



Canada & Bermuda Territory

A MODEL FOR CORPS ADMINISTRATION



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PREAMBLE

This model for Corps Administration is provided as a guideline/framework for Corps of all sizes in the Canada and Bermuda Territory. The primary function of the Corps Mission Board is to advance the soul saving and kingdom building mission of The Salvation Army throughout the territory. Certain factors need to be recognized during the implementation of this model:

1. It is recognized that in our smallest corps, where the number of leaders is minimal, adjustments to this model will be necessary, and this is encouraged. Corps Officers and leaders are encouraged to work with DHQ in making adjustments to suit the local situation. Hopefully, the new structure will make local ownership of Corps Administration more attainable. In addition to the outline of the model, an appendix is included as a base from which Corps may put together the details of their Mission Board structure.
2. In smaller Corps, the whole congregation may need to be brought into the implementation process, while in larger corps implementation may be accommodated through the corps leadership group.
3. In the use of this model, lines of responsibility will benefit from continuous consultation between the Mission Board, Corps leaders, and those affected by policies and actions.
4. The introduction of this model requires Corps Officers to:
 - a) be prepared to deal with issues surrounding loss of control on the part of leaders whose role will change.
 - b) have a clear grasp of the model and work in harmony with the system.
 - c) release control and empower the Mission Board to fulfill its mandate. While empowering others, the Corps Officer(s) still retain(s) responsibilities specific to Corps Officership.
 - d) provide affirmation, discipling and mentoring for Mission Board members.
 - e) ensure that the congregation receives adequate, ongoing information as required by the changes the model will introduce.
5. It is recognized that in many corps it will be advantageous for Corps Officers, leaders and potential leaders to engage in leadership training and development before establishing a new direction in ministry structure. Such training may be arranged through Divisional Headquarters and the Corps Ministries office at THQ.
6. Corps administration will be evaluated as part of “Vital Signs”, the Corps and Community Services review process.

RATIONALE FOR THIS MODEL

- ❖ A large number of corps throughout the territory have already modified or totally replaced the Corps Council/Census Board model or have replaced the Census Board with the Pastoral Care Council model recently released as the new O&R from IHQ. The Canada and Bermuda model merges the three main areas of ministry and embraces the mandate of the Pastoral Care Council. Through the Director of Pastoral Care this model ensures that corps rolls are properly maintained, as required by Orders and Regulations for Senior Pastoral Care Councils and the Corps review process.
- ❖ The smaller group required for the new model of leadership is much easier to manage. A large decision making body is often difficult; therefore, decision making often reverts back into the hands of the Corps Officer.
- ❖ In this model, leadership is determined more by the diversity of skill, gifting and personality of corps leaders, than by their availability and/or position. Corps Officers are encouraged to select leaders who will complement their own strengths and compensate for their weaknesses.
- ❖ Leaders of the sections are released to minister in their primary roles. Oversight of the congregation is assigned to those with appropriate qualifications.
- ❖ The number of local officers essential to the effective functioning of a corps is reduced.
- ❖ Greater ownership and empowerment of ministry are promoted at the ministry level.
- ❖ Position descriptions are more broadly defined.

STRUCTURE FOR MISSION DEVELOPMENT

Corps Administration is:

- 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

These three areas are generic to all Corps regardless of size. The content of the areas of focus will vary according to the ministries of each corps.

The framework for Corps Administration includes three essential components:

1. *Pastoral*: This component would include such things as Small Groups, Discipleship Program, Shepherding, Mercy Seat Counselling, Pastoral Care Board, Community Care Ministry.
2. *Program*: Inclusive of YP programs, Women's and Men's Seniors, Music (Senior and Junior), Worship/Fellowship, Ushers/Greeters, Bible Study/Prayer, Community/Social Services, and Outreach/Evangelism.
3. *Business Administration*: This includes finance, property maintenance, financial stewardship, fundraising, red shield, Christmas kettles, special projects, staff management, contract management and purchasing.

Governance/Ownership

There are basic principles that apply to Corps Administration, in accordance with Orders and Regulations. These include:

- a) that administration facilitates the principle Mission issues of the Corps.
- b) that administration ensures as wide an ownership as possible within the Corps structure for the accomplishment of the Mission of the Corps.
- c) that ownership is achieved through active participation of the Corps body in decision making.
- d) that decision making should occur as much as possible at the ministry/program level and by lay leadership.
- e) that administration requires development of a Board that:
 - i) is accountable for the fulfillment of the Army's mission through the decision making process at the ministry level.
 - ii) provides policy direction within the Corps.

NOTES ON RESTRUCTURING OF CORPS ADMINISTRATION

PURPOSE OF RESTRUCTURING:

1. To develop ownership of the corps mission and strategic goals.
2. To increase effectiveness of the program, pastoral care, discipleship and stewardship of the Corps family.
3. To involve more of the Corps leadership in the decision making process of the Corps and its varied ministries and thereby develop “ownership” of our mission and respective goals.
4. To build lines of communication throughout the leadership team and the congregation at large.

PROPOSED MEETINGS:

1. The Mission Board will meet monthly with possible additional meetings at the call of the chair.
2. Leadership 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 if required.
3. Two-three congregational meetings per year are recommended.
4. Directors will participate in the Annual Check In Corps and Community Services evaluation process administered by DHQ staff.
5. Annual Strategic planning sessions will take place with the entire leadership team.

ROLES AND RESPONSIBILITIES

Mission Board

Size – size of the board will depend on availability of qualified directors. A board could be formed with fewer than the six recommended in this document.

Tenure – commencement of this new model requires overlap of tenures for the first term. Suggested tenure after the initial group has served is three years (flexible).

MEMBERSHIP

- DC
- 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
- As per appointment
- As per appointment
- Flexible
- 3 Years
- 3 Years
- 3 Years

* NOTE: CSM may also be director of a ministry section if required.

Function

- a) to establish the mission, vision, goals and strategies of the Corps in consultation with the entire leadership team.
- b) to meet regularly to review and evaluate the overall mission and ministries of the Corps.

- c) to meet the Divisional Headquarters personnel for review of Corps and Community services.
- d) to work alongside committee chairpersons and program leaders to establish goals and strategies for their activity areas in keeping with the Corps mission and strategic plan, including budgetary matters where applicable.
- e) to ensure that sufficient resources are available for the fulfillment of ministry tasks.
- f) to provide oversight to the varied ministries of the Corps and assist leaders in personnel matters including recruitment and training.

Congregational Meetings

Participants:

Mission Board
Committee Chairpersons
All Program Leaders

Function

- a) to facilitate information sharing by directors and leaders.
- b) to provide opportunity for dialogue between the congregation and committee chairpersons, wider leadership team and Mission Board.

Corps Officers

- a) take primary responsibility as stewards of The Salvation Army's mission.
- b) take primary responsibility for the development of vision casting.
- c) take primary responsibility for preaching/teaching and worship ministry.
- d) set a high standard through personal example and mentoring for the pastoral care of the congregation and for winning people to Christ.
- e) provide discipleship and pastoral care to staff, and members of the Mission Board.
- f) be responsible, with the Corps Mission Board, for the overall ministry of the Corps and accountable to the Divisional Commander through the Divisional Secretary for Program.
- g) chair the Mission Board.
- h) be available as ex-officio member of all councils and committees.
- i) assume other responsibilities as outlined in Orders & Regulations for Corps Officers.

APPENDIX 1

Since Corps differ in many ways, the following sections are provided as a resource from which Corps may construct ministry descriptions that best suit the local settings. Corps leadership teams are encouraged to make changes in order to arrive at an administrative model that reflects local needs. Divisional Headquarters and THQ Corps Ministries staff are available to assist Corps in this process.

MINISTRY DESCRIPTION

CORPS SERGEANT MAJOR

Role: The Corps Sergeant Major (CSM) serves as the senior local officer of the corps. His/her role is to support the Corps Officer(s) 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:

- 1) has a desire to share in the leadership responsibility of the Corps, and a firm commitment to the soul saving mission of the Army.
- 2) sound in faith and demonstrated spiritual development. (*refer to 1 Timothy 3 and related passages*).
- 3) demonstrated leadership ability and influence.
- 4) a Salvationist in good standing preferably uniformed.
- 5) loyal and supportive of Corps Officers, co-leaders and the Army's doctrine and distinctives.
- 6) can be trusted to maintain confidentiality.
- 7) is willing to learn and update skills for this ministry.

Supervision: The CSM is directly accountable to the Corps Officer(s).

Service Responsibilities:

- 1) the CSM 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.
- 2) the CSM shares responsibility with the CO(s) for vision casting, strategic planning in co-operation with the senior leadership of the Corps.
- 3) the CSM supports the Corps Officer(s) in making arrangements for all aspects of Corps worship events.
- 4) the CSM supports the Corps Officer(s) in the determination of key leadership changes and the development of leaders through various training opportunities.
- 5) the CSM takes primary responsibility for welcoming people to and farewelling people from the Corps.
- 6) the CSM 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.
- 7) the CSM serves as a communication link between the Mission Board and the congregation.
- 8) the CSM participates with practical help and support in corps-wide initiatives undertaken by the mission board.
- 9) the CSM seeks to know, and be known by many people in the congregation as possible. This requires mingling and talking with the Corps family, especially on Sundays.
- 10) the CSM delegates certain tasks to others, recognizing gifts and talents given by God to individuals and helping those individuals use their gifts.

Organizational Responsibilities:

- 1) vice chair of the Mission Board
- 2) attend monthly Mission Board meetings.
- 3) attend review of Corps and Community services with DHQ team and Corps Officer(s).
- 4) ex-officio member of all committees.

SPECIFIC AREAS OF RESPONSIBILITY

Director for Pastoral Care

Pastoral Care Committee (Chair)
Adherents Ministry
Mercy Seat Counselling
Soldiers

Shepherding Ministry
Soldier Preparation Classes
Discovery Classes for New Believers
Small Groups

Personnel: Shepherds, Pastoral Visitors/Caregivers, Recruiting Sergeant, Corps Sergeant Major (ex-officio), Music Sergeants, Adherents Secretary, Group Chaplains, Junior Soldier Sergeant, Small Groups Coordinator, Selected Children's & Youth Workers, Corps Officer.

Director for Program

Program Committee (Chair)
Small Groups
Children & Youth Ministries
Men's Ministries
Music Sections, YP & Sr.
Senior's Ministries
Community Ministries

Sunday School
Women's Ministries
Newcomer and Fellowship Groups
Community Care Ministries
Ushers and Greeters
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, League of Mercy Secretary, Head of Ushering/Greeting, Community Ministries Director, Men's Ministries Leader, Women's Ministries Leader, Seniors Ministries Leader, Fellowship Groups Leader, Corps Officer (ex-officio).

Director for Business Administration

Finance/Property Committee (Chair)
Property Maintenance
Fundraising
Red Shield
Special Projects

Budgets
Corps Giving *(incl. Stewardship Resource Program)*
Legal Matters
Christmas Kettles

Personnel: Corps Secretary, Corps Treasurer, Business and/or Office Administrator, Corps Sergeant Major (ex-officio), Quartermaster (or equivalent), YP Treasurer, Corps Officer (ex-officio).

MINISTRY DESCRIPTION

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 The Salvation Army Corps Ministry.

Qualifications:

- 1) has the desire to share in the leadership responsibilities of the Corps and a firm commitment to the soul saving mission of the Army.
- 2) sound in faith and demonstrated spiritual development.
- 3) demonstrated leadership ability and influence.
- 4) a Salvationist in good standing, preferably uniformed.
- 5) loyal and supportive of Corps Officers, co-leaders and the Army's doctrine and distinctives.
- 6) can be trusted to maintain confidentiality.
- 7) is willing to learn and update skills for this ministry.

Supervision: The Director of Pastoral Care is directly accountable to the Corps Officer(s).

Service Responsibilities:

- 1) in partnership with the Corps Officer(s), the director for pastoral care guides and equips all who share responsibility for the caring ministry of the Corps.
- 2) offers direct pastoral support to all pastoral care leaders as needed and assists them in their tasks.
- 3) ensures that equipping events are conducted for Mercy Seat Counselling and Pastoral Care.
- 4) ensures that corps rolls are properly maintained and meets with appropriate leaders to prepare for revision of rolls, as required by O&R for senior pastoral care councils and the corps review process. PLEASE NOTE: the new O&R requires that certain corps leaders participate in this process, especially with respect to removal of names. As long as these essential individuals participate, a meeting of the full Mission Board may not be required for the rolls revision process.
- 5) arranges for processing of transfers of Corps members on behalf of the Corps Officer.
- 6) meets with Corps Officer(s) regularly to review all pastoral care issues and assists in crisis intervention where assigned by Corps Officer(s).
- 7) where applicable, meets with other pastoral staff for follow-up discussions on all matters of pastoral care.
- 8) seeks to ensure that all soldiers/believers have a ministry with a matching spiritual gift.

Organizational Responsibilities:

- 1) chair pastoral care committee (where applicable)
- 2) attend monthly Mission Board meetings.
- 3) attend review of Corps and Community services with DHQ team and Corps Officers.
- 4) meet with leaders in the pastoral care section for regular updates and mentoring, as well as follow-up of personnel under their care.
- 5) ex-officio member of all committees relative to pastoral care.

MINISTRY DESCRIPTION

Director for 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:

- 1) has a desire to share in the leadership responsibilities of the Corps, and a firm commitment to the soul saving mission of the Army.
- 2) sound in faith and demonstrated spiritual development. (refer to 1 Timothy 3 and related passages).
- 3) demonstrated leadership ability and influence.
- 4) a Salvationist in good standing, preferably uniformed.
- 5) loyal and supportive of Corps Officers, co-leaders and the Army's doctrine and distinctives.
- 6) can be trusted to maintain confidentiality.
- 7) is willing to learn and update skills for this ministry.

Supervision: The Director for Program is directly accountable to the Corps Officer(s).

Service Responsibilities:

- 1) in partnership with the Corps Officer(s), the director for program guides and equips the leaders of all corps programs and activities.
- 2) serves as a resource person for all group leaders, providing support and encouragement.
- 3) provides liaison between group leaders and mission board.
- 4) promotes program development to meet the needs of the congregation and community, giving leadership for initiating and presenting new programs proposals.
- 5) assists leaders in scheduling of programs (e.g. location, space, time, etc.)
- 6) recruits and develops leaders for corps programs, arranging training events as required.
- 7) arranges special corps events (e.g. corps anniversary, corps retreat, etc.)

Organizational Responsibilities:

- 1) chair program committee (where applicable)
- 2) attend monthly mission board meetings
- 3) attend review of Corps and Community services with DHQ teams and Corps Officer(s)
- 4) meet with leaders in the program section for regular updates and mentoring, as well as follow-up of personnel under their care.
- 5) assist the CSM where necessary.
- 6) ex-officio member of all committees relative to program.

MINISTRY DESCRIPTION

Director for Business Administration

Role: The Director of Business Administration oversees 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:

- 1) has the desire to share in the leadership responsibilities of the Corps and a firm commitment to the soul saving mission of the Army.
- 2) sound in faith and demonstrated spiritual development *(refer to 1 Timothy 3 and related passages)*.
- 3) demonstrated leadership ability and influence.
- 4) a Salvationist in good standing, preferably uniformed.
- 5) loyal and supportive of Corps Officers, co-leaders and the Army's doctrine and distinctives.
- 6) can be trusted to maintain confidentiality.
- 7) has an aptitude for business administration.
- 8) is willing to learn and update skills for this ministry.

Supervision: The director for Business Administration is directly accountable to the Corps Officer.

Service Responsibilities:

- 1) in partnership with the Corps Officer(s), the Director for Business Administration establishes guidelines and budgets for the overall administration of corps ministries.
- 2) provides liaison between all leaders with reference to business administration.
- 3) communicates with the congregation, in cooperation with the corps secretary and treasurer, concerning business and property matters.
- 4) promotes and gives leadership to existing initiatives and develops new initiatives for the purpose of increasing the effectiveness of the Corps in the fulfillment of its mission.

Organizational Responsibilities:

- 1) chair business administration committee (where applicable)
- 2) attend monthly mission board meetings. Attend review of Corps and Community services with DHQ team and Corps Officers.
- 3) meet with leaders in business administration section for regular updates and mentoring, as well as follow-up of personnel under their care.
- 4) ex-officio member on all committees relative to finance and property.

APPENDIX 2

IMPLEMENTATION STEPS

The following steps are proposed for implementation:

- 1) corps leadership team inform the congregation that the model is under consideration.
- 2) Corps Officers and leaders discuss the model for a reasonable period of time. Upon deciding to implement the model, all present leaders sign-off, indicating their support of the changes in their corps administration structure.
- 3) Corps Officers choose directors in consultation with DHQ.
- 4) Corps Officers inform congregation of implementation.
- 5) Corps Officers arrange for a service of dedication and appointing for the newly formed mission board.

Special Note:

It is recommended that:

- 1) in corps where business administration overburdens the Corps Officer(s), alternative arrangements be made to assure good management.
- 2) a strong emphasis be placed on leadership development for both Corps Officer(s) and local officer/leaders for the purpose of developing delegation, ownership and ministry in each aspect of Corps operation. Where requested, the corps ministries department will partner with DHQ to assist in equipping corps leadership teams.

APPENDIX 3 Corps Structure Evaluation*(2-3 times in year one, then annually)*

Date: _____

Role: *(circle one of the following)*Corps Family
MemberCommittee
Member

Leader

Mission Board
Member

Please rank the following questions on a scale of 1-7 with 7 being most satisfactory or agree most strongly and 1 being least satisfactory or disagree most strongly. If unable to answer please leave item blank. Answer as many items as possible. Space is provided at the end of each section to provide comments. Please use additional space/paper as necessary. Thank you for your contribution in evaluating the effectiveness of our approach to restructuring our Corps' effectiveness, involvement of members in decision-making, leadership and communication.

OVERALL

1. Has the structure been effective in improving the ministry of the Corps?

1

2

3

4

5

6

7

Comment _____

CONTRIBUTION TO CORPS MINISTRY

2. The work of the pastoral care team has:

- equipped people for ministry

1

2

3

4

5

6

7

- offered direct pastoral support

1

2

3

4

5

6

7

- processed/managed the Corps rolls

1

2

3

4

5

6

7

- provided opportunity for service

1

2

3

4

5

6

7

Comment _____

3. The work of the program team has:

- provided liaison between programs

1

2

3

4

5

6

7

- scheduled the corps programs

1

2

3

4

5

6

7

- developed programs that meet the needs of the corps

1

2

3

4

5

6

7

- developed programs that meet the needs of the community

1

2

3

4

5

6

7

- arranged special corps events

1

2

3

4

5

6

7

Comment _____

4. The work of the business administration team has:								
- provided liaison between all leaders with reference to business administration matters	1	2	3	4	5	6	7	
- assisted programs re: budget	1	2	3	4	5	6	7	
- communicated with Corps re: business and property matters	1	2	3	4	5	6	7	
Comment _____								
LEADERSHIP AND DECISION-MAKING								
5. The Corps leaders are involved in decision making	1	2	3	4	5	6	7	
6. There is opportunity for Corps members to be involved in decision making	1	2	3	4	5	6	7	
7. There is opportunity for development of leaders within the Corps family	1	2	3	4	5	6	7	
Comment _____								
COMMUNICATION								
8. The Corps as a whole is well informed of the work of the corps	1	2	3	4	5	6	7	
9. There is communication between corps leaders	1	2	3	4	5	6	7	
10. Lines of responsibility are clear and people know with whom to communicate	1	2	3	4	5	6	7	
Comment _____								