

# **CORPS**

# **Administration**

**INFORMATION & GUIDELINES**

**THE SALVATION ARMY CANADA & BERMUDA TERRITORY, 2015**  
**Corps Ministries Department**



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# Introduction

**EFFECTIVE LEADERSHIP** within The Salvation Army is the skill of engaging people in decision-making to bring direction and desired outcomes.

Every corps, regardless of size needs a framework to support the mission. A governance model is the framework to align communication and decision-making with the objectives of the corps.

The purpose of this document is to help corps officers determine a model of administration or governance that best suits their corps. Governance is defined as – “an act or manner of governing; function of governing.” To govern is defined as “conduct the policy and affairs of; influence or determine (a person or course of action); be a standard or principle for”. (The Oxford English Dictionary 1998)

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.**

A model of administration is choosing how to fulfil the need for decision-making.

## ADMINISTRATION/OWNERSHIP

There are basic principles that apply to corps administration in accordance with Orders and Regulations. These include:

- ⇒ Administration facilitates the principal mission of the corps.
- ⇒ Administration ensures as wide an ownership as possible within the corps structure for the accomplishment of the mission of the corps.
- ⇒ Ownership is achieved through active participation of the corps body in decision-making.
- ⇒ Decision making should occur as much as possible at the ministry/program level and by lay leadership.

Administration requires development of a board that:

- ⇒ is accountable for the fulfilment of the Army's mission through the decision-making process at the ministry level.
- ⇒ provides policy direction within the corps.

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Corps Council } working alongside of the Senior Pastoral Care  
Corps Mission Board

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## CORPS COUNCIL

The Corps Council is comprised of local officers exercising leadership skills related to their roles within the corps. While corps may not have all local officer positions filled Orders and Regulations suggests that Corps Officers work towards engaging people in the various roles of local officership.

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Every corps is unique and each needs a way to be organized and to make leadership decisions.

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## CORPS MISSION BOARD

The corps mission board is comprised of directors and committees in three major areas.

- ⇒ Program matters
- ⇒ Business matters
- ⇒ Pastoral care needs

Along with the corps officers, corps sergeant major and the directors for the three main areas, the key to engagement in this model is the creation of committees that report to the directors. Local officers may make strong contributions to these leadership roles.

## SENIOR PASTORAL CARE COUNCIL

The Senior Pastoral Care Council (SPCC) needs to be part of the administration of every corps and provides wisdom for the corps officers and care for the people. This would include praying for, visiting and taking interest in those who are associated with the corps. The SPCC is governed by the **Orders & Regulations for Senior Pastoral Care Council**.

The SPCC is able to assist the officer(s) in dealing with the official rolls of the corps and provide background information and support in dealing with pastoral matters.

Every Corps is  
**REQUIRED**  
to have a functioning  
**SENIOR  
PASTORAL  
CARE COUNCIL!**

# O & R For Corps Officers

(Abridged) Chapter 12 reads:

## SECTION 1: THE IMPORTANCE OF LOCAL OFFICERS

**Ideal local officers.** A corps will make progress if it has local officers who are godly, wise and faithful. They will be respected in their town or village, they will be a help to the CO, and the corps work will continue, even when officers change.

**CO's duty.** It is the duty of the CO to choose local officers, have them commissioned, train them and set them to work (see Section 3).

## SECTION 2: CHOOSING LOCAL OFFICERS

**The standard.** For local officers the CO should choose men and women soldiers who are good-living, good examples of salvationism, true to the Army and able to do the duties they are given. If possible, a local officer is given only one commission, but if there is no suitable person to take a particular position a soldier may hold more than one local officer commission. One person must not hold two positions on the corps census board or two to do with corps money.

**Qualifications.** A person chosen to be a local officer must:

- (a) be enrolled as a soldier
- (b) understand and agree to Army regulations
- (c) be a supporter in time, attendance and finances
- (d) wear uniform proudly.

**Right number of LOs.** The CO must see that the corps has the right number of local officers for its size. A small corps should have a corps sergeant-major, corps secretary, corps treasurer, YP sergeant-major, recruiting sergeant and home league secretary. It must be made plain that all local officers work under the instruction of the CO.

LOCAL OFFICERS  
provide stability  
and local  
engagement  
in mission.  
CORPS OFFICERS  
should engage and  
train people  
who have  
COMMITTED  
themselves in  
leadership positions.

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Local Officers should be in place in either  
model of administration!

To read the complete Corps Council guidelines see the O & R for Corps Councils.

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**LOs for bigger corps.** A bigger corps will appoint the following local officers in the senior corps.

**CORPS SERGEANT MAJOR** - responsible to the CO to help in meeting, assisting with announcements of future events and planning open-air meetings and supervising marches. This person should take charge if the CO is away. He/She must have been a good soldier for a long time, be sensible and be trusted. The CO should work closely with the CSM and listen to advice. Under the CSM there may be an assistant CSM.

**CORPS SECRETARY** - responsible under the CO for corps business, corps records and meeting attendance numbers. This person should have enough education to understand corps business and money matters and must be trustworthy and honest.

**CORPS TREASURER** - responsible to the CO in looking after corps money. This person must be trustworthy and honest and must know how to keep accounts. (The secretary and treasurer are called 'the finance locals' because they keep records of corps money.)

**RECRUITING SERGEANT** - responsible to the CO for looking after recruits, seekers and converts. This person should love the souls of men, be a good salvationist and understand what the Army believes and teaches. This person should be helped by an assistant recruiting sergeant (if he is a man he should have a woman assistant), men and women penitent form sergeants to help seekers, and visiting sergeants to help converts until they become soldiers.

**CORPS CADET GUARDIAN** - (or CC counsellor), responsible to the CO to care for corps cadets and candidates. The CCG should know the Army well, should be wise and able to teach and must like young people. The CCG will be helped by an assistant CCG (a woman if the CCG is a man), and some CC sergeants, who may be older corps cadets.

**BANDMASTER** - responsible to the CO for musical sections, able to keep order in the band, to play and teach music and lead meetings. This person must be a Salvationist of good standing. A deputy bandmaster will help with the teaching and training of the band. A band sergeant looks after the spiritual life of the bandsmen. A band secretary looks after band business and band funds. A band colour sergeant carries the flag.

**SONGSTER LEADER** - responsible to the CO for the songster brigade. This person should be able to sing, read music and teach others to sing and must be a Salvationist of good standing. This person will be helped by a deputy songster leader, songster sergeant, songster secretary and songster colour sergeant, with the same duties as the band local officers.

## OTHER GUIDELINES

**How to select LOs.** In choosing LOs the CO should:

- ⇒ Find people who are good salvationists and able to do the work well.
- ⇒ Think about God's Kingdom and the growth of the corps, not just the person in mind for the position.
- ⇒ Think about choosing both older 'leading' salvationists and younger ones who could do a good job.
- ⇒ Do not choose anyone in a hurry, especially if the officer is about to have a change of appointment...

# CORPS COUNCIL

Corps Councils provide an effective tool for engagement of local leaders. Section 3/III/C of this document (O&R for Corps Officers) outlines the variety of roles local officers can play in the development of a corps council. However, it is permissible and wise to invite others to be part of the corps council membership. Below is a brief outline from O & R for Corps Officers.

**Note:** The Corps Council is an “advisory” and not a “policy-making” body. Voting is not permitted.

Subcommittees are normal and an expected part of the operation of a corps council.

**Purpose** The purpose of a corps council is to advise and assist the commanding officer on matters concerning the progress and well-being of his command, including:

- a. Evangelical outreach and soul-saving endeavors, 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

**Composition** The corps council is composed of the corps officer(s), local officers, soldiers and, if desired, some Army friends in good standing.

- a. Membership shall include:
  - i. The divisional commander (DC) (ex officio).
  - ii. The corps officer(s) (ex officio).
  - iii. The local officers [as indicated in the O&R]

- iv. Not more than seven other members, including young people.
- b. A corps council should have at least five members.
- c. The membership should include both men and women.

Sub-groups may be set up to deal with specific subjects as required.

**Appointment of members.** The CO recommends, for the approval of the DC, all persons proposed for appointment to the corps council. Young people should be included in this membership. Each recommendation must be endorsed by two members of the senior pastoral care council.

**Term of appointment.** Appointment to the corps council shall be for a year at a time, with reappointment should the CO so desire and the member be willing.

**Chairman.** The CO is chairman of the corps council, without whom no meeting may take place. However:

- a. If a meeting of the corps council has not been held for at least three quarters of any year, the DC will call a meeting and the DC or a representative will preside.
- b. If a corps is without a CO, the DC will call a meeting and the DC or a representative will preside.

**Secretary.** The corps council shall annually select one of its members to act as secretary.

**Agenda.** The secretary, in consultation with the chairman, prepares an agenda of items submitted by members of the council. The DC may require other business relating to the work of the council to be added to the agenda, which should be sent to each member of the council at least one week in advance of the meeting.

**Frequency of Meetings.** The corps council must meet at least once a quarter, [more frequently is recommended].



This model for corps administration may work for corps of many sizes in the Canada and Bermuda Territory. The primary function of the Corps Mission Board is to align leadership and decision making around three main areas.:

- Pastoral Care
- Program, Senior and Youth
- Business

**Note:** The mission board is an “advisory” and not a “policy-making” body.

Since corps differ in many ways, this resource is provided for corps to construct ministry descriptions that best suit local settings. Corps leadership teams are encouraged to adopt an administrative model that reflects local needs. Divisional Headquarters and THQ Corps Ministries staffs are available to assist corps in this process.

- In small corps, where the number of leaders are minimal, adjustments to this model will be necessary. Corps officers and leaders are encouraged to work with DHQ to make adjustments to suit the local situation. This structure will make local ownership of corps administration attainable. Consultation between the Corps Mission Board, corps leaders and those affected by policies and actions is essential.
- This model requires corps officers to:
  - \* Have a clear grasp of the model and work in harmony with the system.
  - \* Empower the Corps Mission Board to fulfil its mandate. While empowering others, the CO(s) still retain(s) responsibilities specific to corps officership.
  - \* Provide affirmation, discipling and mentoring for Mission Board members.
  - \* Ensure that the congregation receives adequate, ongoing information as required by the changes the model will introduce.
- Corps administration will be evaluated as part of the Annual Corps Membership Review & Strategic Plan.

## **STRUCTURE**

### **The Mission Board requires:**

- The facilitation and resourcing of all the corps-based ministries for the advancement of the Army's mission.
- A framework comprised of the three essential components of corps function: pastoral, program and business administration that assures mission effectiveness.

## **Framework of the Corps Mission Board**

These three areas are generic to all corps regardless of size. However the specifics of each will vary according to the ministries of each corps. The framework for corps administration includes three essential components:

**Pastoral:** Shepherding, mercy seat counselling and community care ministry.

**Program:** Inclusive of Y.P. programs, women, men, seniors, music (senior and junior), worship/fellowship, ushers/greeters, Bible study/prayer, community/social services and outreach/evangelism.

**Business Administration:** Finance, property maintenance, financial stewardship, fundraising, Red Shield, Christmas kettles, special projects, contract management and purchasing.

## **Meetings**

- The Corps Mission Board will meet monthly with possible additional meetings at the call of the chair.
- Leadership (or Committee) Meetings will be held with appropriate group leaders at least quarterly and conducted by the appropriate director. A separate committee may be formed for each department with consideration given to intentionally including young people as committee members.
- Two to three congregational meetings per year are recommended, at least one is required.
- Directors will participate in “Congregational Health Assessments”, Strategic Planning, and the Annual Corps Membership Review & Strategic Plan.

# MISSION BOARD (cont'd)

## Roles and Responsibilities of Board Members

**Size** - Depends on availability of qualified directors. A board could be formed with fewer than the six recommended in this document.

**Tenure** – Flexible three-year term

### **Membership**

- Divisional Commander (DC)
- Area Commander (AC)
- Corps Officer - Chair
- Corps Officer Spouse
- Corps Sergeant Major \* – Vice Chair
- Director for Pastoral Care
- Director for Program
- Director for Business Administration

### **Tenure**

- Ex-officio
- Ex-officio
- As per appointment
- As per appointment
- Flexible
- Three years
- Three years
- Three years

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**\*CSM may also be a director of a ministry section if required and other local officers can be engaged in the area of their responsibility.**

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## **Function**

- To establish the mission, vision, goals and strategies of the corps in consultation with the entire leadership team.
- To meet regularly to review and evaluate the overall mission and ministries of the corps.
- To meet with Divisional Headquarters personnel for review of corps and community services.
- To work with committee chairpersons and program leaders to establish goals and strategies for their activity areas in keeping with the corps mission and strategic plan, including applicable budgetary matters.
- To ensure that sufficient resources are available for the fulfilment of ministry tasks.
- To provide oversight to the varied ministries of the corps and assist leaders in personnel matters including recruitment and training.

## Congregational Meetings

### **Participants**

Corps Mission Board members  
Chairpersons of sub-committees  
All Program Leaders

### **Function**

To facilitate information sharing by directors and leaders, and to gather feedback.  
To provide opportunity for dialogue between the congregation and committee chairpersons, wider leadership team and Corps Mission Board.

## ROLE

The Corps Sergeant Major (CSM) serves as the senior Local Officer of the corps. His/her role is to support the COs in any way possible. The CSM is a resource to the CO(s), providing advice, guidance and practical help. In the absence of the CO(s) the CSM may be required to take primary responsibility for corps matters. The CSM, along with CO(s), also serves as a support to the other members of the Mission Board (Directors for Pastoral Care, Program and Business Administration). The CSM takes an active interest in the corps people and brings all matters of importance to the attention of the leadership team.

**QUALIFICATIONS** A person chosen for this position must:

- (a) be enrolled as a soldier
- (b) understand and agree to Army regulations
- (c) be a supporter in time, attendance and finances
- (d) wear uniform proudly.

## SERVICE RESPONSIBILITIES

Seeks to forge a strong relationship with the CO(s) in order that they may be an effective team to extend the soul-saving and kingdom-building mission of the corps.

Shares responsibility with the CO(s) for vision casting, strategic planning and goal setting. This requires a willingness to participate in the development of this plan in co-operation with the senior leadership of the corps.

Supports the CO(s) in making arrangements for all aspects of corps worship events.

Works closely with the CO(s) in the key leadership changes and the development of leaders through various training opportunities.

Takes primary responsibility for welcoming people to and saying farewell to people from the corps.

Is usually expected to participate in Sunday services, as arranged through the CO(s). On occasions where the officers are absent, the CSM may be called upon to lead a service. The CSM should be in front of the people as part of the regular worship leadership team and on special occasions. The CSM serves as a member of the Mission Board and deliberates on matters of corps administration.

Serves as a communication link between the Mission Board, the congregation, and the Corps Officers.

Participates with practical help and support in corps-wide initiatives undertaken by the Mission Board.

Seeks to know and be known by as many people in the congregation as possible. This requires mingling and talking with the corps family, especially on Sundays.

Delegates certain tasks to others, recognizing gifts and talents given by God to individuals, and helping those individuals use their gifts.

## SUPERVISION

The Corps Sergeant Major is directly accountable to the CO(s).

## ORGANIZATIONAL RESPONSIBILITIES

Vice Chair of the Mission Board

Attend monthly Mission Board meetings.

Attend Annual Ministry Review and Triennial Mission Review with DHQ team and CO(s).

Ex-officio member of all committees.

# DIRECTOR FOR PASTORAL CARE

## ROLE

The Director for Pastoral Care oversees all matters of pastoral care, enhancing the quality of life and service for all who come under the influence of Salvation Army corps ministry. While the Director of Pastoral Care will primarily give oversight to the PC Committees, ministries and programs within the corps, he/she will also be a very likely candidate to sit on, or even chair the SPCC. It needs to be understood that the Pastoral Care Committee(s) will deal specifically with ministries, while the SPCC will deal only with people and rolls.

However, the membership of these two groups has the potential to overlap wherever it is deemed suitable, appropriate or necessary to the Officer.

## Suggested Areas of Responsibility

Pastoral Care Committee (Chair)	Shepherding Ministry
Soldier Preparation Classes	Adherents Ministry
Discovery Classes for New Believers	Mercy Seat Counseling
Community Care Ministries	

**Personnel:** Shepherds, Pastoral Visitors/Caregivers, Recruiting Sergeant, Corps Sergeant Major (ex-officio), Music Sergeants, Adherents Secretary, Group chaplains, Junior Soldier Sergeant, Selected Children's and Youth Workers, CO(s), CCM Secretary.

## QUALIFICATIONS

A person chosen for this position should:

- (a) be enrolled as a soldier
- (b) understand and agree to Army regulations
- (c) be a supporter in time, attendance and finances
- (d) wear uniform proudly.

## SUPERVISION

The Director for Pastoral Care is directly accountable to the CO(s).

## SERVICE RESPONSIBILITIES

In partnership with the CO(s), guides and equips all who share responsibility for the caring ministry of the corps.

Offers direct pastoral support to leaders within the pastoral care team as needed and assists them in their tasks.

Ensures that training events are conducted for Mercy Seat counseling, Pastoral Care and Community Care Ministries.

Arranges for processing of transfers of corps members on behalf of the CO(s).

Meets with CO(s) regularly to review all pastoral care issues and assists in crisis intervention where assigned by CO(s).

Meets with other pastoral ministry leaders for follow-up discussions on all matters of pastoral care as applicable.

Seeks to ensure that all soldiers/believers have a ministry with a matching spiritual gift.

## ORGANIZATIONAL RESPONSIBILITIES

Chair Pastoral Care Committee (where applicable).

Attend monthly Mission Board meetings.

Attend Annual Ministry Review and Triennial Mission Review of corps and community services with DHQ team and CO(s).

Meet with leaders in the pastoral care section for regular updates and mentoring, as well as follow-up of personnel under their care.

Ex-officio member of all committees relative to pastoral care.

# DIRECTOR OF PROGRAM

## ROLE

The Director for Program oversees all matters of program, enhancing the quality of life and service for all who come under the influence of the Salvation Army corps ministry.

## QUALIFICATIONS

A person chosen for this position should:

- (a) be enrolled as a soldier
- (b) understand and agree to Army regulations
- (c) be a supporter in time, attendance and finances
- (d) wear uniform proudly.

## Suggested Areas of Responsibility

Program Committee (Chair)	Senior's Ministries
Sunday School	Ushers and Greeters
Children and Youth Ministries	Women's Ministries
Newcomer and Fellowship Groups	Men's Ministries
Music Sections (JR & SR)	Community Ministries
Discipleship/Small Groups/Bible Study	Worship

**Committees:** Evangelism, Christian Education, Music/Worship, World/Home Missions, etc.

**Personnel:** Young Peoples Sergeant Major, Corps Sergeant Major (ex-officio), Bandmaster, Songster Leader, Committee Chairpersons, Head of Ushering/Greeting, Community Ministries Director, Men's Ministries leader, Women's Ministries leader, Seniors Ministries leader, Fellowship Groups leader, CO (s) (Ex-officio).

## SERVICE RESPONSIBILITIES

In partnership with the CO(s), the Director for Program guides and equips the leaders of all corps programs and activities.

Serves as a resource person for all group leaders, providing support and encouragement and ensuring training opportunities.

Is the liaison between program group leaders and Mission Board.

Promotes program development to meet the needs of the congregation and community, giving leadership for initiating and presenting new program proposals.

Assists leaders in scheduling of programs (e.g. location, space, time, etc.)

Recruits and develops leaders for corps programs, arranging training events as required.

Arranges special corps events (e.g. corps anniversary, corps retreat, etc.).

Ensure program leaders keep detailed records of group members and statistics.

## SUPERVISION

The Director of Program is directly accountable to the CO(s).

## ORGANIZATIONAL RESPONSIBILITIES

Chair Program Committee (where applicable).

Attend monthly Mission Board meetings.

Attend Annual Ministry Review and Triennial Mission Review of corps and community services with DHQ team and CO(s).

Meet with leaders in the program section for regular updates and mentoring, as well as follow-up of personnel under their care.

Assist the CSM where necessary.

Ex-officio member of all committees relative to program.

# DIRECTOR OF BUSINESS ADMINISTRATION

## ROLE

The Director for Business Administration oversees all matters of administration, including finance and property, enhancing the quality of life and service of all who come under the influence of the Salvation Army corps ministry.

## QUALIFICATIONS

A person chosen for this position should:

- (a) be enrolled as a soldier
- (b) understand and agree to Army regulations
- (c) be a supporter in time, attendance and finances
- (d) wear uniform proudly.

## Suggested Areas of Responsibility

Finance/Property Committee (Chair )	Legal Matters
Budgets	Red Shield
Property Maintenance	Christmas
Corps Giving (including Stewardship)	Kettles
Fundraising	Special Projects

Personnel: Corps Secretary, Corps Treasurer, Business and/or Office Administrator, Corps Sergeant Major (ex-officio), Quartermaster (or equivalent), Y.P. Treasurer, CO(s)  
(Ex-officio), Committee Chairpersons.

## SERVICE RESPONSIBILITIES

In partnership with the CO(s), the Director for business administration establishes guidelines and budgets for the overall administration of corps ministries.

Is the liaison between all leaders with reference to business administration.

Communicates with the congregation, in co-operation with the Corps Secretary and Treasurer, concerning business and property matters.

Promotes and gives leadership to existing initiatives and develops new initiatives for the purpose of increasing the effectiveness of the corps in the fulfilment of its mission.

## SUPERVISION

The Director of Business Administration is directly accountable to the CO(s).

## ORGANIZATIONAL RESPONSIBILITIES

Chair Business Administration Committee (where applicable)

Attend monthly Mission Board meetings.

Attend Annual Ministry Review and Triennial Mission Review of corps and community services with DHQ team and COs.

Meet with leaders in business administration section for regular updates and mentoring, as well as follow-up of personnel under their care.

Ex-officio member on all committees relative to finance and property.



# SENIOR PASTORAL CARE COUNCIL

The Senior Pastoral Care Council is a critical part of corps life, and functions effectively with both the Corps Council or Mission Board model. Its role and organization are found in the O & R for Pastoral Care Council. A portion thereof is below. *This is not to be confused with the Pastoral Care Committee within the Mission Board. A careful read of duties will clarify their roles.*

## Orders and Regulations for Senior Pastoral Care Councils

### Section 1 - The Pastoral Care Council

**1. Purpose.** The pastoral care council exists for the highly important purpose of exercising 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 fulfillment 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 fulfill the requirements of soldiership.
- (c) Accept for adherency applicants who fulfill the stipulated conditions. (See *Section 10* below.)
- (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) Recommend removal of names from rolls when necessary.

All other aspects of corps life, such as policy, programme, property and budget will be the concern of the Corps Council or Mission Board (see *Orders and Regulations Governing Corps Councils*).

**2. Membership.** Normally, membership of a PCC will not exceed 15, but for very large corps the DC may approve additional members. The PCC is comprised of:

- (a) The DC, who, by virtue of office, is a member of every PCC in the division. The DC (or DHQ representative) presides at the annual PCC meeting.
- (b) The officers officially appointed to the corps.
- (c) The corps sergeant-major, corps secretary and recruiting sergeant (RS).
- (d) Soldiers selected for their pastoral gifts and availability for the work of pastoral care. Such members may be commissioned LOs but need not be, nor need they wear uniform. Normally, no more than 50% of the selected members will be LOs. Selected members will be appointed only with the approval of the DC. Their initial term of appointment will be for three years, renewable with the permission of the DC.

**Note:** Where a corps is functioning with a Mission Board Model, the SPCC will be made up of members of the Mission Board, specifically the Director of Pastoral Care, and others, who have a strong and healthy history with the corps, and a tender heart for people and their spiritual well-being.

**3. Consultation with non-members.** Where there are regular sections or other identifiable groups within the corps whose commissioned leaders are not members of the PCC, such leaders, or their assistants, may be called in to PCC meetings for consultation as necessary. The YPSM and corps youth secretary, if not members of the PCC, will frequently be consulted.

**4. Orders and regulations.** All members of the PCC are expected to acquaint themselves with the latest edition of these regulations, so that they can intelligently carry out their required duties.

Every Corps is  
**REQUIRED**  
to have a functioning  
**SENIOR  
PASTORAL  
CARE COUNCIL!**

# SENIOR PASTORAL CARE COUNCIL (cont'd)

## Orders and Regulations for Senior Pastoral Care Councils Section 2 - General Directions for Pastoral Care Council Meetings

**Date Composed:- 04/22/2002 Date Modified:-**

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1. **When held.** PCC meetings are held quarterly, annually and specially.
  - (a) The quarterly PCC meeting is presided over by the CO. (See *Section 6*.)
  - (b) The annual PCC meeting is held instead of the usual quarterly meeting on a date notified to the CO by the DC. The DC or DHQ representative presides. (See *Section 7*.)
  - (c) A PCC meeting should be held immediately prior to the CO's farewell.
  - (d) A special PCC meeting may be held at any time, under the presidency of the CO. (See *Section 8*.)
2. **Attendance necessary.** A PCC meeting may not be held without the attendance of the CO or the DC, or an officer appointed by the DC.
3. **Quorum.** Three members of the council – provided such include the CO or the DC – are sufficient to form a quorum.
4. **Unauthorized persons.** The CO may not introduce, or allow to be introduced, to a PCC meeting, any person other than those authorized to be present. (See *Section 1, paragraphs 2 and 3*.)
5. **Secretary.** The corps secretary will usually act as secretary to the council, and as such will:
  - (a) Confer with the CO with respect to arrangements for its meetings.
  - (b) Notify the members – at least a week beforehand for a quarterly or annual meeting; at least a day beforehand for a special meeting.
  - (c) Record the minutes of each meeting. (See *paragraph 13 of this Section*.)
6. **Make own judgments.** Members of the PCC should form and express their own opinions, not being influenced to support any course contrary to their own judgment.
7. **All members with equal voice.** Any member is at liberty to draw attention to any name which he/she thinks should be discussed, with a view to possible action.
8. **Responsibility for pastoral care.** Each member should willingly accept the responsibility, not only for forming and expressing an opinion, but also for trying to contact backsliders and giving other needed personal care to those under consideration.
9. **Voting.** Nothing in the nature of voting is permitted. Decisions are usually arrived at by the process of consensus.
10. **Confidentiality.** The deliberations of the PCC must be treated as strictly confidential, this being an essential qualification for membership.
11. **Responsibility for required records.** Members of the PCC are expected to bring to council meetings the necessary books for which they are responsible, and to record therein, as the meeting proceeds, whatever revisions and entries are decided upon by the council. (See *paragraphs 12, 13 and 14* following.)



## SENIOR PASTORAL CARE COUNCIL (cont'd)

12. **Records required.** The rolls and related books (see *Section 3*) needed for revision at a PCC meeting are:

- (a) The seekers' register,
- (b) The cartridge book,
- (c) The soldiers' roll,
- (d) The recruits' roll,
- (e) The adherents' roll,
- (f) The supplementary roll (ex-soldiers and friends),
- (g) The corps statistical book,
- (h) The corps officer's visitation book or equivalent.

13. **Pastoral Care Council minute book.** The PCC minute book is usually kept by the secretary. At the close of each PCC meeting the minutes should show, besides statistics and signatures, the decision or action of the council with respect to:

- (a) Converts made recruits,
- (b) Recruits and adherents approved for soldiership,
- (c) Recruits and adherents enrolled as soldiers since the last PCC meeting, with date,
- (d) Soldiers, recruits and adherents transferred from other corps and duly enrolled, with date,
- (e) Soldiers, recruits and adherents removed from the books, with reason indicated. The names of those who have been removed from the soldiers' roll (excluding transfers and promotions to Glory) should be entered in the ex-soldiers' roll.
- (f) A cadet on becoming an officer. (Names of cadets remain on the soldiers' roll until the cadet is commissioned, when the necessary entries must be made in the roll and the transfer issued in the usual way to the division where the officer is appointed.)
- (g) Soldiers, recruits and adherents considered unsatisfactory, with efforts planned to help them, and the results,
- (h) Junior soldiers approved for soldiership,
- (i) Junior soldiers enrolled as soldiers since the last meeting, with date,
- (j) Persons to be made adherents (See *Section 10*).

14. **Records for reference.** Other official books needed for reference at PCC meetings are:

- (a) The registration record, for which the RS is responsible. (See *Orders and Regulations for Local Officers, Chapter 5, Section 2, paragraph 8, page 41.*)
- (b) The junior soldiers' roll (including YP recruits' roll). (See *Section 4, paragraph 14.*)
- (c) The young people's register and cartridge record. (See *Section 4, paragraph 14.*)
- (d) The transfer book, with return transfer notes that are to hand. (See *Section 9, paragraph 3.*)

**NOTE:** The SPCC is now the only accepted body which will manage the roles and spiritual well-being of the corps. Any corps that has operated with a Census Board, will be required to transition that group into a SPCC which will function as outlined above.

# STRATEGIC THINKING

## INTRODUCTION

No two corps are the same.

In many ways Salvation Army corps have common characteristics and a common purpose; to be transforming influences in a community. However, in the context of the mission, it means that no two corps are the same.

If no two corps are the same, then the leadership will also vary significantly. Leadership demands that we match methodology to context.

To accomplish mission for your unique corps, a unique strategy is required. Included on the following pages is an overview to guide you through the strategic thinking process as well as a strategic thinking template.

If you desire assistance in building a strategic plan your Area Commander, outside consultant, or member of the Corps Ministries Department at Territorial Headquarters can assist you.

## S.W.O.T.

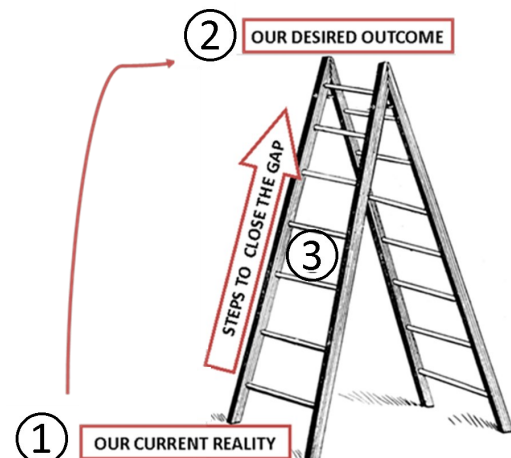
To make any plan you need to gather what information is necessary. One way of accomplishing this is by doing a S.W.O.T. analysis. Depending upon the size of your corps you may wish to do this with a few key people or in larger settings have leaders do this for each area of ministry.

What are our:

Strengths	i.e. human resources, leadership, location, finances
Weaknesses	i.e. insular thinking, few children, finances
Opportunities	i.e. new Canadians, leadership development, program content
Threats	i.e. changing neighbourhood demographics

## Organize the thinking

1. What is our current reality? (as informed by the S.W.O.T. analysis)
2. What goals or objectives (desired outcome) do you as a corps leadership team, have in mind?
3. What steps are necessary to move the corps from current reality to desired outcomes?



# STRATEGIC THINKING (cont'd)

## STRATEGIC THINKING FOR \_\_\_\_\_

Name of ministry/program

STEP ① What is the **current reality**? Describe what the program/ministry is like now. What **results** have been seen from previous goals? What are the current key **challenges** for this ministry/program? (S.W.O.T.)



STEP ② Identify the **desired outcome** and goals. Consider setting specific goals for spiritual growth, leadership development, attendances, and financial outcomes. (S.M.A.R.T. Goals)



STEP ③ Identify the **necessary steps** required to get from the current reality to achieve the desired outcomes?



Steps	Target Date	Person Responsible
1.		
2.		
3.		
4.		
5.		

# UNDERSTANDING CONGREGATIONAL HEALTH

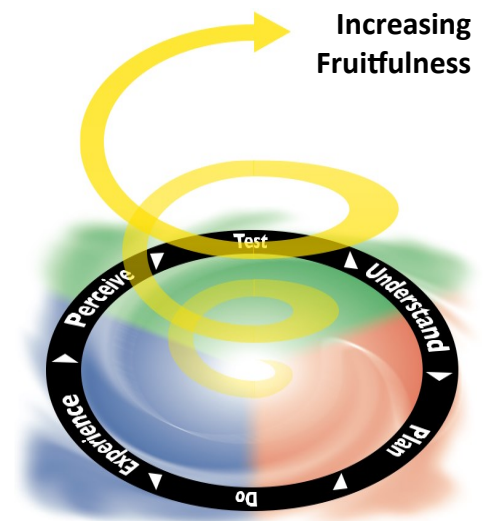
From extensive conversation with leaders on the frontlines and at the divisional and territorial levels, there is some common understanding of general features of corps health. Numerical growth through community outreach, self-sustainability (both of which need to consider community demographics, some communities in the Territory are in population or economic decline), growth in discipleship (holiness, leadership/ministry capacity) and engagement in holistic community transformation (spiritual, relational, quality of life, etc.). Some discussion about corps health can be facilitated by reviewing statistics that are already collected by the corps (e.g., finances, first time seekers, soldiers enrolled, meetings, groups and ministry participants). The **Annual Ministry Review & Triennial Mission Review** are also designed to encourage reflection on many aspects of the ministry and provide an intentional opportunity to plan for the future.

While investigating and interpreting statistical trends for the congregation can lead to constructive conversations about corps health that contribute to leadership decisions, there are other resources also available for facilitating congregational discussions about corps health.

Three corps health assessment tools that are currently supported by the Corps Ministries Department are:

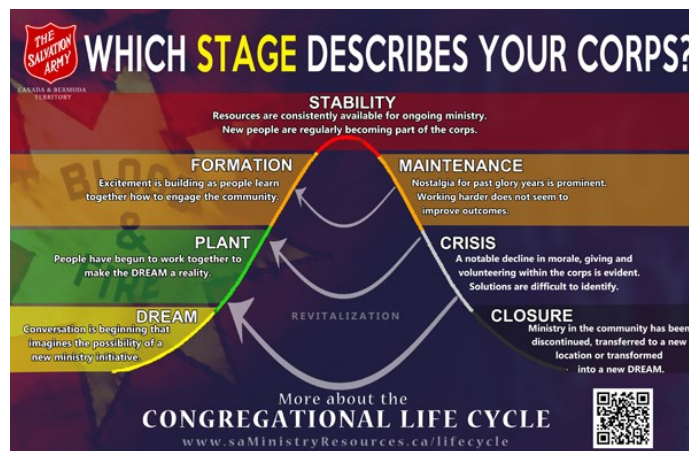
**Natural Church Development**  
**Congregational Life Cycle**  
**Logic Model**

**NATURAL CHURCH DEVELOPMENT** is a process of discernment based on on-going international study of thousands of congregations of many different denominations. The learning cycle consists of identifying a team to lead the process, conducting a survey of leaders, understanding the significance of the results, planning to make a change, doing ministry differently, experiencing and evaluating the result of the change and then preparing to conduct another survey to restart the process. Each cycle tends to take one to two years. The learning cycle is well supported with many resources provided by Natural Church Development in multiple languages.

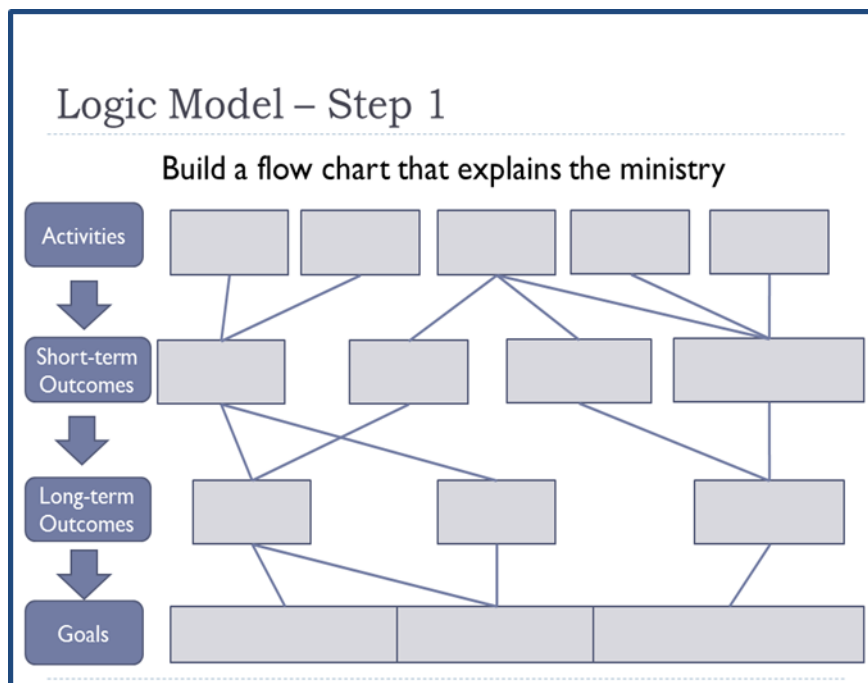


# UNDERSTANDING CONGREGATIONAL HEALTH (cont'd)

**THE CONGREGATIONAL LIFE CYCLE** is a bell curve that represents the typical lifecycle of a congregation from planting to closure. A congregational conversation can be facilitated to assist in the identification of which stage of the lifecycle applies to the congregation and next steps for healthy development and/or renewal.



**LOGIC MODELS** are used for customized evaluation of organizations. A flow chart that shows the expected outcomes of current ministry activity can assist leaders in identifying key areas of congregational and community ministry to evaluate in order to ensure faithfulness to overall goals and effectiveness in ministry efforts. Leaders use the on-going evaluation in the regular decision making process to ensure healthy integration of ministry.



For more information about congregational health assessment tools, visit [www.saministryresources.ca](http://www.saministryresources.ca).

# INTEGRATED MINISTRY/MISSION

**Integrated Mission** is not a program; it's a way of life! It's about building relationships with people in community and doing it in the context of The Salvation Army's Mission Statement; sharing the love of Christ, meeting human need and being a transforming influence in the communities of our world. We read in Scripture of the Incarnational way in which Jesus practiced Integrated Mission. "The word became flesh and blood and moved into the neighbourhood." John 1:14 (The Message) We are to be the hands and feet of Christ in our community.

**Integrated Ministry** is how we facilitate mission through creating meaningful programs and services in recognizing the needs, challenges, gifts and abilities of those who live in our community.

INTEGRATED  
MINISTRY  
provides structure  
for  
MISSION.

**Relationship to the Corps:** This diagram helps to illustrate how Salvation Army corps through activities and programs can be central in the community and vice versa. There are multiple inlets and outlets that can intersect at various levels. Whatever the corps setting or community expression you have, the possibilities are limitless.





# TERRITORIAL STRATEGIC PRIORITIES

## ONE ARMY

### **STRATEGIC PRIORITY #1: SPIRITUAL HEALTH**

To cultivate the spiritual well-being of Salvationists, employees, volunteers and the people we serve.

### **STRATEGIC PRIORITY #2: LEADERSHIP DEVELOPMENT**

To give Salvationists and employees opportunities to grow their leadership potential to advance the mission.

## ONE MISSION

### **STRATEGIC PRIORITY #3: SOCIAL JUSTICE**

To promote the dignity of all people, with a focus on the marginalized and vulnerable.

### **STRATEGIC PRIORITY #4: INTEGRATED MISSION**

To strengthen communities by responding holistically to the needs of the people we serve.

## ONE MESSAGE

### **STRATEGIC PRIORITY #5: CHILDREN AND YOUTH**

To lead children and youth to faith in Christ and foster their spiritual development.

### **STRATEGIC PRIORITY #6: THE GOSPEL AND TRANSFORMATION**

To share the gospel, lead people to Christ and nurture them in their faith.

### **STRATEGIC PRIORITY #7: DISCIPLESHIP**

To encourage Salvationists to develop their relationships with God and express their faith through acts of service.