

## CUSTOMER STORY

# How The Salvation Army Improved Compliance Training and HR Confidence with Citation Canada

## The Challenge: Compliance Training at National Scale

With over 13,000 employees serving communities across every province in Canada, The Salvation Army is one of the country's largest and most complex workforces. Delivering consistent compliance training at that scale is no small task.

Before working with Citation Canada, training approaches varied widely across teams. Onboarding timelines differed, content was inconsistent, and HR teams spent significant time navigating multiple providers and provincial requirements. As Head of Talent, Pamela McArthur was looking for a single solution that could bring alignment across the organization.

## Streamlined Onboarding, Stronger Engagement

With Citation Canada, The Salvation Army standardized compliance training across all provinces and introduced a consistent onboarding program for thousands of new hires each year. The result: less administrative burden on HR teams and a noticeably better experience for employees.

"We were able to offer a very streamlined onboarding program, which has been receiving high accolades from our new team members."

PAMELA MCARTHUR, HEAD OF TALENT, THE SALVATION ARMY



There really isn't any competitor that measures up to the value Citation Canada brings.

Pamela McArthur | Head of Talent  
The Salvation Army



Course quality has been a standout. Even traditionally dry compliance topics are earning strong feedback — including a result that surprised internal teams.

“I don’t know of any other organization where I’ve received a five-star rating for a WHMIS course.”

PAMELA MCARTHUR, HEAD OF TALENT, THE SALVATION ARMY

By consolidating onto a single provider, local teams and ministry units have also been able to redirect funding back into the communities they serve, rather than duplicating spend on compliance training.

## Confident HR Compliance Across Jurisdictions

Operating in every province means navigating different legislative requirements for employment, health, and safety. HR teams use Citation Canada’s platform to review legislation, compare requirements across provinces, and support managers operating in multiple jurisdictions. They also benefit from access to Citation Canada’s timely webinars and e-mail alerts to stay informed.

The platform’s pre-written, compliant HR policy templates have been particularly valuable. Rather than drafting policies from scratch, teams can start from a foundation they trust — then adapt for their specific context.

**Using Citation Canada, you don’t need to recreate the wheel when writing a policy. We’re able to use the resources to get started and know it’s accurate, inclusive and comprehensive.**



Pamela McArthur | Head of Talent  
The Salvation Army

These resources are being used across employment policies, programs such as camps, and ongoing policy reviews — giving teams greater confidence in how they support the organization.

**Citation Canada has truly partnered with us to provide the tools we need to effectively manage and lead from an HR and health and safety perspective.**



Pamela McArthur | Head of Talent  
The Salvation Army

## What’s Next

The Salvation Army is now piloting Citation Canada’s Health and Safety offering, with a focus on bringing more consistency to incident reporting, risk assessments, and safety training across the organization.

“We saw a lot of potential to bring greater consistency to things like incident reporting, risk assessments, and training.”

PAMELA MCARTHUR, HEAD OF TALENT, THE SALVATION ARMY

As adoption grows, Citation Canada will continue supporting The Salvation Army in strengthening health and safety practices while bringing greater alignment to compliance and employee training across the organization.

## Operating across multiple service environments

The Salvation Army operates across a wide range of service environments, including:

- Departmental headquarters
- Thrift stores
- Shelters and transitional housing
- Long-term care homes
- Disaster services
- Food banks and meal programs
- Family and children services
- Addiction recovery

This diversity shapes how training, policies, and compliance need to be managed across the organization.

# HR and safety support Canadian businesses can count on

We hope this guide has helped. But no resource can cover every situation or change that might be coming. Citation Canada gives you the experts, software, and content to stay on top of HR and safety compliance, across every jurisdiction, every day.

- ✔ **Less risk. More confidence.** Our HR and OHS professionals bring 140+ years of combined experience. Unlimited, expert-backed advice — guaranteed with our Expert plans.
- ✔ **One system. Every HR task.** Atlas centralizes employee data, training, scheduling, and compliance. It's purpose-built for Canadian businesses and trusted by 500,000+ users.
- ✔ **Always current. Always compliant.** Compliance obligations don't stand still, and neither do we. Your membership keeps your policies, training, and documentation continuously updated across every jurisdiction, without the scramble.

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Find out which plan is right for you.

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