvationists is set forth in orders and regulations.

What discipline involves

3. The effective maintenance of discipline involves:
- (a) Acceptance of the rule of conduct by which Salvationists are to regulate their lives.
 - (b) An authority which firmly yet wisely insists upon the due observance of the rules
 - i. dealing with breaches of discipline and
 - ii. vindicating any who, being innocent, may be falsely accused.

The officer a disciplinarian

4. An officer appointed as a leader is responsible for discipline among those under his direction. He should:
- (a) Exercise wisdom, taking care to discern between the evil and the good, making due allowance for individual circumstances and avoiding favouritism.
 - (b) Be firm yet sympathetic.
 - (c) Seek to understand human nature by studying the motives and ordinary actions of men and women.
 - (d) Refuse to believe an accusation until the person concerned has been given an opportunity for explanation.

- (e) Aim to restore those who have been subjected to disciplinary action.

5. Where there has been a breach of discipline, leaders should bear in mind that the aims of disciplinary action are to:

Aims of disciplinary action

- (a) Lead to the repentance and restoration of the offender.
- (b) Discourage a repetition of the offence.
- (c) Hinder others from acting similarly.

SECTION 2. OFFICERS RESPONSIBLE
FOR DISCIPLINE

1. To a great extent every officer within The Salvation Army is responsible for the maintenance of its discipline and, while every officer is answerable to the utmost of his authority and powers for all those placed immediately under his control, certain specified officers are entrusted under these orders and regulations with the maintenance of discipline:

General and special responsibility

- (a) The Divisional Commander for the officers, local officers and soldiers* of his division.
- (b) The Field Secretary for corps officers.
- (c) The Men's or Women's Social Secretary for officers in their respective departments up to and including the rank of Major.
- (d) The Chief or General Secretary (via the officer immediately responsible as specified above) for officers in the territory up to and including the rank of Major, except where otherwise instructed by the Territorial Commander.
- (e) The Territorial Commander for officers of the rank of Lieut.-Colonel, except when the General shall direct otherwise.
- (f) The Chief of the Staff for the officers bearing the ranks of Colonel and Commissioner, or others filling

* When a Commission of Inquiry is set up to investigate any matter affecting a local officer or soldier, the *Orders and Regulations governing Commissions of Inquiry or Investigation* are to be observed unless obviously inapplicable. In all such cases, the words 'persons implicated' must be substituted for the word 'officer' when referring to the person who is the subject of the inquiry.

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a territorial command even though they do not bear that rank, and for officers connected with International and Associated Headquarters and Auxiliary Undertakings and for those who may not for the time being be attached to any territory.

(g) All officers responsible for discipline are accountable to the General.

International Secretary

2. If for any reason it is impracticable or inexpedient for the Territorial Commander to discharge responsibility for discipline, the International Secretary at International Headquarters will do so in his stead, unless other arrangements are made by the Chief of the Staff or the General.

Officer failing in duty

3. In the event of a responsible officer failing to maintain discipline, his immediate leader will be held responsible for dealing with the matter.

SECTION 3. BREACHES OF DISCIPLINE

Careful inquiries

1. When an accusation of a breach of orders and regulations on the part of any officer or soldier comes to the knowledge of the officer responsible for the maintenance of discipline, he shall at once make discreet and careful inquiries as to the exact nature and the truth of the information received.

Charges in writing

2. When charges or reports are made, the officer responsible for discipline shall require the person making them to reduce them to writing, setting them forth in his own words and signing his name thereto.

Direct personal dealing

3. The officer responsible for discipline should as soon as possible, if he deem it necessary, see the person implicated.

Groundless accusations

4. If, in the opinion of the officer responsible for discipline, there is no ground for the accusations made, the responsible officer shall inform the person implicated, and those persons who have already become familiar with the subject of the rumour or accusation, that the incident is closed.

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5. If, on the other hand, the officer responsible for discipline has reason to believe that there is sufficient ground for suspicion of guilt, he must prepare and sign a plainly worded statement of the charges or the subjects of inquiry, so that in the event of a Commission of Inquiry or Investigation being appointed to investigate the matter such Commission may without difficulty understand the precise allegation or allegations.

Statement of charges

6. Minor breaches of discipline should be dealt with by the officer responsible for discipline in harmony with orders and regulations but if the offence be of a more serious nature the responsible officer must refer to his immediate leader for instructions.

When to refer to immediate leader

7. If confessions are made, the responsible officer should always see that they are reduced to writing, in the accused's own words, and signed by the accused in the presence of a witness, who should sign as a witness to the signature of the person making such confession though not informed of the contents of the document.

Written confession

8. When documents mentioned in *paragraphs 2, 5 and 7* consist of more than one sheet of paper, not only the first sheet but every subsequent sheet must be numbered and signed.

Sheets to be numbered and signed

9. If the person maintains his innocence in the face of such evidence as leads to serious doubt on the part of those who may have become familiar with the charge, the matter must be referred to a Commission of Inquiry or Investigation, and the officer responsible for discipline must proceed at once to act according to the *Orders and Regulations governing Commissions of Inquiry or Investigation*.

Failure to make confession

10. If an officer feels he cannot accept responsibility for himself inquiring into a breach of discipline on the part of any person for whom he is responsible he must report his feelings to his immediate leader who will then decide on future course of action.

Liberty to decline responsibility

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examination

11. No officer shall be either reduced in rank or dismissed from the Army by a Territorial Commander without having the right to have his case examined by a Commission of Inquiry or Investigation, save and except where such officer shall accept or agree to such reduction or dismissal, or shall elect to leave his case to be decided by his responsible leaders. The officer whose position is affected must always have bound himself in writing to accept such decision as final.

PART EIGHT

AN OFFICER'S CLERICAL
RESPONSIBILITIES

- I. Official records
- II. Correspondence
- III. Writing for Army publications

Chapter I

OFFICIAL RECORDS

- Section 1. Books and documents*
- Section 2. Reports*

SECTION 1. BOOKS AND DOCUMENTS

1. Official books and documents are, in every case, the property of The Salvation Army. Army property
2. It is essential to the effectiveness and permanence of all Army operations that particulars of many kinds should be recorded and preserved. For example, names, addresses and other information concerning those saved or brought under the Army's influence are necessary if such people are to be properly looked after; entries concerning property and money must be made if loss, waste and possible dishonesty are to be avoided. Records
necessary
3. In order that Army record-keeping shall be methodical and uniform, it is required that official books (and documents where necessary) shall be regularly used and duly kept in connection with each class of Army operations. Official books
to be used
4. Every officer should make himself thoroughly acquainted with the official books and documents employed in his own branch of the salvation war, together with the rules governing their use, in order that he may keep them if necessary, or otherwise supervise and instruct others in this duty. Officers should
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