



Accreditation

A Manual of Guidance to the Standards & Review Process

The Salvation Army
Canada and Bermuda
Territorial Headquarters
Social Mission Department

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The Accreditation Standards & Review Process

- Introduction

The Salvation Army Canada and Bermuda Territory maintains an internal social service accreditation process as one means of upholding organizational standards. The process is governed by Operating Policy and Procedure [MN 03.001 Accreditation](#).

The Salvation Army's internal accreditation process provides an assessment of social service 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 Accreditation Manual of Guidance provides a description of the accreditation documents, the review process, and serves as a resource for ministry units, review team members, and headquarters personnel.

A successful accreditation 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.

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

The ministry units are advised to verify on an ongoing basis that they are meeting the most up-to-date legislative requirements, as failure to do so may result in the ministry unit receiving a fine and/or another legislative penalty.



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Please contact the social mission department at Territorial Headquarters (THQ) at accreditation@salvationarmy.ca or call 416.425.2111 ext. 6219, if you have any questions or concerns.

Accreditation Criteria

Ministry Units who meet the established criteria will be required to undergo the Social Services Accreditation Process. All designated social service units, stand-alone community and family services units, and applicable Corps Based Ministry Units will participate in the accreditation process. See [Appendix D](#) for further detail on applicable Corps Based Ministry Units.

Ministry Units may be flagged by DHQ or the THQ Social Mission Department if they may meet the Social Services Accreditation Criteria. The THQ Social Mission Department will then assess the Ministry Unit against the criteria above, and/or that outlined in [Appendix D](#) for Corps Based Ministry to decide whether they meet the criteria and are therefore required to participate in a Social Services Accreditation. If a Ministry Unit self-identifies as meeting these criteria, they are to reach out to their Divisional office first to discuss this before reaching out to THQ. Any request for a ministry Unit to undergo an accreditation process must come from the Area Commander/Divisional Social Services Secretary or the Divisional Commander.

The Territorial Social Mission Secretary, a Cabinet Member, or Divisional Commander can request that a Ministry Unit outside of the scope of the established criteria be reviewed. These requests will be documented and must be approved by the Territorial Social Mission Secretary.

If a Ministry Unit or Division wishes to appeal the decision made by the THQ Social Mission Department, a written request must come from the Divisional Commander to the Social Mission Department (accreditation@salvationarmy.ca). An appeal must include evidence to support the Ministry Unit or Division's position. The appeal will then be assessed by the Territorial Social Mission Secretary and the Territorial Secretary for



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Mission. A response will be provided to the Divisional Commander including a rationale for the decision.

Any changes to the Social Service Assessment Guidelines will be approved by the Territorial Social Mission Secretary.

The Accreditation Document

Location

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

- Type in your internet browser: <https://tsacb.sharepoint.com/sites/myarmy/>
- Log in with credentials
- Click on **Salvationist.ca** in the top left corner of the webpage
- Click on the menu in the top right corner of the webpage
- Click **Social Mission Toolkit**
- Click **Accreditation**

The accreditation toolkit contains helpful resources for the process of accreditation, such as recorded training sessions, honouring and encouraging success guidelines, ARMS handbooks, a comprehensive policy navigator spreadsheet, etc. The toolkit also contains downloadable portable document files for all the accreditation chapters as well as tips sample policies associated with the standards.

Chapters

The accreditation review documents include several content-based chapters. Chapters 1 through 4 are core chapters and apply to all units being reviewed. All reviews also include at least one program chapter. The selection of program chapter(s) is determined by the examination of the scope and specific type of programming of the ministry unit.



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Each chapter contains:

- A brief introduction and specific direction related to the review of that chapter
- A list of topics that will be covered
- A list of required documents for the review of each topic
- The standards, which outline expectations and requirements

Standard

Each standard contains four columns:

Item	Standard	Procedure	Rating
1.4.1 Regular	<p>There shall be a written organizational chart of the ministry unit which shows the lines of responsibility and lines of communication. It should be made available to all staff and should include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> all positions <input type="checkbox"/> no detail regarding functions or services <input type="checkbox"/> total full time equivalent (FTE) number in each box to reflect the size of the organization and to indicate workload <input type="checkbox"/> the last date of revision 	<ul style="list-style-type: none"> a) Review the organizational chart. b) Confirm that all positions within the ministry unit are included. c) Confirm that each position has someone to whom it is responsible. d) Discuss with management how the organizational chart is available to all staff. 	<p>S P M NC NA</p>



Understanding the columns (left to right):

The **item number** shown in three numerals in the number (e.g.: 1.2.3) identifies the chapter, the section, and the standard.

The **weight** of the standard is shown under the item number. Each standard has a different weight based on the level of risk it presents.

- **High Risk** – applies to those standards that pose the highest possibility for exposure to danger, harm, loss, or injury to clients, staff, volunteers, or the organization.
- **Critical Importance** – applies to those standards relating to territorial operating policy, legislative requirements, mission effectiveness, planning, and evaluation.
- **Regular** – applies to all other standards

Weighting serves as a factor in calculating the rating. The regular standards have a mathematical weight of one, critical standards have a weight of two, and high-risk standards have a weight of three.

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 **procedure** 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:

- **S - Substantial** – All requirements outlined in the standard are met.
- **P - Partial** – Many of the required elements are met. i.e., more than half
- **M - Minimal** – Few of the requirements are met. i.e., less than half



- **NC - Non-Compliant** – 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. Approval of the team leader is required before this rating can be given. The fact that the ministry unit is not performing the tasks does not make the standard not applicable

The document provides space for comments to support a reviewer’s rating. Comments will include concrete examples demonstrating compliance, and note specific items where evidence is absent. Comments provide evidence to support a rating choice, serve as a guide for building an action plan, and acknowledge compliance.

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

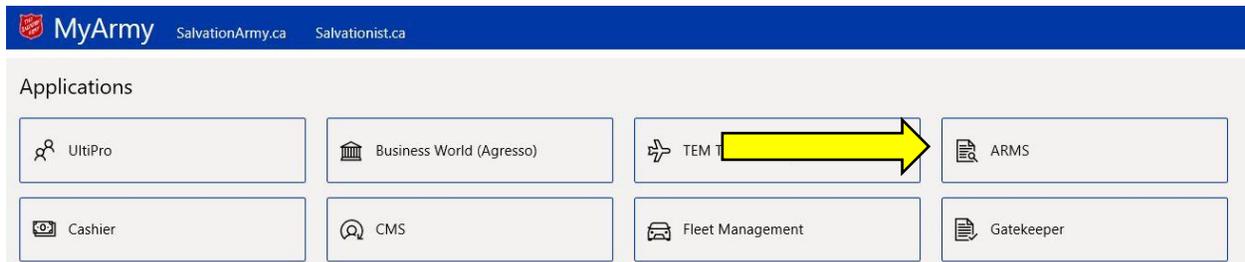


The Accreditation Management Application

Accreditation Review Management System (ARMS)

The Accreditation Review Management System (ARMS) Program is used to manage, schedule, and monitor the Social Services Accreditation Process.

The application is accessible via a secure internet connection through a server located at THQ. Reviewers and ministry unit personnel can log on via the MyArmy homepage.



For training on ARMS, please connect with the Accreditation Process Coordinator at accreditation@salvationarmy.ca or call 416.425.2111 ext. 6219.



The Accreditation 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 of reviews
2. Phase I: Document submission
3. Phase II: On-site review
4. After the review

Scheduling and Setup of Reviews

Scheduling

Occurs: **Previous Year**

Accreditation reviews take place on a three-year cycle. Social services ministry units are to go through the review process every three years. Corps-based ministry units are included in the accreditation process at the request of the Divisions and/or if they meet the criteria for a review. For more information, please see details in Review of Corps Based Ministries ([Appendix D](#)).

Scheduling the on-site review involves conversation with the ministry unit, Divisional Headquarters (DHQ), and Territorial Headquarters (THQ).



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Setting up Microsoft Teams for each review

Occurs: **Beginning of the review year**

The Accreditation Process Coordinator will contact each Ministry Unit scheduled for review that year and request an updated Ministry Unit Profile. The appropriate chapters will be assigned based on the information provided in the Ministry Unit Profile. A Microsoft Teams will be created for each review and the Ministry Unit Lead and requested management team members will be invited to the Microsoft Teams.

Other members with access to the Microsoft Teams include the accreditation team, the Area Commander or Divisional Social Services Secretary, the regional consultant, and any additional reviewers.

Review Team Selection

Occurs: **Six Months Before**

Review team members are selected from among those persons who have received training in the accreditation process. The team is usually comprised of a member from the THQ Social Mission Department (team leader), the Area Commander (AC) or Divisional Social Services Secretary (DSSS), and/or other divisional personnel and/or peer reviewer(s). Peer reviewers are selected by Divisional Staff based on Peer Reviewer Guidelines ([Appendix A](#)).

For ministry units operating Community Justice Programs, review team will include reviewer(s) with appropriate clearance levels to review corrections related records.

Notification

Occurs: **Twelve Weeks Before**

Twelve weeks prior to the review date, the Social Mission Department sends notification to the ministry unit lead as a reminder that the review is approaching. This reminder



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includes information on the accreditation, timelines (including the phase I & II dates), and how to access additional resources.

Please note that all documents required for submission (see details in submission of documents section below) will be uploaded to the Microsoft Teams designated for the Accreditation review. The Ministry Unit does not need to upload documents to ARMS.

Reminder of Phase I Deadline

Occurs: **Eight Weeks Before**

The Social Mission Department sends a reminder to the ministry unit lead that the document submission deadline is in three weeks. At which point the ministry unit members will no longer have access to the Microsoft Teams until they are invited back on the review date.

Phase I: Document Submission

Submission of Documents

Occurs: **Five weeks before**

The ministry unit submits the required documents via Microsoft Teams for processing. Anything confidential, such as personnel files or client files, should not be uploaded to Microsoft Teams. These elements will be reviewed on-site.

Within the Microsoft Teams created specifically for each ministry unit, there are spaces to upload evidence to support specific standards. Evidence can come in different forms. This can be a document such as policy & procedures, meeting minutes, blank templates, etc. This can be a pre-site narrative, which is a short, written narrative to support a standard. Or evidence can be in the form of a pre-site photo where appropriate.

To guide the ministry unit in their preparation, there are labels attached to each standard that indicate the type of evidence needed to support that standard. Labels



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include pre-site document, pre-site narrative, pre-site photo, and on-site interview/review. The last label indicates that the evidence needed to support this standard cannot be fully satisfied by pre-site documentation and the reviewers will follow up on this during the on-site review.

The team lead for the review temporarily revokes access to the Microsoft Teams for the ministry unit lead and management team members at the document submission deadline. The access will be restored during the on-site review. The THQ Social Mission Department also collects relevant documents from various departments at Territorial Headquarters (THQ) and Divisional Headquarters (DHQ).

Notification to the Review Team

Occurs: **Five weeks before**

Five weeks prior to the review date, the Social Mission Department sends notification to the review team member(s). This reminder notifies team member(s) that information for the review is accessible on Microsoft Teams.

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.

Accreditation review planning

Occurs: **Two weeks before**

The review team leader connects with the ministry unit lead to make introductions, to confirm logistics, and ensure any technological expectations are met. Moreover, the team leader will pair all assigned chapters with a member or members of the management team as the designated person responsible.

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



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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.

Phase II: The On-Site Review

The accreditation review averages two days but depending on the size of the unit may take from two to five days. The accreditation review may be completely in person or a hybrid, meaning some reviewers are in-person and others virtual. In some cases, a review may be completely virtual.

The accreditation review schedule:

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 accreditation.

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 accreditation process, confirms the review schedule and logistics, and answers questions. The meeting will include a devotional and prayer.

Members of the community council are welcome to attend this meeting.



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Interviews between reviewers and ministry unit staff

Each reviewer meets with the management team or staff members identified in the review schedule. This meeting takes place in the person's office, another secluded area, or VIA video conferencing.

Management or staff members access the relevant chapters in the months preceding the review to be fully prepared. Discussions focus on the accreditation standards ensuring that each standard is evaluated, regardless of the rating from the previous review.

All documents required for the review of the chapter should be readily available as listed in the accreditation standards. Having them on hand saves time and reduces the anxiety of looking for them during the interview.

Reviewers follow up their interviews with a review of the documents required for the chapter in question. They 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 ask process- or interpretation-related questions. The team leader will assess task completion and adjust the schedule, if necessary, assist with standards interpretation, identify common themes, and support reviewers in proper procedure. Meetings are held each morning, midway through each day, and at the end of each day.



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 challenges and strengths from the chapters they reviewed, with a focus on critical and high-risk issues. Their comments are to focus solely on the standards. The team leader will then outline next steps in the ministry unit’s accreditation journey. Members of the community council are welcome to attend this meeting.

Review team members will provide the team leader with all completed chapters and enter all assigned chapters ratings and comments on ARMS prior to departing the ministry unit.

Sample review schedule

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

Time	Activity	Review Team	Management Team
Oct 4, 2021			
9:00 – 9:30 AM	Review Team Meeting	All team members	
9:30 – 10:00 AM	Opening Meeting	All team members	All management members
10:00 – 12:00 PM	Interviews and Document Review:		
	Chapter 3: Facilities	Name of reviewer	Name of MU management or staff
	Chapter 2: Human Relations	Name of reviewer	Name of MU management or staff
12:00 – 12:15 PM	Review team meeting	All team members	



12:15 – 1:00 PM	Lunch	All team members	All management members
1:00 – 3:00 PM	Interviews and document review:		
	Chapter 7: C&FS	Name of reviewer	Name of MU management or staff
	Chapter 1: Governance	Name of reviewer	Name of MU management or staff
3:00 – 3:30 PM	Review team meeting	All team members	
3:30 – 4:00 PM	Closing Meeting	All team members	All management members

Team member responsibilities

There are several expectations of team members during the review process:

- All team members have received training.
- Reviewers read the submitted documents on Microsoft Teams beforehand to acquaint themselves with the ministry unit, its operations, and any issues it is facing. Reviewers may rate some standards in their assigned chapters based on the documentation and make note of evidence needed to be reviewed during the on-site review.
- Reviewers ensure their schedules are clear for the duration of the review, to give accreditation tasks their full attention.
- Reviewers remain helpful, objective, direct, honest, respectful, and constructive.
- Reviewers are expected to rate the standards accurately. Ratings are to be based on evidence and should be supportable.
- Reviewers are expected to meet scheduled timelines. If task completion is an issue, it should be discussed with the team leader.
- During the review, it is the review team's responsibility to ensure that adequate information is gathered with minimal disruption to the operations of the ministry unit.



- All documentation with supporting comments is to be returned to the team leader before the conclusion of the review.
- Team members are expected to contribute to the summary meeting conversation, with brief reports on the chapters they reviewed. These reports should include strengths and challenges, be accurate and encouraging, and relate directly to the standards.
- Team members are to maintain confidentiality with regards to their learnings during a review. This includes documents on Microsoft Teams as well as information reviewed on-site.
- Divisional personnel are expected to use the knowledge gained to support the unit in its journey for excellence during the period between reviews.

All team members are to adhere to the On-Site Documentation Guidelines during the review.

On-Site Review Documentation Guidelines

Preamble

Consistency in documentation during the on-site review supports the integrity of the accreditation process, reliability of ratings, opportunity for supported, evidence-based follow up with divisions, and accountability of reviewers.

Documentation Requirements:

1. General

- All handwriting on documents is to be legible, clear, related to the standards and respectful of the ministry unit and personnel.
- All standards in each chapter are to be rated.
- Comments on chapter are consistent with the rating applied and summary sheet comments.



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2. Ratings

- Standards are to be rated using the chart below as a guide

S	Substantial Compliance	Provisions outlined in the standard are met.
P	Partial Compliance Comment required to support this rating	Most provisions of the standard, more than half, are met.
M	Minimal Compliance Comment required to support this rating	Few provisions of the standard, less than half, are met.
NA	Non-Compliance Comment required to support this rating	Indicates that the ministry unit does not comply with the standard.
NC	Not Applicable Comment required to support this rating	The standard is not applicable to a particular program or ministry unit. Approval of the team leader is required before this rating can be given. The fact that the ministry unit is not performing the tasks does not make the standard not applicable.



- Rationale for the rating is provided for all standards rated less than substantial either on the chapter document or summary sheet in ARMS.
- All standards that are rated less than substantial require an accompanying action-oriented recommendation on the summary sheet.
- Ratings are to be based on evidence outlined in the procedures of the standard.
- Not Applicable
 - Full supporting/clarifying comments are documented for all standards deemed not applicable. The basis of the rating should be clear in the comment on the summary sheet and be consistent with notations on the Chapter document and in-line with any documented decisions made by the Accreditation team.
 - Approval by the team leader is required for this rating to be given. Team leaders are responsible for ensuring that the documentation requirements for not applicable ratings, described above, are met.

3. Chapter document

- Reviewers are to write legibly, or type clearly in the electronic version, on the chapter document recording information about evidence seen or not seen. This document is returned to the ministry unit with notations on it and maintained as a permanent record of the review.
- Mark items observed on all checkboxes to identify specific details viewed by reviewer, and to demonstrate thoroughness of the review.

4. Summary sheets

- This is to be completed on the ARMS application before the end of the review
- Action oriented comments for further compliance are to be recorded for all standards rate less than substantial
- Summary sheet comments are to be clear for easy referencing and action planning by the ministry unit
 - i.e., complete sentences; if only a few items missing from a checklist, name the missing items for easy reference by the unit



- Comments are to reflect the unique requirements of each standard. This demonstrates thoroughness and is easier for the ministry unit to use as a working document.
 - i.e., the exact same comment for multiple standards should not be used unless a whole section is obviously NA, such as the case with standards relating to unions in a non-unionized environment.

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.

Ministry units should inform both employee and client that their file may be reviewed during routine management or professional supervision. Their file may also be reviewed for quality assurance purposes by internal and/or third-party auditors or accreditation reviewers.

It is recommended that ministry unit include a consent form within the admission process of its program to ensure that the option exist for client's file to be excluded from review during the accreditation process.

Some client documents are classified at a specific security level, specifically those belonging to federal offenders on contract through the Correctional Services of Canada. People viewing those documents require a reliability screening. For the review of chapters under these circumstances, reviewers can acquire security clearance with CSC.

Logistics

- The review team requires a private meeting room for the duration of the review. Alternatively, the Ministry Unit meets the technological expectations required for a virtual review.



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- 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 help.
- For peer reviewers, the cost of meals and accommodations are the responsibility of the ministry unit.

After the Review

Review Report

Occurs: **Three Weeks After**

Upon completion of the review, the team leader returns with all the documentation to THQ where the chapter summaries are reviewed on ARMS and sent to the ministry unit and the Area Commander. This process will be completed within three weeks of the review.

There may be instances where the ministry unit personnel believe that evidence may have been missed in relation to standards. A ministry unit can submit a formal appeal via email to the THQ social mission department for review ([Appendix F](#)).

Action Planning

Occurs: **Eleven Weeks After**

The ministry unit is to develop an action plan on ARMS in response to the review findings, with every standard that is not rated substantial 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



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important that action steps state what the ministry unit will do to address the standard, and not simply re-state the standard. It looks as follows:

Action Plan

Ministry Unit Name

Review Date:

Status: Initial Action Plan

Unit Lead: Ministry Unit Lead

Divisional Lead: Area Commander

Team Lead: THQ Team Lead

 Note

Standards that are required

4 Spiritual & Religious Care

Completed
 Submitted

Section Name	Standards	Rating	Comments	Action Step	Person(s) Responsible	Target Date	Completion Date
Staffing	4.3.1	P	All chaplains to be trained with a recognized chaplaincy or spiritual care education body.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Program Services	4.4.2	P	Communication of SRC services to include availability of referral to local churches and faith/spiritual communities.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

The submitted action plan requires the approval of the Area Commander or Divisional Social Services Secretary who will monitor progress during the three-year cycle. The action plan is submitted via ARMS to the team leader 8 weeks after receipt of the review report, after it has been approved by the Area Commander or Divisional Social Services Secretary. This divisional approval step must be factored in when planning submission timelines.

Approval

Once the action plan is approved at both headquarters' levels, the accreditation status is determined. That is, to achieve accreditation status, a ministry unit must meet two requirements: (1) earn 80% in each chapter and (2) submit an approved action plan.



If an action plan is not submitted within 6 months of the review date, the THQ Social Mission Department will not be able to engage in determining the accreditation status of the unit and will close the file. While this will conclude the department’s involvement for this review, the Division will continue to require the completion of the action plan to meet organizational expectations.

Communication is sent to the Area Commander or Divisional Social Services Secretary, copied to the Divisional Commander, and the Territorial Secretary for Mission, outlining the outcomes of the accreditation review process. This information includes a letter from the Social Mission Secretary, a ratings report, and a certificate, where earned. At this point the accreditation process is concluded for this review period.

Action Plan Monitoring

The Area Commander or Divisional Social Services Secretary supports the unit as it implements its action plan and will check in on progress during the interval between accreditation reviews.

The Accreditation Review Process Timeline

Time frame	Activity
Previous year	THQ Accreditation Process Coordinator, Area Commander or Divisional Social Services Secretary, and ministry unit lead negotiate review dates. Area Commander or Divisional Social Services Secretary identifies and confirms team.
Beginning of review year	THQ Accreditation Process Coordinator creates a Microsoft Teams with assigned chapters based on the Ministry Unit Profile submitted by the ministry unit lead. Ministry units may begin to upload material required for review to on Microsoft Teams.
12 weeks before	THQ sends notification to ministry unit, Area Commander or Divisional Social Services Secretary, and review team members. Notification includes Phase I & Phase II dates.



8 weeks before	THQ sends notification and reminder to ministry unit of document submission deadline.
5 weeks before	This is the deadline for document submission. Ministry Unit personnel access to the Teams is temporarily removed. Review Team begins to review submitted documents for their assigned chapters.
4 weeks before, at minimum	Air travel to be confirmed. Early purchase increases potential for economical tickets.
2 weeks before	THQ team leader connects with ministry unit to confirm logistics of the review. Team leader creates a schedule for on-site review and distributes to ministry unit and review team.
On-site review	(Details provided in separate chart on page 14)
3 weeks after	THQ releases summary review report to ministry unit lead, and AC or DSSS on ARMS.
8 weeks after	Ministry unit submits action plan on ARMS to Area Commander or Divisional Social Services Secretary and to THQ team leader for review and approval.
12 weeks after	Upon approval of the action plan by the THQ team leader, the ratings are finalized, and ratings report and closure communication are sent to Area Commander or Divisional Social Services Secretary, Divisional Commander, and the Territorial Secretary for Mission. The certificate, as appropriate, is sent to the Area Commander or Divisional Social Services Secretary. File is closed and review documents filed.



Tasks of review stakeholders

<i>Scheduling and Setup</i>			
THQ Social Mission	DHQ (Area Commander or Divisional Social Services Secretary)	Ministry Unit	Review Team Members
<ul style="list-style-type: none"> • negotiate review dates with division • notify ministry unit of upcoming review and document submission deadline • confirm suitability of team members • create Microsoft Teams for each review and notify Ministry Units of required document submission 	<ul style="list-style-type: none"> • negotiate review dates with THQ and ministry unit • select team members • support ministry unit as required • review accreditation information • ensure schedule is clear 	<ul style="list-style-type: none"> • reserve dates for review • submit updated Ministry Unit Profile and confirm assigned chapters with THQ • submit list of management team members to THQ for access to Microsoft Teams • prepare for all chapters 	<ul style="list-style-type: none"> • reserve dates • attend training as required • ensure schedule is clear for review period



Phase I: Document Submission and Review Preparation			
THQ Social Mission	DHQ (Area Commander or Divisional Social Services Secretary)	Ministry Unit	Review Team Members
<ul style="list-style-type: none"> • remove access of Ministry Unit Personnel from Microsoft Teams until review date • ensure additional reviewers are arranged as needed • assign chapters to each reviewer • notify reviewers of documents available for review • make travel arrangements • create review schedule 	<ul style="list-style-type: none"> • Area Commander or Divisional Social Services Secretary and other divisional personnel participate as team member(s) (see 'review team member' column) 	<ul style="list-style-type: none"> • upload documents via Microsoft Teams as per timeline • prepare for on-site review logistics (meeting room, staff availability, meals, technology, and internet connection) • ensure documentation for each chapter is accessible 	<ul style="list-style-type: none"> • review accreditation information on Microsoft Teams • make travel and hotel arrangements, as necessary • ensure schedule is clear for review period



On-site review

<i>Phase II: On-site review</i>			
THQ Social Mission	DHQ (Area Commander or Divisional Social Services Secretary)	Ministry Unit	Review Team Members
<ul style="list-style-type: none"> • chair meetings • monitor task completion • assist reviewers with concerns and interpreting standards • ensure completion of all standards • conduct interviews and document review to complete all standards in the assigned chapters 	<ul style="list-style-type: none"> • Area Commander or Divisional Social Services Secretary and other divisional personnel participate as team member(s) (see 'review team member' column) 	<ul style="list-style-type: none"> • assemble management team for required meetings • invite key stakeholders to opening and closing meetings, as appropriate • participate in interviews as scheduled and needed • organize logistics for review team • make relevant documents available for review team 	<ul style="list-style-type: none"> • conduct interviews and document review to complete all standards in the assigned chapters • transfer findings to summary sheets • double check written/electronic work for completeness and accuracy • report back during summary meeting • provide team leader with finished chapters & summary reports



After the review

<i>After the review</i>			
THQ Social Mission	DHQ (Area Commander or Divisional Social Services Secretary)	Ministry Unit	Review Team Members
<ul style="list-style-type: none"> • process review data • send review report to ministry unit • review action plan • send rating report and closing communication 	<ul style="list-style-type: none"> • review, speak into, and approve action plan • cover costs of divisional reviewers, as appropriate • present final accreditation status and rating report to ministry unit • support unit in implementing action plan • evaluate action plan progress 	<ul style="list-style-type: none"> • prepare action plan based on review report • cover costs of peer reviewers, as appropriate • incorporate feedback from AC and team lead into action plan • implement action plan • continue to note progress on action plan items and maintain a copy for the next accreditation indicating completion of all action plan items • continue to maintain standards that were substantial during the review 	<ul style="list-style-type: none"> • (none)



Appendices:

Appendix A: Accreditation Peer Reviewer Guidelines

Appendix B: Honouring & Encouraging Success in Accreditation

Appendix C: Accreditation Review Extension Request

Appendix D: Review of Corps Based Ministries

Appendix E: Assessing Multiple Facilities during a Review

Appendix F: Accreditation Review Appeal Process



Social Mission Department - Canada & Bermuda