

Using Corps Rolls to Care for People

Introduction

It is vital that a church pays close attention to the individuals within its care, to offer appropriate pastoral care, support and challenge. Otherwise, you work hard to bring people through the front door, only for them to leave out the back door. Recognising this, The Salvation Army has in place excellent processes based around Rolls and the Pastoral Care Council¹, all outlined in Orders and Regulations.

This document is designed to simplify (but not replace) these Orders and Regulations, to encourage corps to follow these processes effectively and so better care for people.

To keep the document simple, we haven't included the more obscure scenarios. If we haven't included what you're looking for, please check the Orders and Regulations, or contact the Mission Team at THQ.

The key principles behind our roll processes are:

1. Record everyone somewhere, and
2. Have in place good systems to ensure you review these records proactively to offer personal follow-up.

To support these two principles, The Salvation Army has carefully designed formal roll books for recording people, or you may use an electronic church management system set up to be able to produce the various rolls. Regular Pastoral Care Council (PCC) meetings (and weekly attendance checklists) provide for the proactive follow up.

While the overall processes are similar, adults and young people are managed separately.

The appendix contains descriptions of the various rolls, and samples of the main roll books.



Corps rolls help close your back door

¹ **Note:** The Pastoral Care Council (PCC) used to be called the Census Board and is a group of senior leaders focused on the spiritual well-being of everyone in the corps, with responsibilities clearly outlined in Orders and Regulations. This is different to your team of pastoral carers who provide practical support.

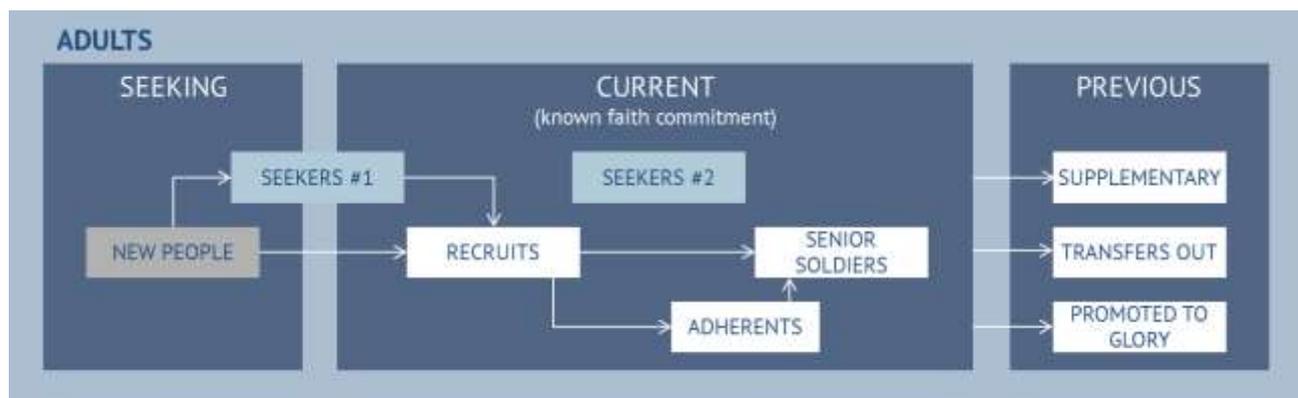
Adults (Senior Corps)

The 'senior' corps is responsible for anyone associated with the corps aged 18 years and over, or 14-17 and enrolled as a senior soldier or adherent member.

Rolls Process Overview

There are different rolls depending on stages of membership of your corps. Adults will be either:

1. **Seeking:** new people checking out your corps, or checking out the Christian faith
2. **Current:** people attending your corps who are known to have made a faith commitment
3. **Previous:** at one stage, they were on a current roll, but they have since left, transferred away or been promoted to glory.



Overview of the Adult Rolls and typical movements between them

1. Seeking

We've chosen 'seeking' as a generic term for people who are either checking out your corps, or checking out faith. Once it's clear that they want to be part of your corps and have made a faith commitment, they become a recruit.

When someone first attends your corps, make every effort to welcome them and when appropriate, collect their name and contact information. The Corps Welcome Packs contain a generic Connection Card for this purpose.

A person is generally considered a visitor until they indicate they want to keep coming and provide you with their contact details, or they have attended three times – whichever comes first.

If you have an electronic system, you will simply load them into the system with a status of Attender (or similar) once you have their contact information. You can then review this status at your next PCC meeting.

If you are using roll books, unfortunately the Orders and Regulations are not clear, so we suggest the following:

1. If you know they are already a Christian (e.g. transferring from another church), add them directly to your Recruits roll
2. For everyone else, maintain a 'New People' list. For this, we recommend that you use Section I of your Seekers Register (just don't mark the first time decision column until you are confident they have made a decision at your corps).

In addition, you should add them to your Attendance Checklist and your next Corps Directory.

If a new person makes a faith commitment, add them to (or update) Section I of the Seekers Register to record the first time decision, and then move them to your Recruits roll. You can do this immediately or at your next PCC meeting. Note that faith commitments are often not recognised until discussing the person at your PCC meeting.

2. Current

For the purpose of formal rolls, a person is not considered 'Current' until it is recognised that they are a Christian (not exploring) who is looking to come to the corps regularly (not visiting).

Christian regular members of your congregation should all be recorded in one of three rolls:

1. **Recruits:** people who have made a faith commitment but who have not been enrolled as an adherent or soldier. This is known as your list of people who should be encouraged to consider soldiership.
2. **Soldiers Roll:** anyone enrolled as a senior soldier
3. **Adherent Members Roll:** anyone enrolled as an Adherent.

This creates an issue – what do you do with the people who are attending regularly, but who have not yet made a faith decision? The orders and regulations don't actually allow for this scenario. We suggest, you leave them however you managed them as Seeking above – in your electronic system left with a status of Attender (or similar) and not added to any of the three rolls; or left in your Seekers Register.

An adult can only be on one formal roll, meaning once they are on a roll, they must be removed from that roll and added separately to the new roll, with matching reasons. For example, if someone is enrolled as a Soldier, they will be removed from the Recruits Roll 'to Soldiers' and added to the Soldiers Roll 'from Recruits'.

If someone asks to be removed from a Roll, or is removed by the Divisional Commander for a serious offence, but they are remaining in the corps, move them back to how you managed 'Seeking'. If they are not remaining in the corps, move them to 'Previous' (see *what to do when ... someone leaves the corps* below).

3. Previous

There are three rolls for people who are no longer current members of the corps:

- **Promoted to Glory Register:** for people who have passed away
- **Transfer Book:** for people who have transferred to another corps (now done by email)
- **Supplementary Roll (also known as ex-Soldiers Roll):** for people who were on a current roll (recruits, soldiers, adherents) but have now left the corps, and approval has been provided by the Divisional Commander to remove them from the roll. In practice, people typically use a blank page in their roll book and rename the heading to Ex-Soldiers Roll.

People are usually moved from their current roll (recruits, soldiers, adherents) to the relevant previous roll during a PCC meeting. Remove reasons are Promoted to Glory, Transfer to another corps, Transfer to a church roll, Whereabouts Unknown, and Unsatisfactory.

Note: Cadets are still considered soldiers of their home corps until they take up their first appointment.



I TOLD YOU I WOULD PRAY FOR YOU.....
NOT PAY FOR YOU

What to do when ...

In practice, the Rolls are updated at various trigger points, provided for quick reference in the table below:

Trigger	Action
New person attends	Once they provide you with their name and contact details, add them to your Seekers Register (or electronic database) and attendance tick sheet. If it's clear they're a Christian and they'd like to attend regularly, move them to the Recruits roll.
Weekly tick sheet review	<p>Good practice is to maintain a tick sheet (or photo) of everyone who attended your church service, so that you can follow up people who are missing before they've disengaged.</p> <p>If someone misses one week, you might follow up with them by sending the newsletter (it could be my email to save costs). If someone has been missing for three weeks, assign someone to follow up with them in person.</p>
Pastoral Care Council (PCC) meeting	<p>The majority of roll changes occur during or as a result of a quarterly Pastoral Care Council meeting. The meeting follows a prescribed format, all explained in detail in the Orders and Regulations for Senior Pastoral Care Councils.</p> <p>Remove reasons are the same for each roll – Promoted to Glory, Transfer to another corps, Transfer to a church roll, Whereabouts Unknown or Unsatisfactory.</p> <p>A summary of this process is ...</p> <ol style="list-style-type: none"> 1. <i>Review Converts (Seekers Register and New People list):</i> <ol style="list-style-type: none"> a. If they were a Christian before attending, move them to the Recruits Roll b. If they've made a first time decision through your corps, record this in the Seekers Register and move them to the Recruits Roll c. If they are no longer part of the corps, remove them and mark the remove reason in the Commanding Officer Remark column d. For everyone else, record follow up actions to help the convert. 2. <i>Review Recruits (Recruits Roll):</i> <ol style="list-style-type: none"> a. Move people enrolled as a Soldier or Adherent to the Soldiers or Adherents Rolls b. Note recruits deemed ready for enrolment as Soldiers or Adherents in the PCC Minutes (in effect, this is a pre-approval for future enrolment) c. If they are no longer part of the corps, mark them for removal from the roll. <p>For everyone else, decide on follow up actions to help the Recruit, and they remain a Recruit for consideration next time.</p> 3. <i>Review Soldiers (Soldiers Roll):</i> <ol style="list-style-type: none"> a. For most soldiers, you won't do anything (all appears well) or you'll record a task such as providing pastoral support or offering the soldier a role b. If they are promoted to glory, transferred to another corps, or relocated, remove them from the roll with associated reason (no sign off required) c. You must make reasonable attempts to follow up with soldiers who no longer attend before you can remove them (except for (b) above). If this is the first time, record a status of 'Unsatisfactory' and follow up actions. If they were previously marked 'Unsatisfactory', discuss the results of the follow up actions, and record further actions, or mark the removal for DC approval d. If a soldier asks to resign, after careful pastoral support, remove them for reason 'Other' and move them back to the Recruits Roll.

Trigger	Action
	<p><i>4. Review Adherents:</i> The same process is followed as for Soldiers.</p> <p><i>5. Review of Elder Young People (13-17) (YP Recruits Roll and Junior Soldiers 13 and over)</i> If someone is being moved to the senior corps, they are removed from the YP Register, YP Recruits Roll and Junior Soldier Rolls) and added to the relevant senior roll:</p> <ol style="list-style-type: none"> a. Move young people enrolled as a Soldier or Adherent to the associated roll b. Move young people who have turned 18 (in practice, it's easier to look at people who have left school) to the Recruits roll c. Any young person deemed ready for enrolment as Soldiers or Adherents are noted in the PCC Minutes (in effect, this is a pre-approval for future enrolment). d. For all other people, check that the YP PCC has put in place appropriate pastoral care and support for the young people, and have updated the YP Register for any young people who are promoted to glory, have transferred to another corps, relocated, or who are no longer attending. <p>Note: Os & Rs state that corps should have a separate YP PCC to review all young people's rolls. It is our territory's preference that these rolls be reviewed within the Senior PCC. In that context, point (d) above apply to all young people, not just those aged 13-17.</p> <p><i>6. Review Transfers In</i> Review everyone who has transferred from another corps during the time, and check that the transfer note/email has been received and the people have been added to the appropriate roll.</p> <p><i>7. Statistical Summary</i> Update the statistical summary section of the PCC Minute Book, showing opening and closing totals for the Recruits, Soldiers, Adherents, YP Register and Junior Soldier rolls, plus details of roll addition and removals.</p>
Pastoral Care Council – Divisional Commander visit	While the Orders and Regulations specify a process for an annual PCC meeting with the Divisional Commander (or Representative), in practice, most corps conduct a standard quarterly PCC meeting and have the changes ready for review and sign off when the DC visits.
Enrolment as Senior Soldier or Adherent	<p>Prior to enrolment, the person should be on the Recruits Roll or YP Recruits Roll (if not, add them there first) and approved for enrolment by the PCC.</p> <p>For adults, move them from the Recruits Roll to the Soldiers or Adherents Roll.</p> <p>For young people, remove them from the YP Register, YP Recruits Roll (and Junior Soldiers Roll if relevant) and add them to the Soldiers or Adherents Roll.</p> <p>Make sure you file a copy of the Covenant.</p>
Promoted to Glory	<p>Salvationists (Soldiers, Adherents, Recruits, Junior Soldiers, and anyone else associated with the corps who asks) who pass away are placed on the Promoted to Glory register.</p> <p>Remove the person from their existing roll(s) for reason 'Promoted to Glory', and add them to the Promoted to Glory register. (For other funerals conducted in the corps, the person is also added to the Promoted to Glory register, but the corps sections are marked N/A]</p>

Trigger	Action
Transfer Out	<p>When someone leaves a corps to move to a new area, there is a formal process to help transfer the person to the most suitable corps in the new area (see Orders & Regulations for PCCs Section 9).</p> <p>Traditionally, corps used a specially designed Transfer Book to provide a paper trail. Now, we follow a similar process but using email:</p> <ol style="list-style-type: none"> 1. Send an email to your local Divisional Secretary for Personnel saying who's transferring, where to, with contact information and what roll(s) they were on. 2. If the person/family is remaining within the Division, the Divisional Secretary for Personnel will forward the email to the receiving corps. Otherwise, they will forward it to the receiving division for sending to the corps. 3. Ideally, the receiving corps will be proactive in contacting the new person, to increase the chances of them remaining connected within The Salvation Army. 4. Once the person/family arrives, the process is reversed, with confirmation sent back to you via the Divisional Secretar(ies) for Personnel. 5. When you receive confirmation that the person has arrived, you can remove the person from the relevant roll for reason 'Transfer to other corps'. <p>At your next PCC meeting, if you have not received information back, you are expected to make contact with the person to see where they are at.</p> <p>People moving to an area with no local Salvation Army can choose to remain on your roll or transfer to a corps closer.</p> <p>(Refer to Orders & Regulations for Senior Pastoral Care Councils Section 9 Transfers and Orders & Regulations for Corps Officers Section 6 Transfers to and from Other Corps (point 11))</p>
Transfer In	<p>When someone transfers from another corps, there is a formal process to be followed (see Transfers Out above). In our territory, we are happy for this to be via email.</p> <p>When a transfer arrives, if you have received notification that they are coming, treat them as current and add them to the relevant roll. Then send a confirmation email to your Divisional Secretary for Personnel, for sending back to the originating Corps (via their DHQ).</p> <p>If you were not expecting the person, contact your Divisional Secretary for Personnel to request confirmation of their roll status from the previous corps (via their DHQ). While you wait, you can add the person to the Recruits Roll (and YP Register), but don't add them to the Senior Soldiers Roll, Adherents Roll or Junior Soldiers Roll until you receive approval from your Division.</p> <p>It is in everyone's interests for the previous corps to be proactive in informing the new corps about the person transferring, and for the new corps to be proactive in welcoming anyone transferring into their area.</p>
Leaves the corps	<p>Ideally this will be noticed early through the weekly checklist process and efforts made to provide suitable pastoral care. Otherwise, this should be noticed at the next PCC meeting and follow up arranged.</p> <p>Where the person has not responded to follow up or it is clear they will not be returning, mark them for removal during the next annual PCC meeting (with the Divisional Commander).</p> <p>Once approved, the person is removed from their current roll with reason 'Transfer to Other Church', 'Whereabouts Unknown' or 'Unsatisfactory' (backslidden, no longer wanting to attend church) and added to the Supplementary Roll.</p>

Young People (Aged 0-17 years)

The young people's (YP) corps is responsible for anyone associated with the corps aged under 18 years, excluding young people enrolled as a senior soldier or adherent member.

All Corps have a Pastoral Care Council (PCC) that carefully reviews all the adults in their rolls. According to the Orders and Regulations, all corps should have in place the same process for young people, and roll changes should also be signed off by a divisional representative (e.g. Divisional Children's Secretary). Instead of this separate YP PCC, our territory has decided that since the PCC is often talking about families, young people should all be included within the adult PCC. For this reason, your PCC meeting should have someone who knows all the young people, such as your YPSM and Youth Leader, and all children should be included in your discussions.

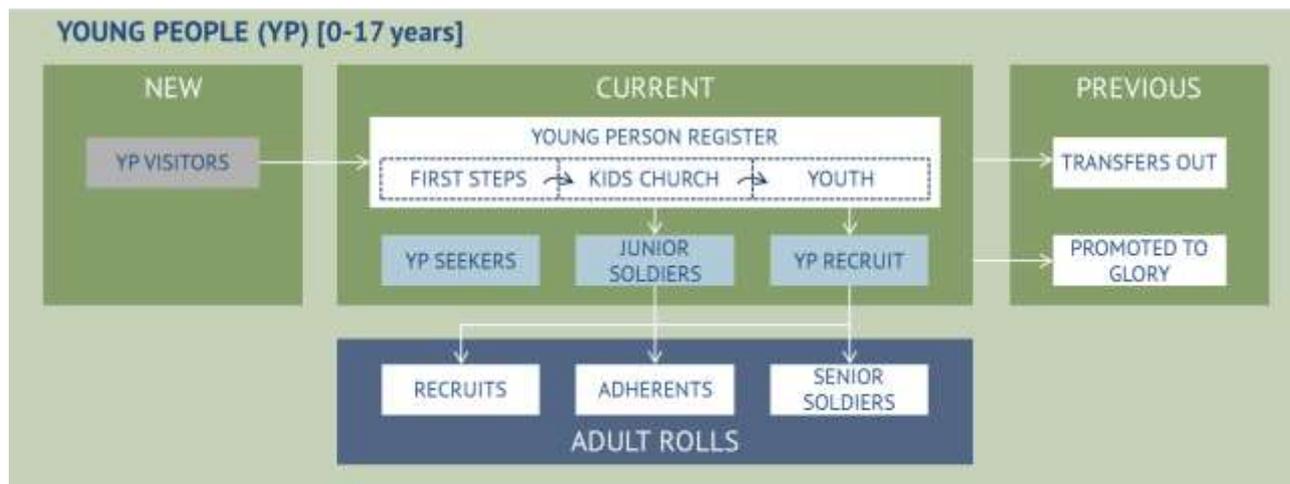
Rolls Process Overview

The Orders and Regulations require three rolls to be kept:

1. **YP Register:** a list of all children (names, addresses and ages) associated with your YP programmes, split into three sections – First Steps (0-4 years), Kids Church (4 to year 8) and Youth Discipleship (school years 9-13)
2. **Junior Soldiers Roll:** anyone enrolled as a junior soldier
3. **YP Recruits Roll:** all young people aged 13-17 who are being prayerfully considered for senior soldiership.

All young people should always be on the YP Register. The Junior Soldier and YP Recruits Rolls are extra rolls (e.g. a 14 year old junior soldier could be on all three rolls). Decisions should also be recorded in the Seekers Register.

To help manage these rolls, the Children's Ministry Department at Territorial Headquarters has a spreadsheet template. Alternatively, you may use the traditional physical roll books (available from Salvationist Resources) or use an electronic church management system set up in such a way as to be able to produce the three rolls.



Overview of the YP Rolls and typical movements between them

1. New

Unlike the Adult rolls, where you need to have made a faith commitment to be added to a 'current' roll, all young people are simply added directly to the YP Register. Once a child provides you with their name and contact details, and indicates they'd like to attend regularly (or attends three times), add them to the YP Register.

2. Current

YP Register

New young people are added onto the YP Register in the relevant section:

- **First steps** (0-4 years): normally added when they are dedicated, but you can add any child aged 0-4 years. You remove a child at their 6th birthday if they haven't started attending your Kids Church.
- **Kids Church** (4 to year 8): you add/move a child to the Kids Church section when they start attending Kids Church (or other YP activity). While the minimum age is four, in New Zealand, it is typically easiest to move a child to the Kids Church section when they turn five and start school.
- **Youth Discipleship** (years 9-13): you add/move a child to the Youth Discipleship section when they start attending High School.

Junior Soldiers Roll

To be enrolled as a junior soldier, you must be at least seven years old, made a faith decision, completed preparation classes, and had the approval of your parents. On enrolment, Junior Soldiers are added to the Junior Soldiers Roll.

You remain on the Junior Soldiers Roll until you are enrolled as a senior soldier or adherent, or turn 18, whichever is earlier (unless you leave, transfer away or are promoted to glory).

YP Recruits Roll

Young people aged between 13 and 18 who have made a faith commitment should be added to the YP Recruits Roll.

Young people are moved to the senior soldier or adherent rolls if they are enrolled. Otherwise, they are moved to the (senior) Recruits Roll when they turn 18 (leave school).

When removing a young person from a roll, they will almost always be removed from all rolls at the same time and with the same reason: Enrolled as Soldier, Enrolled as Adherent, Moved to Recruits, Promoted to Glory, Transfer to Another Corps, or Removed for Other Reason (Transfer to a Church Roll, Whereabouts Unknown, Unsatisfactory).

3. Previous

Young people transferring to another corps, or promoted to glory, are added to the associated books as per the adult process. For all other scenarios (e.g. graduate to senior corps or leaving), their records are closed in the YP Register.

What to do when ...

In practice, the Rolls are updated at various trigger points, provided for quick reference in the table below:

Trigger	Action
New child	Once they provide you with their name and contact details, and indicate they'd like to attend regularly (or attend three times), add them to the YP Register and your attendance checklist.
Dedication	Issue the family a Dedication Certificate and add the child to the YP Register into First Steps.
Child starts school	Move the child from First Steps to Kids Church section of YP Register.
End of year (school progression)	Roll over the year group for all young people. Young people starting high school should move to the Youth Discipleship section. Young people leaving high school should be removed from the YP Register, Junior Soldiers Roll (if relevant) and YP Recruits, and moved to the Senior Recruits Roll.

Trigger	Action
Weekly tick sheet review	Recording who has attended each week enables you to send a card or contact people who are missing before they've disengaged.
YP Pastoral Care Council (PCC)	<p>While listed separately here, in practice we would prefer for young people to be included within the Senior PCC meeting. Review all names on the YP Register. Pray for each person, update records as needed and consider any follow-up to help the young person with their discipleship journey, including:</p> <ul style="list-style-type: none"> • Make plans to contact children who have not attended for a little while • Move between sections as children graduate • Identify potential junior soldiers, and invite them to the next preparation class • Identify potential soldiers (13+) and add them to the YP Recruits Roll • Invite your YP Recruits to your next soldiership preparation class. <p>As a general rule, you are permitted to move a young person to any other roll (e.g. senior rolls, promoted to glory, transfers), but you need approval from a Divisional Representative to remove them (i.e. left the church).</p>
Transfer Out	Use the same transfer process as for adults.
Transfer In	Add the child to your YP Register, plus the Junior Soldiers and YP Recruits Rolls as relevant. If the child is unknown to you, it's always a good idea to contact the previous corps first.
Promoted to Glory	Remove the child from all rolls and add them to the Promoted to Glory register.
Leave church	Ideally this will be noticed early and efforts made to keep connected to the child. Where the child has not responded to follow up or it is clear the child will not be returning, remove them from all rolls (with divisional approval) during the next PCC meeting.
Enrolment as a Junior Soldier	Add the young person to the Junior Soldier Roll and file a copy of their signed promise.
Enrolment as Senior Soldier or Adherent	Prior to enrolment, the young person should be on the YP Recruits roll (if not, add them there first). Enrolment moves the care of the young person to the senior corps so transfer them from the YP Recruits roll to the Soldiers Roll (or Adherents) and remove them from the YP Register (and Junior Soldiers Roll if relevant). From a practical point of view, you will probably want them to remain in your youth programme, so ensure they remain in your youth group list.



Appendix 1: Roll Descriptions

The table below describes the most common Salvation Army rolls.

The main rolls are contained within the Soldiers' Roll Book – divided into sections for Soldiers, Recruits, Adherents, Junior Soldiers, YP Recruits and Salvation Army Youth Discipling (SAY Discipling). The Children's Ministries Department has a YP Register spreadsheet that replaces the Junior Soldiers, YP Recruits and SAY Discipling sections.

Roll	Description
Recruits' Roll	Your pool of potential soldiers - current corps members who have made a faith commitment and who are not enrolled as an adherent or senior soldier. Maintained within the Soldiers Roll Book (see Appendix B).
Adherents' Roll	Current corps members who have been enrolled as an Adherent. Maintained within the Soldiers Roll Book (see Appendix B).
Soldiers' Roll	Current corps members who have been enrolled as a Senior Soldier. Maintained within the Soldiers Roll Book (see Appendix B).
Young Person (YP) Register, Junior Soldiers Roll and YP Recruits Roll	<p>All young people in your corps aged 0-17 not enrolled as a Senior Soldier or Adherent. Unlike the senior corps that has different rolls, young people are placed on a single YP Register and move through sections for First Steps (Cradle Roll), Kids Church and Youth. At the same time, they can also be a:</p> <ul style="list-style-type: none"> • Junior Soldier: young people who have signed the Junior Soldier Covenant. • YP Recruit: young people aged 13-17 who are considered ready to consider soldiership. <p>While there are sections within the Soldiers Roll Book, we encourage you to use the YP Roll Spreadsheet provided by the Children's Department.</p>
Seekers Register	<p>Traditionally, a listing of all people who have made a response in a Salvation Army meeting for salvation, holiness or restoration. There are four sections to the register:</p> <ul style="list-style-type: none"> • Section I: For adults not on any adult roll (i.e. not a Recruit, Adherent or Soldier) • Section II: For adults who are on a roll (i.e. Recruits, Adherents and Soldiers) • Section III: For children not on the YP register • Section IV: For children on the YP register. <p>In practice, we encourage you to use Section 1 for any new people, regardless of whether they have made a response (see Appendix B).</p>
New Person List	While not a formal roll, it is helpful to maintain a list of people who are not yet recruits. We encourage you to use your Seekers Register for this purpose.
Sunday Checklist	While not a formal roll, it is good practice to maintain a checklist of people who you might expect to attend your church service any week. This both provides for quick follow-up, and ensures you don't forget about new people who aren't yet considered recruits.
Senior Pastoral Care Council Minute Book (Census Book)	A specially formatted book to support Pastoral Care Council meetings, with space to record the names of all people discussed and the actions planned before the next meeting, as well as a summary of the roll numbers and changes (see Appendix B).
Promoted to Glory Register	A list of anyone on a formal roll who has passed away within the Corps. The register includes details of where the person is buried.

Roll	Description
Supplementary Roll (ex-Soldiers Roll)	The Supplementary Roll is referred to in Orders & Regulations, but rarely exists as a separate document. Instead, Corps tend to rename some of the pages in their Roll Book to Ex-Soldiers.
Transfer Book	<p>A specially formatted book to handle the transfers of people between corps. Each page has four perforated sections – Transfer Note (to give to the person), Transfer Duplicate (to send to the receiving corps), Return Transfer Note (sent to receiving corps who return to confirm arrival of person transferring) and the Counterfoil (permanent record in the book).</p> <p>With the move to emailing transfers, this book is no longer used. To find a list of people who have transferred, you will need to refer to the rolls they transferred from.</p>
Marriage Register	A list of people who have been married in the corps, or married by the Corps Officers, including names and dates of birth of parties, full addresses of place of birth of parties, years of service in the Salvation Army, hall where ceremony took place and signatures of the parties, the officer conducting the ceremony, and the witnesses.
Dedication Register	A list of all children who have been dedicated within the Corps, their parents, when they were dedicated and who conducted the service.
Cartridge Book	A listing of all people in the corps who have been given Cartridge envelopes (or committed to tithe regularly electronically). Traditionally, weekly giving was entered into the Cartridge Book, but now, corps now rely on reports from the finance system or a spreadsheet to track giving and produce annual donation receipts, but they still need a mechanism to map people to their cartridge number.

