



**TERRITORIAL**  
**STANDARDS**  
**— OF —**  
**EXCELLENCE**

## **A Manual of Guidance to the Review Process**

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The Salvation Army  
Canada and Bermuda Territory  
Community Mission Department



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## Introduction

The Salvation Army Canada and Bermuda Territory (TSA) maintains an internal standards review process as a means of upholding organizational standards. The process is governed by Operating Policy and Procedure MN 03.001 Standards of Excellence.

The Salvation Army's internal standards review process provides an assessment of Ministry Units using standards that reflect organizational policy, legislative requirements, and best practices. These standards define processes and systems in the areas of governance, human resources management, facility management, spiritual and religious care, and program delivery.

The Territorial Standards of Excellence Manual of Guidance provides a description of the review documents, the review process, and serves as a resource for Ministry Units, review team members, and headquarters personnel.

A successful Territorial Standards of Excellence (TSoE) review process is not meant to warrant or represent that a Ministry Unit is fully compliant with every piece of municipal, provincial/territorial, and/or federal legislation applicable at a specific point in time. This is an internal review and is not intended to provide verification for any government or funding requirements.

In addition, due to variances in the purposes and processes, success in TSoE review does not warrant or guarantee a favorable result in other forms of internal or external review.

Please contact the TSoE Team at [TerritorialStandardsOfExcellence@salvationarmy.ca](mailto:TerritorialStandardsOfExcellence@salvationarmy.ca), if you have any questions or concerns.

## Criteria

Ministry Units who meet the following criteria will participate in the TSoE review process.

- all Social Mission Ministry Units
- all stand-alone Community Services Ministry Units
- applicable Corps Ministry Units that have:
  - an operational budget of \$500,000 or more for community services
  - government contracts that provide funding over \$200,000
  - programs for children such as childcare or after school programs
  - residential services
  - counselling programs either one on one or group counselling  
(Please refer to Appendix A: Review of Corps Ministry Units)

Ministry Units may be identified by DHQ or THQ if they may meet the TSoE review criteria. The Community Mission department will then assess the Ministry Unit against the appropriate criteria and determine if the Ministry Unit is required to participate in the TSoE review process.

If a Ministry Unit self-identifies as meeting these criteria, they are to reach out to their Area Commander / Social Mission Regional Director to discuss.

The Territorial Mission Secretary, a Cabinet Member, or Divisional Commander can request that a Ministry Unit outside of the scope of the established criteria be reviewed.



# Documents

## Location

The TSoE review documents can be found on Salvationist.ca following these steps:

- Navigate to [Salvationist.ca](https://salvationist.ca)
- Click on 'MENU' on the webpage top menu
- Select Community Mission -> Accountability from the menu
- Click on 'Territorial Standards of Excellence'
- Select 'Chapters', 'Forms', or 'Process'
  - To access Chapters, Log in with credentials

## Chapters

Every Ministry Unit, regardless of mission focus (Social, Corps, Community), will complete the following Chapters:

- Chapter 1 - Governance and Management
- Chapter 2 - Human Relations
- Chapter 3 - Facility
- Chapter 4 - Spiritual and Religious Care
- Chapter 5 - Program

## Addendums

A program chapter will be completed for each program or service delivered by a Ministry Unit. Chapter 5 – Program contains the standards expected of every TSA program. If the program or service includes any one of the eight programs listed below, they will also compete the related addendum in addition to Chapter 5 for that program.

Addendums include:

- Addiction Services
- Child Care
- Community Services
- Correctional and Justice Services
- Housing, Shelter, and Accommodation
- Developmental Disability
- Long Term Care
- Mental Health



## Standards

The standards outline expectations and requirements. Each standard contains four columns:

Item	Standard	Evidence	Rating
1.2.1	<p>There shall be a written organizational chart of the ministry unit which delineates the reporting structure for the team. It should be made available to all staff and should include:</p> <ul style="list-style-type: none"><li><input type="checkbox"/> all positions</li><li><input type="checkbox"/> no details regarding functions or services</li><li><input type="checkbox"/> total full time equivalent (FTE) number in each box to reflect the size of the organization and to indicate workload</li><li><input type="checkbox"/> the last date of revision</li></ul>	<p>a) Review the organizational chart for all program areas including spiritual and religious care.</p> <p>b) Confirm that all positions within the ministry unit are included.</p> <p>c) Confirm that each position reports to only one position.</p> <p>d) Discuss with management how the organizational chart is available to all staff.</p>	<ul style="list-style-type: none"><li><input type="checkbox"/> All</li><li><input type="checkbox"/> Some</li><li><input type="checkbox"/> None</li><li><input type="checkbox"/> N/A</li></ul>

### Understanding the columns (left to right)

The **Item** shown in three numerals in the number (ie. 1.2.1) identifies the chapter, the section, and the standard.

The **Standard** outlines the expectations and requirements related to that item, whether it is a document, a process, or a system that should be in place.

The **Evidence** directs the reviewer on how compliance will be determined. It may direct to a document or file to look in, a person to interview, or identify specific steps to take.

The **Rating** presents the compliance scale providing choices for the reviewer:

- **A - All** –All requirements outlined in the standard are met.
- **S - Some** – Some of the required elements are met.
- **N - None** – Indicates that the Ministry Unit does not comply with the standard.



- **NA - Not Applicable** – This rating is used when a standard does not apply to the situation or circumstance under review. A scenario where the Ministry Unit is not performing the tasks does not make the standard not applicable

To achieve TSoE status, a total of 80% must be earned in each chapter, and an action plan approved by Divisional Headquarters (DHQ) and/or Territorial Headquarters (THQ) must be submitted.

## Forms

The TSoE team provides forms that can be completed to support the review process.

- Ministry Unit Profile
- Document Upload Checklist
- Action Plan

## References

The TSoE team provides reference documents to support the review process, including the following Appendices:

- Review of Corps Ministries
- Associate Reviewer Guidelines
- Document Upload and Retention
- Assessing Multiple Facilities
- Honouring & Encouraging Success
- Review Extension Request





# Review Process – From Start to Finish

While the onsite review of a Ministry Unit takes from two to five days, the overall review process extends over several months. Please note the timeline below uses the on-site review dates as the anchor. (e.g. eight weeks before is referring to eight weeks before the on-site review date).

The complete review process includes four stages:

1. Scheduling and Setup
2. Document Submission and Review Preparation
3. On-Site Review
4. Review Follow-Up

## Scheduling and Setup

### Scheduling Notification

Occurs: **One Year Before**

TSoE reviews take place over a three-year cycle. The scheduling process is initiated by the Territorial Standards Coordinator. The Area Commander / Social Mission Regional Director will identify and confirm the Ministry Unit lead. Scheduling the on-site review involves conversation with the Ministry Unit, via the Area Commander / Social Mission Regional Director.

### Create Document Library

Occurs: **Nine Months Before**

A document library is created for the Ministry Unit by the Territorial Standards Coordinator. A folder for each required Chapter will be added to the document library.

The Ministry Unit Team Lead and the Area Commander / Social Mission Regional Director will be provided access to the document library.



## Ministry Unit Profile

Occurs: **Nine Months Before**

A Ministry Unit Profile will be requested from the Ministry Unit by the Territorial Standards Coordinator. Also, the names of the Ministry Unit management team members will be requested.

## Adding Chapters and Members to Document Library

Occurs: **Seven Months Before**

Upon receipt of the updated Ministry Unit Profile, the appropriate Chapters for the TSoE review will be determined. A folder for each additional Chapter and its corresponding Addendum will be added to the document library.

The identified management team members will be provided access to the document library.

## Review Team Selection

Occurs: **Seven Months Before**

The review team is comprised of a TSoE Team Leader, the Area Commander / Social Mission Regional Director, and any additional reviewer(s) as determined by the TSoE Team. (Please refer to Appendix B: Associate Reviewer Guidelines).

Access to the document library will be provided to all review team members.

The team leader will pair all assigned chapters with a review team member. Team members are expected to review the documents in their assigned chapters before the review date and make note of evidence to be reviewed once on-site.

NOTE: For Ministry Units operating Correctional and Justice Services programs, review teams will include reviewer(s) with appropriate clearance levels to review corrections related records.



## Document Submission and Review Preparation

### Review Notification

Occurs: **Six Months Before**

The Territorial Standards Coordinator sends notification to the Ministry Unit lead as a reminder that the review is approaching. This reminder includes information on the TSoE process, timelines, and how to access additional resources. The Ministry Unit lead will be directed to the TSoE website to download the following:

- Manual of Guidance
- Chapters and Addendums (as required)
- Reviewer Access List (at Ministry Unit)

Please note that all documents required for submission are to be uploaded to the document library designated for the TSoE review. (Please refer to Appendix C: Document Upload and Retention).

### Review Reminder

Occurs: **Three Months Before**

The Territorial Standards Coordinator sends first reminder to the Ministry Unit lead of the document submission deadline date.

### THQ Documents

Occurs: **Six Weeks Before**

The Territorial Standards Coordinator requests documents and reports from internal THQ departments.

### Review Reminder

Occurs: **Four Weeks Before**

The Territorial Standards Coordinator sends second reminder to the Ministry Unit lead of the document submission deadline date.



## Review Planning

Occurs: **Four Weeks Before**

The review team lead connects with the Ministry Unit lead to make introductions, to confirm logistics, and ensure any technological expectations are met.

The team leader will create a schedule for the on-site review, considering the chapters to be reviewed, the management team's availability, and the activities of the Ministry Unit. The schedule will be confirmed by the Ministry Unit lead before distribution to the review team. It is understood that Ministry Unit personnel will make themselves available during the review period, but the operation of the Ministry Unit is primary. They are welcome to respond to urgent matters as appropriate.

### Logistics

- The review team requires a private meeting room for the duration of the review.
- All documentation should be available and accessible for review team members.
- Lunch is provided by the Ministry Unit for those who are on-site.
- Arranging travel is the responsibility of each team member.
- THQ will cover travel and accommodation costs of THQ personnel and DHQ will cover costs of DHQ personnel.
- Team members are responsible for securing hotel accommodation, although the Ministry Unit or Division may advise.
- For Associate Reviewers, the cost of meals and accommodations are the responsibility of the Ministry Unit.

## Deadline for Submission of THQ Documents

Occurs: **Four Weeks before**

The TSoE team also collects relevant documents from various departments at Territorial Headquarters (THQ).



## **Deadline for Submission of Ministry Unit Documents**

Occurs: **Two Weeks before**

The Ministry Unit uploads the required documents to the document library. Anything confidential, such as personnel files or client files, should not be uploaded to the document library. These elements will be reviewed on-site.

The document library contains folders to upload evidence for each Chapter. Evidence can come in different forms: a document such as policy & procedures, meeting minutes, blank templates, etc.; a pre-site narrative, which is a short, written narrative to support a standard; or in the form of a pre-site photo where appropriate.

## **Notification to the Review Team**

Occurs: **Two Weeks before**

Two weeks prior to the review date, the Territorial Standards Coordinator sends notification to the review team member(s). This reminder notifies team member(s) that information for the review is accessible in the document library.



## On-Site Review

The TSoE review averages two days but depending on the size of the unit may take from two to five days.

### Initial Review Team Meeting

A brief meeting is held to acquaint review team members with the particulars of the Ministry Unit, address concerns raised by the documentation, raise issues that require particular attention during the review, and answer specific questions about the TSoE review.

The review team leader reminds team members about their responsibilities and tasks. This meeting usually happens on the morning of the review but could also take place over breakfast or the previous evening at the hotel where possible.

### Initial Meeting with Review Team and Ministry Unit Management Team

All stakeholders in the review are invited. Persons introduce themselves and identify who will be interviewing whom. The team leader chairs this meeting and acknowledges changes, successes, or challenges to the Ministry Unit since the last review, briefly shares information about the TSoE review process, confirms the review schedule and logistics, and answers questions. The meeting will include a devotional and prayer.

### Interviews between Reviewers and Ministry Unit Staff

Each reviewer meets with the management team or staff members identified in the review schedule. In this meeting, the management or staff members discuss the evidence prepared for the relevant chapters.

All documents required for the review of the chapter, that have not previously been uploaded to the document library, should be readily available.

Reviewers may need to revisit interviewees to gain clarification or explore standards in greater depth.

Staff to be interviewed are expected to be fully available to the review team, but the operation of the Ministry Unit is primary. They are welcome to respond to urgent matters as appropriate.



## **Review Team Meetings**

The review team will meet periodically during the review. These private meetings will give team members an opportunity to share their findings, discuss issues, identify strengths and challenges, and to gain clarity on process or documentation. The team leader will assess task completion and adjust the schedule, if necessary, assist with Standard interpretation, identify common themes, and support reviewers in proper procedure.

A final team debriefing meeting occurs to prepare for the summary meeting. Reviewers prepare their comments to share at the final meeting and advise the team leader of what they plan to say.

## **Concluding Summary Meeting**

At the conclusion of the review, the review team and the management team hold a summary meeting. The team leader serves as chair. Each reviewer will verbally present specific strengths and challenges from the chapters they reviewed. Their comments are to focus solely on the standards. The team leader will then outline next steps in the Ministry Unit's TSoE review process.

Review team members will provide the team leader with all completed chapters and enter all assigned chapters ratings and comments.



## Sample Review Schedule

The following is a sample of how a review may be scheduled:

Time	Activity	Review Team	Management Team
<b>Oct 6, 2025</b>			
<b>9:00 – 9:30 AM</b>	Review Team Meeting	All team members	
<b>9:30 – 10:00 AM</b>	Opening Meeting	All team members	All management members
<b>10:00 – 12:00 PM</b>	Interviews and Document Review:		
	Chapter 3: Facility	Name of reviewer	Name of MU management or staff
	Chapter 2: Human Relations	Name of reviewer	Name of MU management or staff
<b>12:00 – 12:15 PM</b>	Review team meeting	All team members	
<b>12:15 – 1:00 PM</b>	Lunch	All team members	All management members
<b>1:00 – 3:00 PM</b>	Interviews and document review:		
	Chapter 6 - Housing, Shelter and Accommodation	Name of reviewer	Name of MU management or staff
	Chapter 1: Governance and Management	Name of reviewer	Name of MU management or staff
<b>3:00 – 3:30 PM</b>	Review team meeting	All team members	
<b>3:30 – 4:00 PM</b>	Daily Closing Meeting	All team members	All management members
<b>A version of this schedule we be edited and repeated for each day of the On-Site Review.</b>			

## Confidential information

Review team members will be required to view client or employee files. It is important to be aware that reviewers are looking for the existence of and adherence to processes and are not concerned with the client or employee information contained within the files.





## Review Follow-up

### Review Report

Occurs: **Three Weeks After**

Upon completion of the review, the Chapter summaries are sent to the Ministry Unit and the Area Commander / Social Mission Regional Director. This process will be completed within three weeks of the review.

### Action Plan

Occurs: **Eleven Weeks After**

The Ministry Unit is to develop an action plan in response to the review findings, with every standard rated 'Some' or 'None' addressed with a course of action. The plan identifies each standard, the specific course of action to be taken, who will be responsible for overseeing that action, and the target date for completion. It is important that action steps state what the Ministry Unit will do to address the standard, and not simply re-state the standard.

The submitted action plan requires the approval of the Area Commander / Social Mission Regional Director who will monitor progress during the three-year cycle. The action plan is submitted to the TSoE team leader no later than 8 weeks after receipt of the review report, after it has been approved by the Area Commander / Social Mission Regional Director.

**NOTE: If an action plan is not submitted within 11 weeks of the review date, the Territorial Standards Coordinator will send a reminder.**

**NOTE: If an action plan is not submitted within 15 weeks of the review date, the Territorial Standards Coordinator will escalate the review through the appropriate channels to meet organizational expectations.**

### Approval

Occurs: **Twelve Weeks After**

Once the action plan is approved, the TSoE status is determined. To achieve TSoE status, a Ministry Unit must meet two requirements: (1) earn 80% in each chapter and (2) submit an approved action plan. If the Ministry Unit does not meet 80% of Standards in each Chapter, please refer to Appendix E: Honouring and Encouraging Success.



Communication is sent to the Area Commander / Social Mission Regional Director, Mission Accountability Director, Territorial Community Mission Secretary, Territorial Secretary for Mission, and copied to the Divisional Commander and/or Territorial Social Mission Secretary (as applicable), outlining the outcomes of the TSoE review process.

## **Action Plan Monitoring**

Occurs: **Ongoing**

The Area Commander / Social Mission Regional Director supports the Ministry Unit as it implements its action plan and will check in on progress during the interval between TSoE reviews.



# Review Process Timeline and Stakeholder Tasks

Time frame	Activity
<b>Scheduling and Setup</b>	
One Year Before	<p><b>Ministry Unit</b></p> <ul style="list-style-type: none"> <li>Ministry Unit lead reserves dates for review</li> </ul> <p>Territorial Standards Coordinator</p> <ul style="list-style-type: none"> <li>initiates scheduling process with Area Commander / Social Mission Regional Director and proposes review dates</li> </ul> <p>Area Commander / Social Mission Regional Director</p> <ul style="list-style-type: none"> <li>negotiates review dates with Territorial Standards Coordinator</li> <li>identifies and confirms Ministry Unit lead</li> <li>enters review date in calendar, considers attendance at on-site review</li> </ul>
9 Months Before	<p><b>Ministry Unit</b></p> <ul style="list-style-type: none"> <li>Ministry Unit lead provides Ministry Unit Profile and management team names to Territorial Standards Coordinator</li> </ul> <p>Territorial Standards Coordinator</p> <ul style="list-style-type: none"> <li>creates a document library with required Chapters</li> <li>provides Area Commander / Social Mission Regional Director access to document library</li> <li>provides Ministry Unit lead access to document library</li> <li>requests Ministry Unit Profile and management team names from Ministry Unit lead</li> </ul> <p>Area Commander / Social Mission Regional Director</p> <ul style="list-style-type: none"> <li>provided access to document library</li> <li>reviews process documents and supports Ministry Unit as required</li> </ul>



7 Months Before	<p>Territorial Standards Coordinator</p> <ul style="list-style-type: none"> <li>• adds additional Chapters and Addendums to document library based on the Ministry Unit Profile</li> <li>• provides Ministry Unit management team access to document library</li> <li>• selects TSoE review team</li> <li>• provides TSoE review team access to document library</li> <li>• sends calendar appointment to TSoE team</li> </ul> <p>TSoE Team</p> <ul style="list-style-type: none"> <li>• team lead assigns chapters to each reviewer</li> <li>• team lead schedules training for reviewers, as required</li> </ul>
<b>Document Submission and Review Preparation</b>	
6 Months Before	<p><b>Ministry Unit</b></p> <ul style="list-style-type: none"> <li>• prepares identified chapters for review</li> <li>• reviews document submission procedure and resources</li> <li>• begins to upload material required for review in document library</li> </ul> <p>Territorial Standards Coordinator</p> <ul style="list-style-type: none"> <li>• sends notification to Ministry Unit lead, Area Commander / Social Mission Regional Director, and review team members which includes scheduled dates and provides document submission procedure and resources</li> </ul>
3 Months Before	<p>Territorial Standards Coordinator</p> <ul style="list-style-type: none"> <li>• sends first reminder to Ministry Unit lead of document submission deadline</li> </ul>
6 Weeks Before	<p>Territorial Standards Coordinator</p> <ul style="list-style-type: none"> <li>• requests documents and reports from internal THQ departments</li> </ul>
4 Weeks Before	<p><b>Ministry Unit</b></p> <ul style="list-style-type: none"> <li>• Ministry Unit lead invites key stakeholders to open and closing meetings, as appropriate</li> <li>• Ministry Unit lead organizes logistics for on-site review (meeting room, staff availability, meals, technology)</li> </ul>



	<p>Territorial Standards Coordinator</p> <ul style="list-style-type: none"> <li>• sends second reminder to Ministry Unit lead of document submission deadline</li> </ul> <p>TSoE Team</p> <ul style="list-style-type: none"> <li>• team lead connects with Ministry Unit lead to make introductions, confirm logistics, and to confirm coordination of the review</li> <li>• team lead creates a schedule for on-site review and distributes to Ministry Unit and review team</li> <li>• Reviewers book personal travel arrangements (flights, hotel, car rental). Early purchase increases the potential for economical tickets</li> </ul>
<p>2 Weeks Before</p>	<p><b>Ministry Unit</b></p> <ul style="list-style-type: none"> <li>• uploads all non-confidential review documents to document library</li> </ul> <p>Territorial Standards Coordinator</p> <ul style="list-style-type: none"> <li>• notifies all review team members that documents are accessible in document library</li> </ul> <p>TSoE Team</p> <ul style="list-style-type: none"> <li>• Reviewers begin review of uploaded documents for their assigned chapters</li> <li>• Reviewers note evidence to be reviewed in person</li> </ul>
<p><b>On-Site Review</b></p>	
<p>Review Date</p>	<p><b>Ministry Unit</b></p> <ul style="list-style-type: none"> <li>• Ministry Unit lead confirm logistics for review team</li> <li>• Ministry Unit lead ensures confidential documents for chapter reviews are accessible</li> <li>• Ministry Unit lead assembles management team for required meetings</li> <li>• Ministry Unit team participates in interviews as required</li> </ul>



	<p>TSoE Team</p> <ul style="list-style-type: none"> <li>• attends review team meeting and Ministry Unit management team meeting</li> <li>• team lead chairs meetings</li> <li>• team lead assists reviewers with concerns and interpreting standards</li> <li>• team lead monitors task completion and ensures completion of all standards</li> <li>• Reviewers conduct interviews and document review for all assigned chapters</li> <li>• Reviewers attend team meetings and report back during summary meeting</li> </ul> <p>Area Commander / Social Mission Regional Director</p> <ul style="list-style-type: none"> <li>• attends on-site review, as applicable</li> </ul>
<h3>Review Follow-Up</h3>	
<p>3 Weeks After</p>	<p><b>Ministry Unit</b></p> <ul style="list-style-type: none"> <li>• based on review report, develops action plan in coordination with Area Commander / Social Mission Regional Director</li> </ul> <p>TSoE Team</p> <ul style="list-style-type: none"> <li>• Reviewers provide team lead with completed chapter ratings and summary reports</li> <li>• team lead finalizes ratings</li> </ul> <p>Territorial Standards Coordinator</p> <ul style="list-style-type: none"> <li>• releases Chapter summaries to Ministry Unit lead and Area Commander / Social Mission Regional Director</li> </ul>
<p>11 Weeks After</p>	<p><b>Ministry Unit</b></p> <ul style="list-style-type: none"> <li>• submits action plan to Area Commander / Social Mission Regional Director and TSoE review team lead</li> </ul>



	<p>Area Commander / Social Mission Regional Director</p> <ul style="list-style-type: none"> <li>reviews, speaks into, and approves action plan</li> </ul> <p>TSoE Team</p> <ul style="list-style-type: none"> <li>team lead reviews and approves action plan</li> </ul>
<p>12 Weeks After</p>	<p><b>Ministry Unit</b></p> <ul style="list-style-type: none"> <li>maintains standards successfully completed</li> <li>implements action plan</li> <li>prepares for chapter review follow up, if required          (If the Ministry Unit does not meet 80% of standards in all Chapters, refer to Appendix E: Honouring and Encouraging Success)</li> </ul> <p>Territorial Standards Coordinator</p> <ul style="list-style-type: none"> <li>sends review results and closure communications to Area Commander / Social Mission Regional Director, Mission Accountability Director, Territorial Community Mission Secretary, Territorial Secretary for Mission, and CC'd to the Divisional Commander and/or Territorial Social Mission Secretary (as applicable)</li> <li>sends certificate, as appropriate, to Area Commander / Social Mission Regional Director</li> <li>closes review and files documents</li> </ul> <p>Area Commander / Social Mission Regional Director</p> <ul style="list-style-type: none"> <li>presents final TSoE status, rating report, and certificate, as appropriate, to Ministry Unit</li> <li>supports Ministry Unit, evaluates progress, and maintains a copy of the action plan for the next review indicating completion of all action plan items</li> </ul>



# Appendices

**Appendix A: Review of Corps Ministry Units**

**Appendix B: Associate Reviewer Guidelines**

**Appendix C: Document Upload and Retention**

**Appendix D: Assessing Multiple Facilities**

**Appendix E: Honouring and Encouraging Success**

**Appendix F: Review Extension Request**