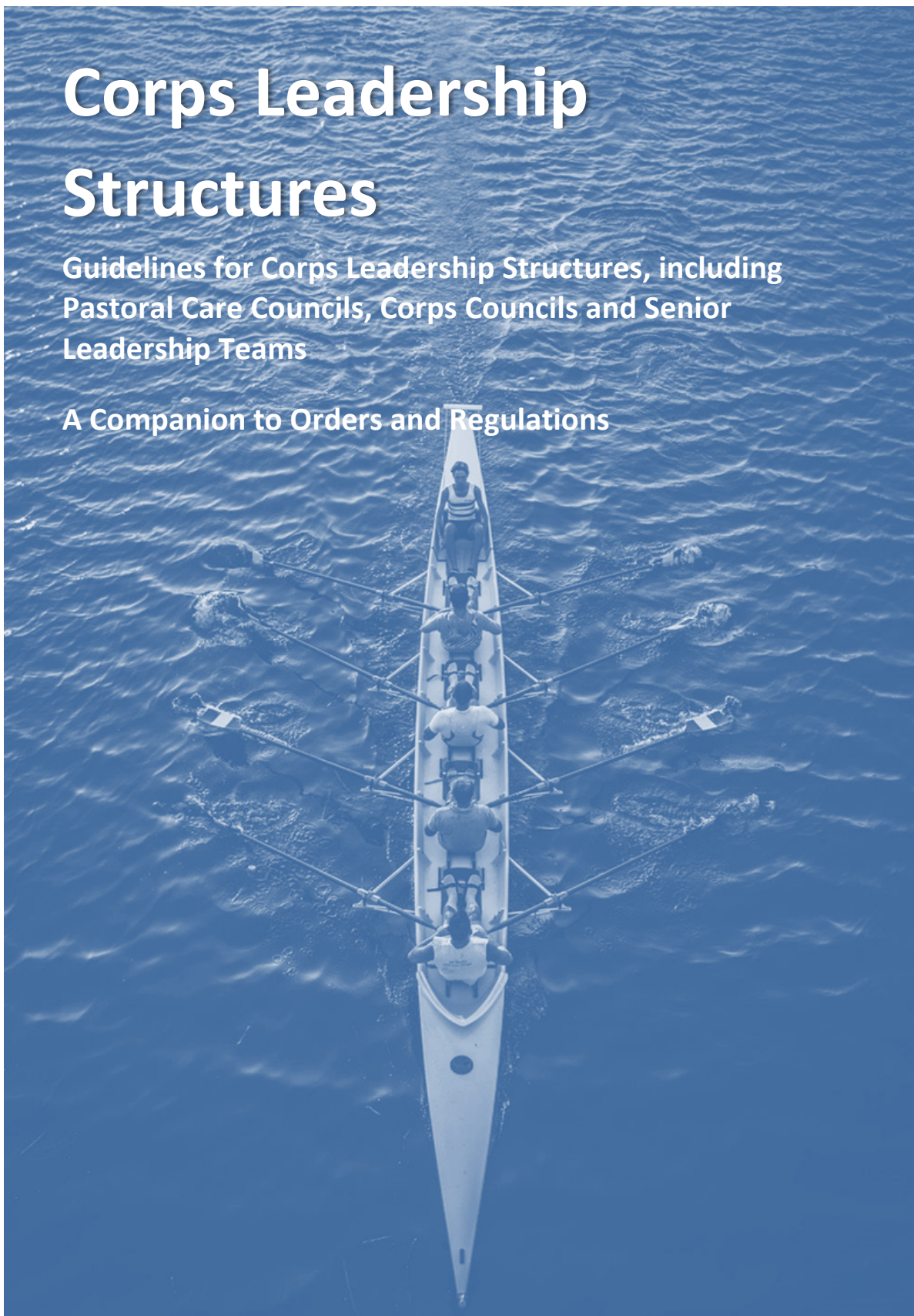


# Corps Leadership Structures

Guidelines for Corps Leadership Structures, including  
Pastoral Care Councils, Corps Councils and Senior  
Leadership Teams

A Companion to Orders and Regulations



**The Salvation Army Canada & Bermuda Territory**

Adapted from New Zealand, Fiji, Tonga and Samoa Territory, January 2024

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# Mission, Vision & Values

## Our Mission

The Salvation Army exists to share the love of Jesus Christ, meet human needs and be a transforming influence in the communities of our world.

## Our Vision

We are an innovative partner, mobilized to share hope wherever there is hardship, building communities that are just and know the love of Jesus.

## Our Values

**Hope** – We give hope through the power of the gospel.

**Service** – We reach out to support others without discrimination.

**Dignity** – We respect and value others, recognizing everyone’s worth.

**Stewardship** – We responsibly manage the resources entrusted to us.

## Territorial Strategy

The territorial strategy is made up of four pillars that will provide focus and guide our ministry in Canada and Bermuda in the coming years. Our territorial strategy will stretch us to envision our Army at its best—living our vision and fulfilling our mission.





# Introduction

*It is recognised that many of the current Orders and Regulations for corps leadership are outdated.*

*This document provides guidelines to work alongside the international Orders and Regulations to reflect what is believed will work best in this territory.*

***Note: Orders and Regulations have been quoted directly, without correcting any inherent male bias.***

## Purpose

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With its quasi-military structure, The Salvation Army has benefited from excellent structures and effective leadership for many years. Until recently, corps were led by Corps Officers supported by a Census Board and Corps Council, with clearly defined Orders and Regulations for each.

The past twenty years has seen a significant shift in the diversity of Salvation Army corps and with it a range of different leadership structures, roles and titles. There are good reasons for this. For instance:

- The Recruiting Sergeant may be incorporated into a Discipleship Coordinator's role; and Bandmaster and Songster Leaders have often been replaced by a Music Team Leader.
- Corps typically have more paid staff creating challenges around structures.
- Society has learned more about management so that we have a range of effective models for corps leadership.

However, there are also benefits to having minimum standards, including:

1. *Good practice*: there is some recognised good practice in corps leadership that ideally all corps will follow. Similarly, officers implementing new inferior structures can destroy years of development quickly.
2. *Local involvement*: in some corps, the Corps Officer makes all decisions. This does not lead to healthy corps in the long term.
3. *Transition*: it is very difficult for officers to transition to new corps when they do not understand or perhaps support its local leadership structures.
4. *Risk mitigation*: certain procedures need to be followed to protect The Salvation Army from litigation or grievance procedures (e.g., disciplining a soldier, staff disciplinary action).
5. *Efficiency*: developing one standard set of guidelines and role descriptions is more efficient than every corps spending time developing their own.

**This document builds upon The Salvation Army's International Orders and Regulations to reflect what is believed will work best in this territory.**

There is no intention to develop a 'one size fits all' leadership model that must be adopted by all corps. Instead, the intention is to provide two things:

1. A set of minimum standards that must be adhered to, while leaving flexibility in how these standards are implemented at the local level.
2. A set of standard resources to save corps having to develop their own.

# The Role of the Corps Officer

*'... the Corps Officer should maintain authority,  
at the same time making every possible use of Local  
Officers who may, in some respects, be more  
capable or well-informed than (s)he.'*

*(Orders and Regulations for Corps Officers, Chapter 12, 5.4).*

## The Role of the Corps Officer

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The Orders and Regulations for Corps Officers make it clear the Corps Officer is responsible for running the corps (i.e., they do not report to a local board, nor does the corps operate as a democracy like some other denominations).

*'The commanding officer of a corps is responsible to God and his Salvation Army leaders - as represented by his divisional commander - for everybody and everything connected with the command.'* (Os & Rs for COs, Chapter 1:4.1)

However, it is also clear that Corps Officers are not to operate alone or in an authoritarian manner.

*'The success attained by any corps largely depends upon the godliness, intelligence and devotion of its local officers.'* (Os & Rs for COs, Chapter 12:1.1)

*'... Corps Officer should maintain authority, at the same time making every possible use of Local Officers who may, in some respects, be more capable or well-informed than (s)he.'* (Os & Rs for COs, Chapter 12:5.4).

In 2000, after extensive consultation, the International Commission on Officership set out 28 recommendations for improving Officership across The Salvation Army. The very first recommendation was that:

*'territories continue to move away from authoritarian models of command and develop consultative models of leadership. Such models will be characterised by – consistency with gospel values; servant leadership; cultural relevance; flexibility; increased and wider participation and mutual accountability.'* (International Commission on Officership, Recommendation 1)

**Standard 1: Corps Officers will maintain overall responsibility for the corps, but are required to involve a team of local leaders in decision making.**

That's all very well, but in what areas and to what level does a team need to be involved? We see four main leadership functions:

1. **Corps Spiritual Oversight** – responsibility for the spiritual wellbeing of the congregation, including formal corps rolls and discipline.
2. **Corps Strategy & Accountability** – vision, strategy and review of mission effectiveness.
3. **Corps Management and Operations** – day-to-day running of the corps.
4. **Spiritual Oversight of Corps Officer(s)** – who looks out for the Officer's wellbeing?



## **1. Corps Spiritual Oversight – Pastoral Care Council**

*The regular pastoral review and follow up of all congregation members is a critical function for all corps.*

*The Salvation Army already has an effective process for this called the Pastoral Care Council (PCC).*



# Corps Spiritual Oversight – Pastoral Care Council

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## Purpose

The regular pastoral review and follow up of all congregation members is a critical function for all corps for a number of reasons, including:

- Early identification of pastoral issues and follow up of people falling away, while they can still be addressed.
- Regular prayer for all congregation members.
- Regular support creating a positive atmosphere within the corps.
- Preventing the inappropriate selection of leaders or enrolment of soldiers.

The Salvation Army already has an effective process for this task called the Pastoral Care Council (PCC), with extensive orders and regulations around purpose, membership, meeting frequency, etc.

It should be noted that the PCC is different to a Pastoral Care Team that is responsible for looking out for people who are missing on Sunday, or who are sick, etc. According to the Orders and Regulations, the purpose of the PCC is:

*‘To exercise pastoral care towards the whole corps fellowship, such care to include praying for, visiting and training those in that fellowship. The council should periodically review and revise the relevant rolls and keep them in satisfactory condition. The fulfilment of this purpose involves responsibility for those enrolled, in that the PCC is required to:*

*(a) Accept recruits.*

*(b) Accept for soldiership converted persons who have signed the Soldier's Covenant and who fulfil the requirements of soldiership.*

*(c) Accept for adherency applicants who fulfil the stipulated conditions.*

*(d) Watch over all YP recruits, adherents, converts, recruits and soldiers with a view to encouraging and training them, as well as preventing falling away and loss.*

*(e) Remove names from rolls when necessary.’ (Orders and Regulations for Senior Pastoral Care Councils, Section 1.1)*

The PCC meets quarterly, with a Divisional Leader attending one of these meetings each year to check process and authorise any roll changes. A special PCC meeting can also be called at any other time; for example, when facing a crisis or to confirm the enrolment of a potential soldier.

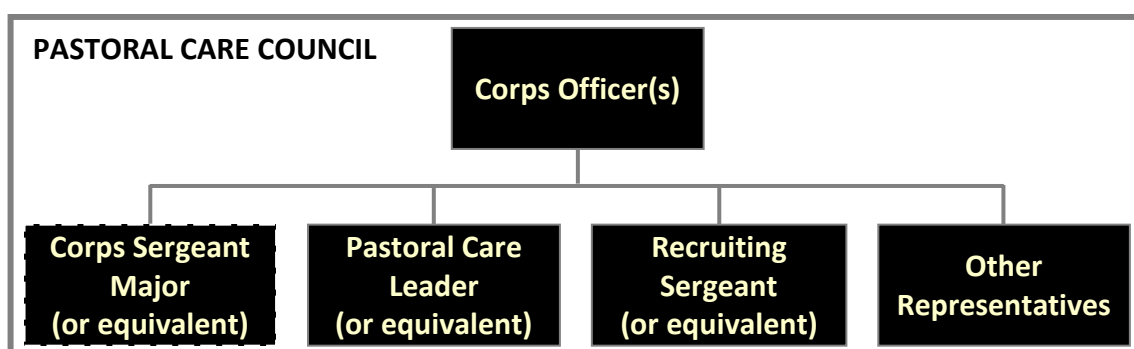
## Membership

Membership of the PCC is defined as a Divisional Leader (ex-officio), Corps Officer(s), Corps Sergeant Major, Corps Secretary and Recruiting Sergeant, plus soldiers selected for their pastoral gifts and availability for the work of

pastoral care. Membership of the PCC must be approved by a Divisional Leader.

Traditionally, the Corps Sergeant Major, Corps Secretary and Recruiting Sergeant were key local officer roles, and from the Orders and Regulations (for Local Officers and Corps Secretaries), it is obvious why they were required on the PCC:

- **Corps Sergeant Major** – ‘chief local officer ... who takes command of the corps in the COs absence’.
- **Corps Secretary** – ‘responsible for the soldiers’ roll and corps organisation register (with recruits’ roll and adherents’ roll), census minute book, supplementary roll (ex-soldiers and friends), register of marriages, register of dedications and promotions to Glory, transfer books and corps history book’.
- **Recruiting Sergeant** – ‘takes responsibility, under the commanding officer, for seekers and converts. The importance of this work cannot be over-estimated’.




*Figure 3: Sample Pastoral Care Council*

Many corps no longer have such clearly defined roles. For example, the Corps Officer may take responsibility for the Corps Secretary’s duties, supported by an administrator; the Corps Officer may act as Recruiting Sergeant, or this role may be undertaken by a Pastoral Care Coordinator or Discipleship Coordinator.

However, the key message is that all corps should have in place an appropriate PCC that is meeting regularly. Ideally, the PCC will include the above roles as per Orders and Regulations, but if any are missing, they should be substituted by the nearest equivalent senior leaders.

**Standard 2: All corps to have in place an appropriate Pastoral Care Council, as per the Orders and Regulations, but with flexibility around membership.**



## 2. Corps Strategy & Accountability – Corps Council (Senior Leadership Team)

*This team needs to decide what the corps is aiming for (local commitment statement), how they will achieve it (local action plan), and then review if this strategy is working.*

*Membership to be based on merit, not position.*

## Corps Strategy & Accountability – Corps Council (Senior Leadership Team)

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Another vital area of involvement for local leaders is corps strategy & accountability – setting and monitoring the direction of the corps, ensuring it remains financially sound, has clear decision-making processes and appropriate accountability.

In *Leading Leaders*, written as a practical guide to running Church Boards, Aubrey Malphurs suggests that few churches operate healthy functioning boards because they've never been trained, and so they just run things 'the way we have always done things around here'. He goes on to discuss what he perceives to be the main problems:

1. Boards are not sure of their specific purpose.
2. They spend too much time on insignificant issues and not enough time on their primary purpose.
3. They interfere too much in the day-to-day running of the church.

So, what is a church board's primary purpose?

### Purpose

Traditionally, corps strategy & accountability has been the role of the Corps Council, the purpose of which is well defined in the Orders and Regulations:

*'To advise and assist the commanding officer on matters concerning the progress and wellbeing of his command, including:*

- (a) Evangelical outreach and soul-saving endeavours, and the involvement in such of soldiers, recruits and converts*
- (b) Spiritual life and fellowship of the corps, especially reasons for any lack of, or special increase in, soul-winning*
- (c) Corps growth, with special attention given to the proportion of seekers made into soldiers, losses of soldiers and recruits, and the YP work as a source of new soldiers*
- (d) Corps programme: regular and special events*
- (e) Work among young people*
- (f) Community service undertaken by the corps*
- (g) Budgeting*
- (h) Fund-raising, internal and external*
- (i) Property matters*
- (j) Sharing of information with corps and community.'*

*(Orders and regulations for Corps Councils, Section 1 Purpose).*

While this purpose appears just as relevant for today, we suggest there are a few important changes. The first is to emphasise the importance of prayer.

Secondly, adding an explicit role for setting and monitoring the corps mission. This team needs to decide what the corps is aiming for (our local commitment statement), how they will achieve it (local action plan for each of the 4 strategic pillars), and then review if this strategy is working.

At this point, the team must delegate responsibility for implementing the strategy to the leaders responsible, resisting the temptation to interfere (the Corps Council's responsibility is strategy & accountability, not management!).

## Membership

The Corps Council traditionally consisted of a range of local officers by appointment (eg, the Corps Cadet Guardian, Songster Leader, etc.) supplemented by up to seven other corps representatives. While this structure worked well for many years, more recently it has been problematic:

- Appointing members based on function often means that people do not see themselves as 'senior leaders' in the corps, but rather as representatives of their area of concern only.
- Members may not have responsibility for implementing any agreed actions, meaning they finish meetings feeling they have fulfilled their role, but leave a few people to do almost everything.
- Councils can be too large for meaningful discussion and decision making.
- Many of the traditional roles no longer exist in many corps.
- It is difficult to discuss performance when paid staff responsible for those areas are present.
- Discussions may rarely be strategic.

Instead, corps seeking effective strategy & accountability tend to follow one of two paths:

- (a) *Team Leaders* - a move towards senior leaders responsible for desired outcomes (e.g., Discipleship Coordinator, Fellowship Coordinator, Mission Coordinator, etc.), supplemented by a few people known for their strategic thinking if needed. Ideally, these leaders will be 'movers and shakers' who are already making things happen within the corps, or
- (b) *Independent Board* ('Staff-led' and 'elder-protected') – having paid staff responsible for ministry, reporting to a group of senior leaders who set the overall direction and provide independent review.

Both approaches have their place. An *Independent Board* can be useful if you have a number of paid staff in ministry positions but requires more leaders overall, and care to prevent friction between those setting direction and those implementing it. For corps with few paid ministry positions, a

group of team leaders is typically preferable, with paid staff stepping out if there is a perceived conflict of interest. To retain Salvation Army terminology, we will simply refer to the adopted strategy & accountability group as the Corps Council.

Healthy leadership teams disagree with each other sometimes. A culture needs to be developed where members challenge each other's ideas, but recognise that the challenge is against the idea and not the person – they leave as friends.

Some major issues to look out for in teams include:

1. 'Yes' teams – that just accept what the Corps Officer suggests (no buy-in, weaker outcomes).
2. Maintaining the status quo – teams that will not consider new ideas but are intent on keeping things 'the way they have always been'.
3. Peacekeepers – teams that always do what is asked by the complainers in the corps, seeking to keep the peace rather than stand up to poor ideas.
4. Interferers – teams that get involved in decisions that are not in their scope (e.g. choice of toilet paper, the theme for the next sermon series).

To ensure robust and efficient discussion, it is suggested the Corps Council have around seven members (and no more than 10).

Note: as per current orders and regulations, this is still an 'advisory' team to the Corps Officer and members need to be approved by a Divisional Leader.

**Standard 3: All corps to have in place a Corps Council (Senior Leadership Team), responsible for corps strategy & accountability.**

Regardless of which approach is adopted, it is recommended that leaders be aligned around purposes (e.g. discipleship, fellowship, etc.), with teams to help them achieve that purpose.

With the *Team Leader* model, clearly the team leaders will be **included in** the Corps Council. With the *Independent Board*, the team leaders will typically be staff **reporting to** the Corps Council. As both structures will have similar team leaders, the rest of this discussion is based around potential teams and roles.

**Standard 4: Corps to have in place leaders responsible for the key purposes of the corps.**

## Teams and Team Leaders

So, how might we organise our leaders around the core purposes of a corps?

There are plenty of models available, including:

- DHQ/THQ Structure – Mission (what we do – discipleship, worship, mission, social), Personnel (who we do it with – pastoral care and fellowship), and Business (what we do it with – finance, property, IT).
- Saddleback's Purpose-driven Church – worship, fellowship, discipleship, service and evangelism.

A combination of these is suggested, meaning a typical corps may end up with leaders for:

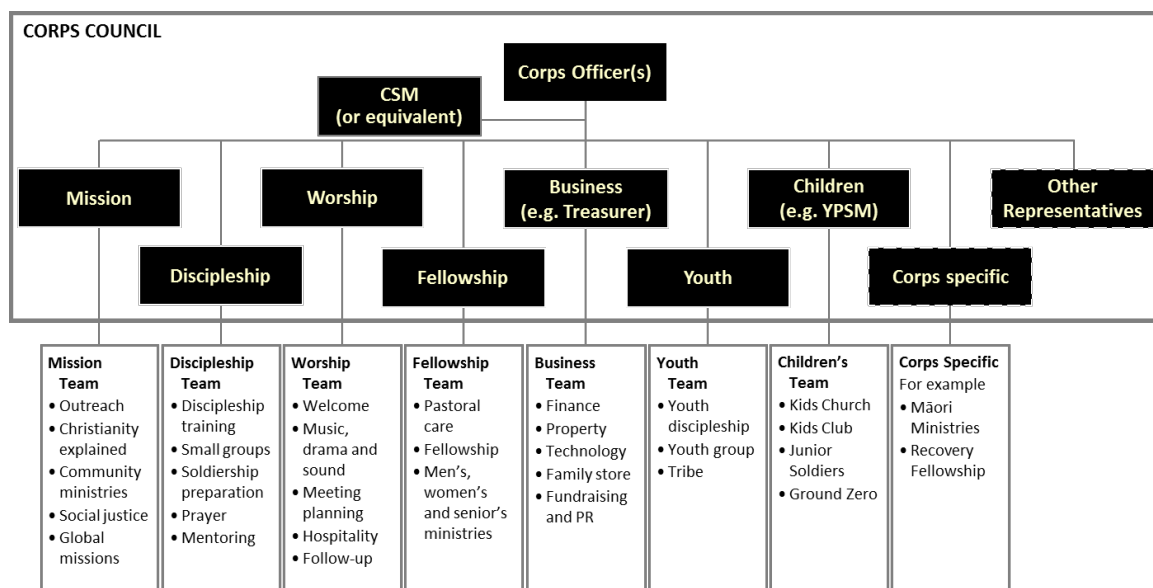
PROPOSED LEADERSHIP ROLE	FUNCTIONS
<b>Mission</b> For corps with extensive Community Ministries, this role may need to be split into two: Mission and Community Ministries	<ul style="list-style-type: none"><li>• Outreach activities</li><li>• Christianity explained</li><li>• Links into the community</li><li>• Community Ministries</li><li>• Social justice action</li><li>• Global missions</li><li>• Emergency services</li></ul>
<b>Discipleship</b>	<ul style="list-style-type: none"><li>• Discipleship training</li><li>• Small groups</li><li>• Recruits and soldiership preparation</li><li>• Prayer ministries</li><li>• Mentoring</li></ul>
<b>Corporate Worship</b> Everything to do with your congregational worship event	<ul style="list-style-type: none"><li>• Welcome team</li><li>• Music, drama and sound</li><li>• Meeting planning</li><li>• Hospitality</li><li>• New people follow up (could be pastoral care)</li></ul>
<b>Fellowship</b> Pastoral care could be a separate role	<ul style="list-style-type: none"><li>• Pastoral care</li><li>• Fellowship/social activities</li><li>• Men's, women's and senior's ministries (or mission/discipleship depending on corps focus)</li></ul>
<b>Business</b>	<ul style="list-style-type: none"><li>• Finance</li><li>• Property</li><li>• Technology</li><li>• Thrift Stores</li><li>• Fundraising and public relations</li></ul>

PROPOSED LEADERSHIP ROLE	FUNCTIONS
<b>Youth*</b>	<ul style="list-style-type: none"> <li>Youth ministries</li> </ul>
<b>Children*</b>	<ul style="list-style-type: none"> <li>Children's ministries</li> </ul>
<b>Possible additional roles specific to the corps*</b>	<ul style="list-style-type: none"> <li>e.g., Multicultural Ministries, Recovery Ministries</li> </ul>

*\* Some corps may desire specific representation for youth and children, while others may insist other leadership roles take into account the needs of children when considering their ministry (e.g., Discipleship considers adult and children's discipleship).*

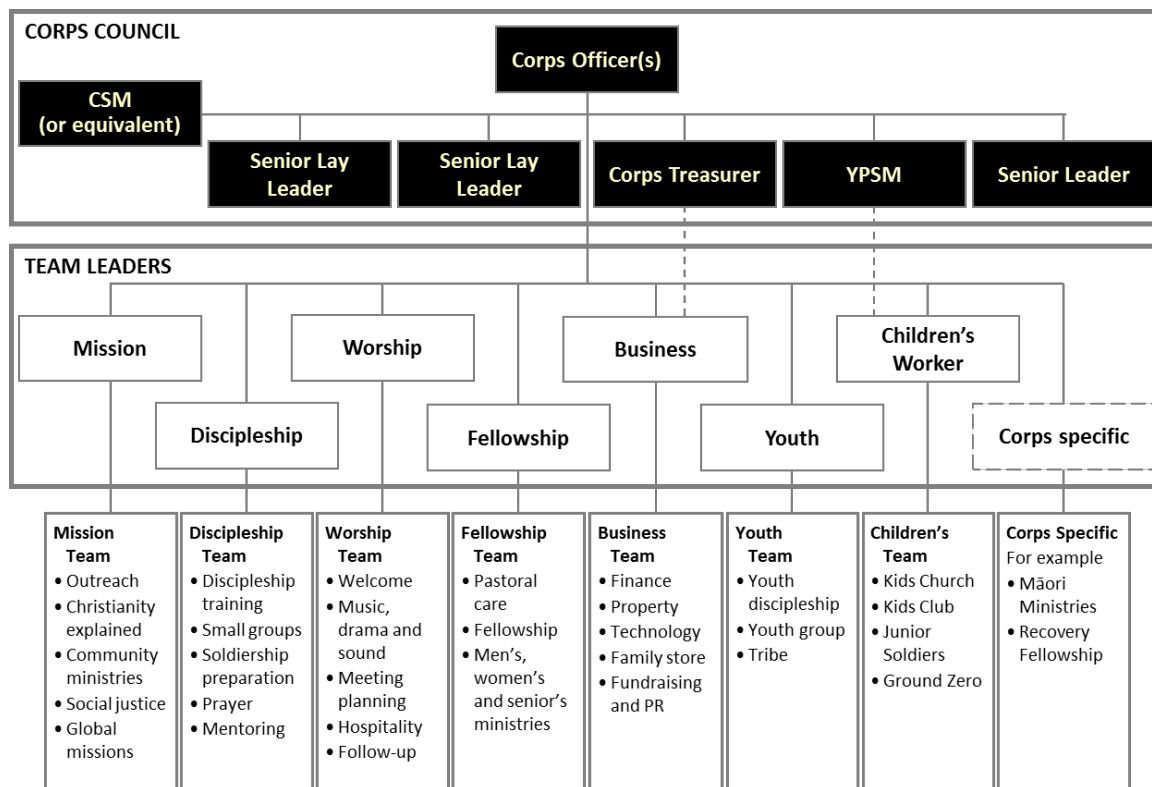
**We recognise this structure may vary between corps;** for example, a Corps Officer may take on responsibility for some of these roles, and some roles may be split or combined to reflect the passions or shortage of leaders. However, we believe it important for each role to be covered in some way.

Depending on whether the corps adopts a council based around team leaders, or an independent board, the Corps Council may look as follows.



*Figure 2: Sample Corps Council based around Team Leaders*





*Figure 3: Sample Corps Council (Independent Board) with separate team leaders.*

To prevent misunderstandings and ensure consistency, at least one person (in addition to the Corps Officers) should be on both the Corps Council and Pastoral Care Council.

**Standard 5: At least one leader (in addition to the Corps Officers) to be on both the Pastoral Care Council and Corps Council.**

To be part of the Corps Council, people must first meet the biblical qualifications for such a position (e.g., 1 Timothy 3:1-7 and Titus 1:6-9). While it is preferred that members are soldiers, as per the existing Orders and Regulations, 'Army friends of good standing' are also permitted as members.

It is important that any leaders have been in the corps long enough to have proven themselves as mature and developing followers of Jesus, committed to the mission of The Salvation Army, and understanding of the vision of their corps. We suggest a minimum period of six months (except for new employees and transfers from out of town who are already well known).

**Standard 6: People to have attended the corps for six months before they can be invited to become a Senior Leader (unless approved by a Divisional Leader).**

When recruiting leaders, agreeing on tenure up front is useful so that leaders don't feel they have to sign up 'forever'. This ensures there is no shame in finishing at the end of the agreed time and also provides a way out for both parties if things are not working well. A one-year period extendable by mutual agreement is suggested.

**Standard 7: Senior positions are renewed annually and extended by mutual agreement.**

## Meetings

As the main function of the Corps Council is strategy & accountability, it is important that the majority of its time is invested in setting the vision and approach (strategy) for the corps and reviewing mission effectiveness.

*Appendix A* contains a sample Corps Council Agenda.


A lot of time is needed to develop a vision and confirm strategies, so it is recommended that Corps Councils consider holding a weekend retreat early in the year (or at the end of the previous year if minimal personnel changes are expected). Documents are available for this purpose.

Once the vision and approach is set, individual leaders should develop plans for their area for the year and then report progress against these plans each meeting. *Appendices B* and *C* contain a sample *Annual Plan* and *Progress Report*.

Similarly, the Corps Council should be assessing overall effectiveness regularly, including looking over SAMIS statistics. The Corps Council could discuss a different section of the Annual Corps Mission Review at each meeting, to ensure regular consideration of ministry effectiveness.

One of the benefits of getting key leaders together is that they share a passion for the corps and often come up with ideas for its improvement. This is an important function of the council but senior leaders must not interfere with the day-to-day running of the corps. One suggestion is to maintain a parking lot – a place to capture ideas as they come up – with the plan to pass on these 'suggestions' following the meeting.

**Standard 8: Corps Council meetings to commence with their primary responsibilities (e.g., vision and strategy, leader reports, SAMIS update, progress against local action plan, discussion about mission effectiveness) before addressing new business.**



### **3. Corps Management and Operations**

*Corps Councils should not be involved in the  
day-to-day running of the corps.*

## Corps Management and Operations

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As the Corps Officer is responsible for the running of the corps, and staff/team leaders are recruited to devote attention to particular ministries, the day-to-day issues should be left to these leaders. They typically have more time, expertise and passion for that area of ministry than a corps' senior leaders, and interfering prevents those leaders from tackling the important strategy & accountability issues. It also risks leaving staff/team leaders feeling disempowered and disillusioned.

For example:

1. The Corps Council has no direct responsibility for staff (after all, they are advisors to the Corps Officer only). Instead, staff report to the Corps Officer (possibly through a line manager), with staffing issues therefore an issue for the Corps Officer.
2. Budgets should be prepared primarily by a Finance Team and Corps Officer.
3. A Property Team should take responsibility for the day-to-day running of any properties, decisions around maintenance, etc (including the well-known 'choice of toilet paper' issue).
4. Similarly, the choice of muffins for morning coffee after the Sunday morning meeting should be left to the team responsible for that task.

From time to time, strategic issues will emerge that require focus and specific expertise. In these occasions, we recommend that short-term sub-groups or project teams be established (for example, we are running out of space at our Sunday meeting; a significant property project; hiring new staff).

**Standard 9: Corps Councils should not get involved in the day-to-day running of the corps.**



## 4. Spiritual Oversight of the Corps

*Who do Corps Officers look to for advice?*

*To whom do they make themselves accountable?*

*How do they avoid the inherent dangers  
of working alone?*

## Spiritual oversight of the Corps Officers

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Finally, the development of a healthy corps culture is highly dependent on the wellbeing of its Corps Officers.

So, who do Corps Officers look to for advice; to whom do they make themselves accountable, and how do they avoid the inherent dangers of working alone?

We think a wise Corps Officer will allow at least three people to speak into their lives:

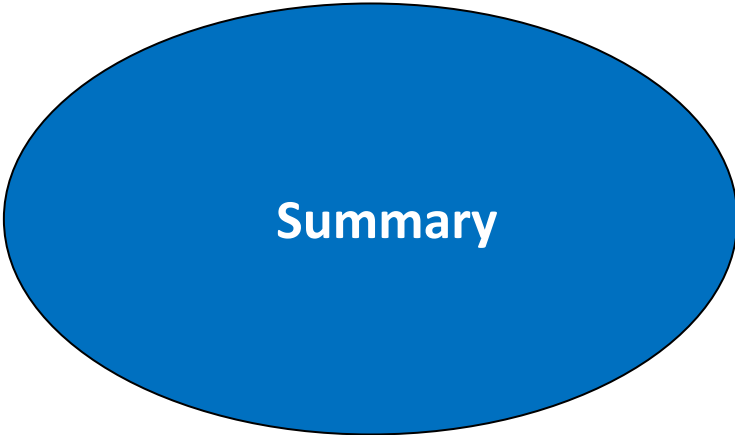
1. Their Divisional Leaders or coach.
2. At least one external person whom they respect and trust, such as a mentor, parent, supervisor or coach.
3. Someone within the corps who holds them accountable and to whom they can confide, such as a CSM.

**Standard 10: All Corps Officers to have at least one (or several) people in their lives to whom they make themselves accountable.**

We believe it is helpful to have someone assigned responsibility for the corps in the absence of the Corps Officer(s). Anecdotally, congregations like to know that there is someone who will take charge if the Corps Officer(s) is away, and that there is a local person they can turn to. This is also extremely beneficial to the incoming Corps Officer(s) and the corps when there is a change of appointment.

Our recommendation is that a corps must have in place a 'senior' local officer (usually the CSM) who acts as a close confidant to the Corps Officer(s) and who takes responsibility when the Corps Officer(s) is(are) away.

**Standard 11: All corps to have in place a Divisional Leader approved senior local officer (e.g., CSM) responsible for the corps in the absence of the Corps Officer(s).**

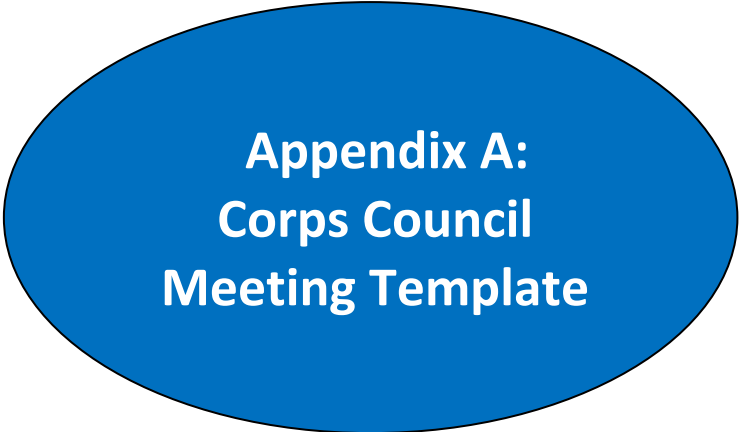


## Summary

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- ❶ Corps Officers to maintain overall responsibility for the corps, but are required to involve a team of local leaders in decision making.
- ❷ All corps to have in place an appropriate Pastoral Care Council, as per the Orders and Regulations, but with flexibility around membership.
- ❸ All corps to have in place a Corps Council (Senior Leadership Team), responsible for corps strategy & accountability.
- ❹ Corps to have in place leaders responsible for the key purposes of the corps.
- ❺ At least one leader (in addition to the Corps Officers) to be on both the Pastoral Care Council and Corps Council.
- ❻ People to have attended the corps for six months before they can be invited to become a Senior Leader (unless approved by a Divisional Leader).
- ❼ Senior positions are renewed annually and extended by mutual agreement.
- ❽ Corps Council meetings to commence with their primary responsibilities (e.g., vision and strategy, leader reports, SAMIS update, progress against mission plan, discussion about mission effectiveness) before addressing new business.
- ❾ Corps Councils to not get involved in the day-to-day running of the corps.
- ❿ All Corps Officers to have at least one (or several) people in their lives to whom they make themselves accountable.
- ⓫ All corps to have in place a Divisional Leader approved senior local officer (e.g., CSM) responsible for the corps in the absence of the Corps Officer(s).





## **Appendix A: Corps Council Meeting Template**

*For setting a Corps Council meeting agenda – available  
on Corps Mission website.*



## **Appendix B: Ministry Area Annual Plan Template**

*Provide to key leaders to help them put together an annual plan for their area of ministry – available on Corps Mission website.*



## **Appendix C: Mission Area Report Template**

*Provide to key leaders as a template for a monthly report on progress against their plan– available on Corps Mission website.*



## **Appendix D: Position Descriptions**

*Sample position descriptions for common  
corps leadership roles – available on Corps Mission  
website.*