

TEAM SELECTION WORK PROCESS DOCUMENT (2008)

(I) Purpose and Recent Past History of Team Selection Work Process

The following are guidelines for the 2008 COT Emmaus Community Team Selection function. Further details concerning Team Selection are found in the Emmaus Team Manual and are not reiterated here. This document is to support the process our Community will use to select teams for the Walks. The original basic work process document was written by Bob Hefner, Jr. on November 14, 2004, was reviewed by Gary Foose and Roxann Hefner on November 15, 2004 and was then unanimously accepted by vote of the COT Emmaus Board of Directors in 2005.

- **Action Item:** The yearly revision of this entire document is to be published and maintained for Community access by the COT Emmaus webmaster (Craig Spears for 2008) on www.cotemmaus.org after approval of the contents by the COT Emmaus Board of Directors. This document was reviewed on February 21, 2008, by the COT Emmaus Board of Directors and was accepted by vote.

(II) Membership of the 2008 Team Selection Function of the COT Emmaus Board of Directors:

Elected Chair: Janis Warny

Elected Community Spiritual Director: David Smith

Appointed Past Walk Lay Directors:

Gary Foose, Margaret Gaspard, Orren Gaspard, Jim Hill

(For your convenience, the relevant section for composition of membership of Team Selection from the COT Emmaus Policies and Procedures follows:

“IV. TEAM SELECTION

A team Selection Committee comprised of an Emmaus board member who is responsible for team selection and who serves as committee chair, the Community Spiritual Director, and three or four other members of the Emmaus community (preferably former COT Walk Lay Directors) will have primary responsibility for the selection of the Walk Team members and aid the Walk Lay Director in the assignment of Walk Talks. This committee must be approved by the Board of Directors.”)

(III) The two major guidelines for the team selection work process within the COT Emmaus Community:

- (a) Prayerful discernment of God’s plan for each team down to each and every individual member He wants to serve and the exact position He wants them to be asked to serve in.
- (b) Adherence to the guidelines set forth by the Upper Room COT Emmaus (“the model”) and COT Emmaus Policies and Procedures / By-laws.

(IV) Conducting the Team Selection Process:

- Team Selection will prayerfully conduct a meeting (face-to-face) to select the membership for each team (3 women’s and 2 men’s in 2008).
- The Team Selection meeting is optimally held 8-10 weeks before the date of the first team meeting planned for the Walk. This must be done no later than the 8 weeks prior to the first team meeting date, or else the Walk Lay Director has insufficient time to contact perspective team members and they likewise have insufficient time to pray about serving.
- Team Selection will provide dates for the COT Emmaus Community calendar published on www.cotemmaus.org that give the Community information on when selection of each team will occur. This is important information for those in the Community that are planning to submit a Team Service Application.

- **Action Item 1:** The Team Selection chairman will contact (by E-mail) the Walk Lay Director before the first Team Selection meeting to
 - (a) Briefly introduce Team Selection and the Team Selection work process.
 - (b) Solicit any input the Walk Lay Director might have, i.e., input of those 4th Day who have expressed a desire to work on the team for their Walk.
 - (c) At this time, the Walk Lay Director will be clearly told in the E-mail communication that their input will be brought before Team Selection for prayerful consideration, but it is not binding on Team Selection.
 - (d) Additionally, the Walk Lay Director will be told not to specify servant positions for their team for the individuals they have suggested to serve (the queries in the Microsoft Access database do this in accordance with progressive servanthood).
- **Action Item 2:** Any input from the Walk Lay Director will be communicated to Team Selection prior to the first team selection meeting. This usually takes the form of entry of the preselected entries on the Team Selection worksheets (note: "Walk LD choice" may be given as a notation by the name on the worksheet to identify the reason for preselection).
- **Action Item 3:** The COT Emmaus database must be updated with the new 4th Day from the most recent Walk prior to use in team selection process. This is done by the Database Manager (Jim Hill for 2008) at the request of the chairman of Team Selection.
- **Action Item 4:** The updated COT Emmaus database is transmitted to Team Selection. Eligible team members are identified by running a defined set of queries for each area of team service. Maintaining, modifying, and running the queries is done by Team Selection (and is not a Database Manager job). A person with knowledge of database programming / MicroSoft Access is required for efficient use and management of the queries.
- **Action Item 5:** The chairman of Team Selection will provide each member of the Team Selection function with:
 - (a) a copy of the Team Manual (if they do not already have one),
 - (b) copies of the output from the queries in the form of various sorted lists of eligible 4th Day for each respective servant area, and
 - (c) worksheet pages with blanks to fill in their prayerfully discerned choices of team members in priority order from the sorted lists of (b) above. These worksheet pages will also contain entries of any preselected team members resulting from Team Service Applications (note: "Team App." may be given as a notation by the name on the worksheet to identify the reason for preselection).
 - (d) The filled out worksheet pages are to be brought to the first Team Selection meeting by each member.
 - (e) **Personal prayer is an absolute must in obtaining those names that God would have serve on each respective team.**
 - (f) When filling out the worksheet pages, each Team Selection member must be sure the guidelines in the Team Manual are followed (denominational mix, 1/3 new 4th Day per team, etc.)
- The process of team selection is a shared process where each member, whether elected, appointed, or committee, has equal input and equal status, i.e., it is a true teamwork process. The chairman of Team Selection additionally provides Christian

leadership to the process, chairs each meeting, provides a place for each meeting, etc. Put more bluntly, no member of Team Selection has more authority than any other member, no member has a “final say”, but all members are to have input and strive to achieve a consensus.

- **Action Item 6:** The Team Selection worksheets help to assure this and are mathematically ranked and combined to provide the final prioritized list of 4th Day members who could potentially serve on the team in the given position. There are some special considerations for the mathematical ranking of Head TA, Head Chapel TA and Head Table Leader (and, optionally, Head Kitchen) positions. It has been found that the most equitable distribution of these 3 positions occurs if the output for all 3 Head positions from each Team Selection member’s worksheet are ranked as a combined group, id., a single ranked list emerges that encompasses all 3 positions. The names on this prioritized list are then used to fill in the various Head positions. The specific Head position that each person is assigned takes into consideration a number of factors such as (a) the number of times they are listed for a particular Head position out of the 3 Head positions, and (b) the person’s past areas of team service.
- **Action Item 7:** The product of Team Selection is a prioritized list of 4th Day members who could potentially serve on the team in the specified position (“Pick List”). The pick list is then provided to the Walk Lay Director by Team Selection. It is preferred that this be done in a face-to-face meeting with the Walk Lay Director, usually the last 15 minutes of the Team Selection meeting for that Lay Director’s Walk. At that time, the Walk Lay Director can ask any questions, express concerns, etc. Because of time constraints, E-mail is often used in lieu of a face-to-face meeting. All Team Selection members are to receive an exact copy of what was transmitted to the Walk Lay Director.
- **Action Item 8:** By the last team meeting, the Walk Lay Director is to return a completed copy of the pick list showing all of the 4th Day contacted, the order contacted (should be the priority order given to them), any comments from those contacted, etc. This is for purposes of planning future team service opportunities for our 4th Day and transparent accountability to the COT Emmaus Community. Team Selection will contact the Walk Lay Director to obtain this.
- **Action Item 9:** Comments expressing to the Walk Lay Director a desire to serve in the future are a valuable source of future 4th Day servants and are considered by Team Selection as having the weight of a Team Service Application and are entered as appropriate as preselected team members in the Team Selection worksheets. The comments are often received by the Walk Lay Director when calling potential team members and should be noted in the “Comments” section of their Pick List. (note: “Past Walk LD input” may be given as a notation by the name on the worksheet to identify the reason for preselection).

(V) Progressive Servanthood: “The Model” for the Walk to Emmaus is predicated on progressive servanthood. Thus, a goal of the Team Selection process is to assist each member of the 4th Day in a progression of service within the team structure. Another of the goals is to have a large and vibrant pool of 4th Day servants available for ultimate service as Walk Lay Directors in this Community.

(VI) Role of Former Walk Lay Directors: In accordance with the principle of progressive servanthood, former Walk Lay Directors will be placed in the TA position as experienced servant support for the team. Of the 10 TA’s (11 are sometimes used to cover the

possibility of a person having to drop-off before the Walk), as many as 3 or 4 might be former Walk Lay Directors. At least one former Walk Lay Director should always be serving as a TA on each team. The Head TA position should, if at all possible, be reserved for someone other than a former Walk Lay Director. Furthermore, former Walk Lay Directors should, if at all possible, not be placed in any inside team position (a possible exception to this might be a mid-week Walk where many clergy are expected to be in attendance as pilgrims. Other exceptions include a former Walk Lay Director serving as a musician or as a Board Representative).

- **Action Item:** A comprehensive list of former Walk Lay Directors will be generated from the queries of the database and used in the Team Selection process. These are designated as “Past Walk LD TA”.

(VII) Exceptional Circumstances Concerning Musicians: Many musicians in COT Emmaus Community have served numerous times on teams. In the spirit of progressive servanthood, in order to allow musicians the option to eventually serve the Community as a Walk Lay Director, it is allowable to move an experienced musician with multiple team service in that capacity to a key position on the inside team, such as, for example, Head Table Leader or Assistant Lay Director (inexperienced). The other criterion is that this musician must have given at least one of the Walk talks. In addition to the aforementioned criteria, it is required that a musician experience at least one time of service in an “outside team” capacity (TA, Chapel TA, or Kitchen TA), before moving to Assistant Lay Director (inexperienced). The Team Selection function will also take care not to force a musician into a team position that they have no desire to serve in (some musicians are exactly where God wants them to serve on an extended basis, using the wonderful spiritual gift He has endowed them with to bless others). This input is usually obtained from the Walk Lay Director that contacts an individual musician selected for this type service in accordance with the pick list they are working from.

(VIII) Composition of the Musician Component of the Team: The team may have as few as 2 or as many as 4 musicians (some recent Upper Room guidelines appear to only support 2 musicians per team; the concern is that a large number of musicians on a Walk may give the unintended appearance of a “performance”). Past experience has shown that 3 musicians is an optimal number per team. One of these musicians may be a vocalist. The musicians are chosen to provide a balance of instrumental (and vocal) presence on the team. The Head musician should have worked as musician on at least one prior team. It is very desirable to have one aspiring, but inexperienced musician (vocalist) as one of the 3 musicians, as an “apprentice in training” through serving on the team.

- **Action Item:** A comprehensive list of musicians (and those desiring to serve as a musician) and the instruments they play (including vocalists) will be generated from the queries of the database and used in the Team Selection process.

(IX) New 4th Day in Team Service: In accordance with the principle of progressive servanthood, new 4th Day generally serve for the first time on a team as a TA or as an ATL. During team selection, care must be taken to consider the physical condition of a potential 4th Day servant (the health, age, physical ability, etc. of some people may only allow service as the mail TA or computer TA, or only as an ATL or prayer warrior chapel TA). There can be very rare and exceptional situations under God’s leading of the team selection process where a 4th Day person may be asked to serve for the first time as a Table Leader (an example there might be a person who is very advanced in the

progressive servanthood path as a result of ministries other than Emmaus). Care should be taken to adhere to the guideline of using first time team members for approximately 1/3 of each team.

- **Action Item:** A comprehensive list of 4th Day that have never served is generated from the queries of the database and used in the Team Selection process for: TA (Inexperienced), Chapel TA, ATL, and Kitchen TA.

(X) ALD Selection Process: In addition to the criteria already written in Emmaus Team Manual and COT Emmaus Policies and Procedures / By-laws, there will be two separate lists generated by Team Selection. One is for first time (“inexperienced”) service as an ALD. The second list is of those having prior service (“experienced”) as an ALD. The lists will be in priority order (the order in which the Lay Director should call). Team Selection, (with input on the comfort level of the Walk Lay Director) discern the composition of the ALD team as either 2 inexperienced plus one experienced, or 3 inexperienced. The latter choice ultimately allows more 4th Day to progressively serve and increases the potential Walk LD pool available to the Board for the Community.

- **Action Item:** A comprehensive list of 4th Day that have served in at least one Head position and given one talk (note: talk history is not well documented in the COT Emmaus database) is generated from the queries of the database and used in the Team Selection process. In addition to the aforementioned criteria, it is required that the team service of the candidates for first time ALD include at least one time of service in an “outside team” capacity, (TA, Chapel TA, or Kitchen TA).
- **Action Item:** A second list of 4th Day that have served as Past ALD may also be generated via query. Team Selection should also review the team service record of the Past ALD’s specifically for any that have not been asked to serve in the last 3 years. If any Past ALD’s are found that have not been asked to serve in the past 3 years, then they should be asked to serve. The position for their team service is handled in accordance with (VI) above (that is, service as a TA in a manner similar to that of a Past Walk Lay Director). Another possible position of service is as ALD (experienced). This is done to maintain eligibility for consideration as a Walk Lay Director in accordance with current COT Emmaus Policies and Procedures.

(XI) Selection of “Heads”: Head positions are selected in accordance with progressive servanthood criteria. There is a Head TA, Head Chapel TA, Head Table Leader and Head Musician.

- **Action Item:** The list from the Team Selection process will additionally designate those 4th Day who should be considered to serve in these Head positions via query. In the query structure service as a Table Leader and one other position must have been completed for consideration as a Head. See also **(IV) Action Item 6**.

(XII) Selection of Table Leaders: The list from the Team Selection process will additionally designate those 4th Day who should be considered to serve as Table Leader via query.

- **Action Item:** In the query structure at least one time of service as a TA, Chapel TA, ATL, or Kitchen TA must have been completed for consideration as a Table Leader.

(XIII) Selection of Assistant Table Leaders: See **IX** above.

(XIV) Selection of Chapel TA's: See **IX** above. Only 2 or 3 Chapel TA's are selected, with the exact number varying depending upon the facility used for the Walk and other factors. See VI above regarding the possibility of having a Past Walk LD that due to health, advanced age, or other such reasons serve as a Chapel TA instead of a TA, per se. If this is done, it should be restricted to one Past Walk LD in this position per Walk.

(XV) Selection of TA's (Inexperienced and Experienced): See **IX** above for TA (inexperienced) selection. It is acceptable for a TA1 (inexperienced) to have served in some other team role. Two TA2s (experienced) are selected as a part of the TA team for each Walk. They must have served as a TA1 before filling this role). Requests are received in this Community by individual 4th Day wishing to serve repeatedly as a TA rather than follow the progressive servanthood path. This is honored by Team Selection as much as possible, with these persons serving as in the TA2 (Experienced) role.

- **Action Item:** In the query structure a list of TA's are generated that have served at least one prior time as TA1 or TA2 for consideration as TA2 (Experienced).

(XVI) Priority Criteria for Team Service:

(a) first priority: New 4th Day (from 2007 Walks) that have filled out and turned in a Team Service Application have first priority in selection to serve on a team.

(b) second priority: Old 4th Day that have never served in the past, but have filled out a current Team Service Application

(c) third priority: 4th Day that have served in the past, but have filled out a current Team Service Application

(d) fourth priority: the balance of the COT Emmaus Community database.

A verbal request to work (to a Board member, the Walk LD, or a Team Selection member is considered as a Team Service Application (i.e., it is not necessary to fill out the paper form in this case). However, an e-mail should be sent to the COT Database Manager where the request can be stored for use by Team Selection.

(XVII) Team Service for 4th Day with Past "Problems": There are individual members within the COT Emmaus 4th Day with a single event or even a prolonged history, whether real or perceived, of having or causing "problems" on Walks they have served or have been called to consider serving. A specific example is a 4th Day member that puts conditions on their service when called to serve ("I will not serve on the outside team", "I will not serve if X is serving on this team", etc.). A second specific example is a team member that does something outside Emmaus guidelines during Team Meetings or on a Walk (skips numerous team meetings, radically changes the talk they are giving on the Walk outside the suggested critique given in the team meeting and outside the talk outline, abandons their place of service on the Walk for no apparent reason, publically scolds a fellow team member, derides a pilgrim, etc). The key for Team Selection in handling of these individuals is to administer God's agape love and forgiveness, but also to be in tune to His prescribed consequences for such (proven, not speculated) past behavior(s). A second key, is that the team selection process must be conducted in a manner that ultimately protects the integrity of the team and demonstration of God's love to the pilgrims. Because these are individual situations, there are many paths that Team Selection may take, but one major suggestion is to have this person start over in the progressive servanthood path. Thus, they may be asked to serve again as a TA, or as a chapel TA to spend time with God on the Walk and re-learn the joy of serving Him through proper care of His people. Confidentiality in these matters by the Team Selection function is absolutely imperative.

(XVIII) Assignment of Talks: The Walk LD assigns talks in accordance with the guidelines in the Team Manual (inside team only, etc). It is left up to the Walk Lay Director as to whether to assign a talk at the same time they ask a person to serve, or to ask team members to serve and then assign talks later on (in a second telephone call later on).

- **Action Item:** Part of the information given to the Walk Lay Director prior to their calling 4th Day to pray about team service will include the prior talk history (if available from the COT Emmaus database). The Walk Lay Director will use this information when praying about and discerning who should give each of the talks. The Lay Director should also consider progressive servanthood guidelines when assigning the talks.

(XIX) Selection of Walk Lay Directors:

1. Potential Walk Lay Directors shall
 - A. Demonstrate ability to yield to spiritual authority and accept feedback.
 - B. Be disciplined in devotion and preparation.
 - C. Be sensitive to people who are different from them.
 - D. Be active participants in their local church.
 - E. Actively involved in a reunion or similar group.
 - F. Attend Gatherings regularly and participate in other Fourth Day activities.

2. Must have served on at least four (4) teams in the following capacity:
 - A. Table Leader
 - B. Service in an “outside team” capacity, (TA, Chapel TA, or Kitchen TA)Team Assistant
 - C. Assistant Lay Director
 - D. Any other position (ideally a "Head" position).
 - E. Must have given at least two walk talks

3. Should have served on a Cradle of Texas Emmaus team in some capacity in the past 3 years.

(XX) Management of Change Record:

Written	November 14, 2004 / REH, Jr
Reviewed	November 15, 2004 / GLF, Jr. and RWH
Updated	November 5, 2005 / REH, Jr Selection Team
Updated	2006 / 2007 / 2008 REH, Jr.
Updated*	February 2008/Janis Warny & 2008 Selection Team