COTE TEAM SELECTION POLICIES and WORK PROCESS for 2013

I. Team Selection Policies:
This document defines the process that shall be used to select team members for Cradle of Texas Emmaus Community (COT) Walks.

Eligibility requirements for those who serve on COT Walk to Emmaus teams are as follows:
- A. They shall have completed a Walk to Emmaus, Kairos, Cursillo, Via de Cristo, or Chrysalis
- B. They shall be at least 18 years of age at the time of selection for a team
- C. They should be actively involved in a Reunion Group or other similar group
- D. They should be involved in other 4th Day activities such as gatherings
- E. They should be active participants in their local church
- F. They shall be willing to accept all legitimate duties and responsibilities assigned to them by the Lay Director and/or the Spiritual Director for any COT Walk to Emmaus team they agree to join
- G. They shall be willing to accept and live by the Emmaus Cannon while serving on the team

II.   Composition of the COT Team Selection Committee:
- A. Chair of the Team Selection Committee (appointed by the COT Board of Directors)
- B. Community Spiritual Director (elected by the COT community)
- C. COT Assistant Lay Director (elected by the COT Board of Directors)
- D. COT Database Manager
- E. Three or four past Walk Lay Directors (appointed by the COT Board of Directors) who will serve as appointed COT Board members

[Note: This composition is somewhat contrary to the "Model," however it provides a better linkage to the COT Board of Directors, high quality team members, and high quality human resources for the important role of Board Representative on the COT Walks.]

III. Guidelines for the Team Selection Work Process:
- A. Follow the policies set forth by:
  1. The Upper Room Model for the Walk to Emmaus (the "Model")
  2. The COT Emmaus Policies and Procedures
  3. The COT By-laws
  4. This document
- B. Develop a large and vibrant pool of 4th Day servants available for service as future Walk Lay Directors in this Community
- C. Assist each member of the COT 4th Day to have a progression of service within the Walk to Emmaus team structure

IV. Purpose of "Progressive Servanthood":
- A. To place people in roles where they can help immediately
  1. Try to not overwhelm a new person. Start them as an **ATL1**, **KTA1**, **TA1**, or **CTA1**
  2. The Model says 1/3 of the team should be people who have not worked a Walk before. There are limited roles where inexperienced team members will be effective and not overwhelmed
- B. To provide a variety of experiences for each team member (alternate them between "inside the conference room" roles and "outside the conference room" roles)
- C. To develop people that will be effective and relatively comfortable with the **Table Leader** role since they are usually required to give a talk

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D. It is important to <u>not</u> have the same people serving Walk after Walk. To accomplish this, the Team Selection Committee should limit people to one Walk per calendar year (or every other Walk if there is only one Walk per year for a gender)

V. Priority for Team Service Consideration:
A. **First:** Names submitted by the Walk Lay Director
B. **Second:** <u>New</u> 4th Day. The new 4th Day who have submitted a Team Service Application will be given first consideration in selection to serve on a team
C. **Third:** 4th Day that have never served in the past, but have submitted a current Team Service Application
D. **Fourth:** 4th Day that have served in the past, but have submitted a current Team Service Application. (Note: Other consideration will come into play when a person repeatedly submits applications after working Walks)
E. **Fifth:** the balance of the COT Emmaus Community database

VI. 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**.
A. During the team selection process, care should be taken to consider the physical condition of a potential 4th Day servant (the health, age, physical ability, etc.). Some people's condition may only allow service as the mail **TA** or **Computer TA**, or only as an **ATL** or prayer warrior **Chapel TA**.
B. 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).
C. Care should be taken to adhere to the guideline of using first time team members for approximately 1/3 of each team.

VII. Selection of TAs
A. **TA1** (inexperienced) selection is to be filled with 4th Day that have not worked on a team before.
B. 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.
C. Requests are sometimes received from individual 4th Day wishing to serve only as an outside team member (**TA**, **CTA**, **KTA**) rather than follow the progressive servanthood path. This shall be honored by the Team Selection Committee.

VIII. Selection of Table Leaders:
The requirements for Table Leaders are:
A. Service, at least one time, as a **TA**, **Chapel TA**, **ATL**, or **Kitchen TA** must have been completed for consideration as a **Table Leader**, or
B. Previous service as a **Table Leader**
C. Preferred that a person serve as an **ATL** before serving as **Table Leader**

IX. Composition of the Musical Component of the Team:
The team may have as few as two or as many as four musicians. Some recent Upper Room guidelines appear to only support two musicians per team. The concern is that a large number of musicians on a Walk may give the unintended appearance of a "performance".
A. Past experience has shown that three musicians is an optimal number per team. However, having an inexperienced musician serving on their first team could be justification for having a fourth **Musician** on a team.

B. It is desirable to have one aspiring, but inexperienced musician as one of the 3 musicians, serving as an "apprentice."

C. One of these musicians may be a vocalist (someone that does not play an instrument but has a strong enough voice to help the Pilgrims learn new songs).

D. The musicians should be chosen to provide a balance of instrumental (and vocal) presence on the team.

E. The **Head Musician** should have worked as **Musician** on at least one prior team.

F. It is important to maintain a balance of instruments (at least one strong vocalist, only one keyboard, and at least one guitar for Candlelight).

X. Exceptional Circumstances Concerning Musicians:

Many musicians in COT Emmaus Community have served numerous times on teams. To allow musicians the option to eventually serve the Community as a **Walk Lay Director**, it is desirable to move musicians who have served multiple teams to roles other than musician. An accelerated path to **ALD** may be used with the following requirements:

A. Serve in a key position on the inside team (i.e. **Table Leader** or **Head Table Leader**)

B. Give at least one talk

C. Experience at least one time of service in an "outside team" capacity (i.e. **TA**, **Chapel TA**, or **Kitchen TA**)

The Team Selection Committee should take care not to force a **Musician** into a team role in which they have no desire to serve. Some musicians are exactly where God wants them to serve on an extended basis, using the wonderful spiritual gift with which He has endowed them to bless others.

XI. Selection of "Heads":

Head positions are selected in accordance with the progressive servanthood criteria. There is a **Head TA**, **Head Chapel TA**, **Head Table Leader**, **Head Kitchen TA** (if COT is cooking the meals), and **Head Musician**. For all **Head** positions, except **Head Musician**, service as a **Table Leader** and at least one time as part of the outside team must have been completed for consideration. The **HTA** should previously have served as a **TA** and the **HKTA** should have served as a **KTA**.

XII. ALD Selection Process:

There shall be two separate **ALD** lists generated by Team Selection. One is for first time (**ALD1**) service as an **ALD**. The second list is of those having prior service as an **ALD** (**ALD2**). The lists will be in priority order (the order in which the **Lay Director** should call). Team Selection Committee discerns the composition of the **ALD** team as either two inexperienced plus one experienced, or one inexperienced plus two experienced **ALDs**. The decision should be based on the number of potential candidates for Lay Director and the experience level of the Lay Director. The list of potential **Walk LD** pool available to the COT Board should be maintained at approximately 7 men and 10 women.

The Team Selection Committee should also review the team service record of the experienced **ALDs** for any that have not been asked to serve in the last 3 years. If any past **ALDs** have not served on a team in the past 3 years, then they should be given priority for team service. This is done to maintain their eligibility for consideration as a **Walk Lay Director**.

XIII. Selection of Walk Lay Directors:

A. Potential **Walk Lay Directors** should demonstrate their ability to:

1. Yield to spiritual authority and accept feedback

2. Be disciplined in devotion and preparation
3. Lead people effectively
4. Successfully build an effective team from a group of individuals
5. Be sensitive to people who are different from themself
6. Be active participants in their local church.
7. Be actively involved in a reunion or similar accountability group
8. Regularly attend Emmaus gatherings and other Fourth Day activities.

B. Must have served on at least four (4) teams in the following capacity:
1. **Table Leader**
2. Service in an **Outside Team** capacity, (**TA**, **Chapel TA**, or **Kitchen TA**)
3. Served as a "**Head**" (**HTA**, **HCTA**, **HKTA**, **HTL**).
4. Served as **Assistant Lay Director** twice

C. Must have given at least two different Walk talks

D. Must have served as a team member on a COT Emmaus team in past three years.

XIV. Summary of COT Database Queries Used for Team Selection:

A. **No Prior Team Service:**
1. All men/women who have had no prior team service
2. The result will be a list of those eligible to serve as **(ATL, TA1, CTA1, KTA1)**

B. **Outside Eligible:**
1. All men/women who have served as ATL or TL but not on outside team
2. The result will be a list of those eligible to serve as **(KTA2, TA3, CTA2)**

C. **TL Eligible:**
1. All men/women who have served at least one time as an **ATL** or **TA1** or **CTA1** or **CTA2** or **KTA1** or **KTA2** or **TL**
2. But not as a **HTL** or **ALD** or **LD**
3. The result will be a list of those eligible to serve as **TL**

D. **Musicians - No team service:**
All men/women who have not served on a team but have a musical talent listed in the "Musical Talent" field

E. **Musicians w/TS but not as M or HM:**
All men/women who <u>have</u> served on a team and have a musical talent listed in the "Musical Talent" field

F. **Experienced Musicians:**
1. All men/women who have served as a **Musician** (team role = **M**) or **Head Musician** (team role = **HM**)
2. The result will be a list of those eligible to serve as Experienced Musician

G. **TA2 Eligible**:
1. All men/women who have served as a **TA1**, **TA2**, or **HTA** but not as a **LD**
2. The result will be a list of those eligible to serve as **Experienced TAs (TA2)**

H. **Heads Eligible:**
1. All men/women who have served as a **TL** at least once
2. And served as part of the "outside team" (**TA1**, **TA2**, **TA3, CTA1**, **CTA**, **KTA1,** or **KTA2**)
3. Or served in a **Head** position
4. But not as an **ALD** or **LD** (COT Emmaus only)
5. The result will be a list of those "Eligible to serve as a **Head**" (**HTA, HCTA, HKTA, HTL**)

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Note: It is acceptable to have served as a **different Head** position and still serve again.

I. **ALD1 Eligible:**
1. All men/women who have served in a Head position (**HTA**, **HKTA**, **HCTA**, **HM**, or **HTL**)
2. And served as a **TL** or **HTL**
3. And served on the outside team (**TA1**, **TA2**, **TA3**, **CTA1**, **CTA2**, **KTA1,** or **KTA2**)
4. But not served as **ALD** or **LD** (COT Emmaus only)
5. And given at least one talk
6. The result will be a list of those eligible to serve as **ALD1**

J. **ALD2 Eligible:**
1. All men/women who have served as an **ALD1** but not **LD** (COT Emmaus only)
2. The list will include those who have served as **ALD2** before
3. The result will be a list of those eligible to serve as an **Experienced ALD** (**ALD2**)

K. **Former Walk LD:**
1. All men/women who have served as a Past Walk Emmaus **LD** (team role = **LD**) (COT Emmaus only)
2. The result will be a list of those eligible to serve as **Past LD TAs**
3. This list will be separated into two lists
    a) Those who have served on a team in the past three years (eligible to fill in for the Walk Lay Director in an emergency) and
    b) Those who have not served on a Walk in the past three years

L. **Walk LD Eligible:**
1. All men/women who have served on the **Outside Team**
2. And served in a **Head** position
3. And served as an **ALD** twice
4. And **has given at least two different talks**
5. And must have served on a team within the **past three years**
6. The result will be a list of those eligible to serve as a **Walk LD**

XV.   Team Composition:

Role Abv	Team Role	# to Select
LD	Walk Lay Director	Select 1
SD	Spiritual Director	Select 1
ASDL	Asst. SD (Live-in)	Select 1
VC	Visiting Clergy	Select 1-3
BREP	Board Rep	Select 1
ALD2	Asst. LD w/ Prior ALD Experience	Select 1
ALD1	1st Time Asst. LD (ALD)	Select 2
HTL	Head Table Leader	Select 1
TL	Table Leader	Select 4
ATL2	Asst. Table Leader w/ Team Exp	Select 0
ATL1	Asst. Table Leader w/ NO Team Exp.	Select 5
HM	Head Musician	Select 1
M2	Musician w/team service as musician	Select 1-2
M3	Musician w/TS but not as musician	Select 0-1
M1	Musician w/no TS	Select 0-1
HCTA	Head Chapel TA	Select 1

CTA2	Chapel TA w/ Team Experience	Select 0
CTA1	Chapel TA w/ NO Team Experience	Select 1
CTA-LD	Chapel TA - Past LD	Select 0
HTA	Head TA	Select 1
TA2	TA w/ Experience as a TA	Select 1
TA3	1st Time TA w/ Team Experience	Select 2
TA1	1st Time TA w/ NO Team Experience	Select 4
TA-LD1	TA - Past LD w/service in past 3 years	Select 2
TA-LD2	TA - Past LD w/o serv in past 3 years	Select 1
HKTA	Head Kitchen TA	Select 1
KTA2	Kitchen TA w/ Team Experience	Select 2
KTA1	Kitchen TA w/ NO Team Experience	Select 3
KTA-LD	Past LD Kitchen TA	Select 0

XVI. 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 where they have served or have been called to consider serving. Some specific examples are:

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.)
B. 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)
C. Abandons their place of service on the Walk for no apparent reason
D. Publically scolds a fellow team member, derides a pilgrim, etc.
E. Or other actions that hamper the goals of Emmaus

The key for the Team Selection Committee's handling of these individuals is to:
A. Administer God's agape love and forgiveness, but also to be in tune to His prescribed consequences for such (proven, not speculated) past behavior
B. Conduct the selection process in a manner that ultimately protects the integrity of the team and demonstrates God's love to the Pilgrims

Because these are individual situations, there are many paths that Team Selection may take. Confidentiality in these matters by the Team Selection Committee is absolutely imperative.

XVII. Team Selection Process Responsibilities:

A. **Responsibilities for the Chair of the Team Selection Committee:**
1. Provide key team selection dates by October 1st of each year for inclusion in the COT Emmaus Community calendar (published on www.cotemmaus.org). This should include:
a) The last day for submitting applications to work each Walk
b) Approximate dates for Team Selection meetings
c) Approximate date when the Team Formation Document will be provided to each upcoming Walk Lay Director
d) Approximate dates for the first team meeting for each Walk
e) Dates of each Walk

2. Contact the Walk Lay Director at least five months before the date of the upcoming Walk to:
   a) Solicit any input the Walk Lay Director may have, i.e. 4th Day who have expressed a desire to work on the team for their Walk
   b) Clearly communicate in an e-mail that their input will be brought before the Team Selection Committee for prayerful consideration, but it is not binding on team selection process
   c) Let them know that that they may recommend up to five team members
   d) However, they shall <u>not</u> specify servant positions
   e) Queries in the COT Emmaus database specify servant positions in accordance with progressive servanthood
3. Make a follow-up phone call to the Walk Lay Director to:
   a) Introduce the team selection process
   b) Explain the Lay Director's responsibilities in team formation process
   c) Gather the names for the people the Lay Director may recommend
4. Send the list of suggested names the Lay Director provided to the COT Database Manager at least two weeks before the date of the first Team Selection Committee meeting for the upcoming Walk
5. Provide Christian leadership to the team selection process/meetings
   a) Designate the time and place for each meeting (beginning at least four months before the date of the first team meeting planned for the upcoming Walk)
   b) Schedule the meetings to ensure the attendance of most of the Team Selection Committee members
6. Provide the Team Formation Document (output of the team selection process) to the Walk Lay Director no later than seven weeks prior to the first team meeting date. This is to provide the Walk Lay Director sufficient time to contact perspective team members and provide sufficient time for them to pray about serving
7. Assist the Walk Lay Director as they attempt to fill the various team roles

B. **Responsibilities for the COT Database Manager:**
1. Update COT Database with all new 4th Day from the most recent Walks prior to use in team selection process
2. Receive from the Team Selection Committee Chair the list of suggested team members provided by the upcoming Walk Lay Director and enter that data into the database
3. Maintain, modify, and run the queries used to identify eligible potential team members for each team role (see Section XIV for a summary of these queries)
4. Generate the list of eligible 4th Day for each team role from the COT database for the upcoming Walk
5. Send a set of these lists to each Team Selection Committee member before the first Team Selection Committee meeting
6. At the end of the Team Selection Committee meetings for the Walk, generate and send the final version of the Team Formation Document to the Team Selection Committee Chair with a copy to each Team Selection Committee member
7. Send data sheets to the Walk Lay Director:
   a) When about one half of the team has been selected, send a set of personal data sheets to the Lay Director to assist in assigning talks
   b) Before the second team meeting, provide a complete set of personal data sheets for the entire team. This will allow the team members to update their contact information

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8. Receive the corrected data sheets from the Walk Lay Director and update the database contact information
9. Before the Walk starts, generate an up-to-date team roster to be placed on the COT laptop for use by the Computer TA during the Walk

C. **Team Selection Committee Responsibilities:**
1. Conduct face-to-face meetings to develop the list of potential candidates for each role on every COT Walk
   a) The process of team selection is a shared process where no member has more authority than any other member
   b) No member has a "final say"
   c) All members are to have input and strive to achieve a consensus (100% of the members feel at least 80% good about the decisions made)
2. Ensure that each team has a wide denominational mix and strive to have 1/3 of the team new to working Walks
3. Produce the Team Formation Document
   a) A prioritized list of 4th Day members who could serve on the team in each specified role
   b) Given to the Walk Lay Director by the Chair of Team Selection

D. **Walk Lay Director Responsibilities:**
1. Contact the candidates <u>in the order listed</u> on the Team Formation Document for each team role
2. Honor the required number of people for each role (specified on the Team Formation Document).
3. Record the response given by each candidate using the "Response Codes" that were provided with the Team Formation Document
4. Use the Special Process for Selection of Walk Musicians:
   a) The Team Selection Committee will provide a prioritized list of candidates for **Head Musician** and a <u>non-prioritized</u> list of potential musicians for the Walk
   b) Once the **Head Musician** role is filled, the **Walk Lay Director** should work with the **Head Musician** to select the team **Musicians** (balance of instruments, experience, etc.)
   c) The **Head Musician** provides suggestions but the **Lay Director** makes the final decision for the musicians selected for the team
5. Send the partial list of team members to the COT Database Manager once about one half of the team members are selected. The Database Manager will send personal data sheets to the **Lay Director** to show past team and talk experience for each team member. This information is helpful in preventing assignment of a talk to someone who has already given that talk
6. Before the second team meeting, receive from the COT Database Manager a complete set of personal data sheets for the team members
   a) Ensure that contact information on the data sheets is updated by each team member
   b) The updated data sheets should be returned to the Database Manager before the last team meeting.
7. By the last team meeting, return a completed copy of the Team Formation Document to the Chair of Team Selection with a copy to the Database Manager. It should show:
   a) All of the 4th Day contacted
   b) The order contacted (should be the priority order given to them)

    c) The response code for each person contacted and

    d) Any comments from team candidates contacted

This is important information needed for planning future team service opportunities for the COT 4th Day and also provides transparent accountability to the COT Emmaus Community.

8. After the Walk, provide feedback to the Team Selection Committee. Some examples are:

    a) A person (either team or pilgrim) that has good leadership skills or speaking skills

    b) Someone who has a special talent (e.g. is a good cook)

    c) Team member who refuses to give a talk or really struggled with their talk

    d) Someone who just wouldn't follow instructions or caused a problem on the team/Walk

    e) A pilgrim that:

        i. Has a special talent (speaking, leading, music, etc.)

        ii. Was "rough around the edges" and might not be good at a table

        iii. Would really benefit from serving as an Assistant Table Leader and would be helpful to the Table Leader

    f) Pilgrim or Team Member that has a "life experience" that would stand in the way of them being effective or would be a distraction if they served on the next Walk

The Walk Lay Director should meet with the **Heads** and the **Table Leaders** soon after the Walk to develop feedback for the **LD** to provide about the Pilgrims (and team members).

E. **Former Walk Lay Directors:**

1. 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

2. At least one former **Walk Lay Director** should be on each team in a "non-critical role." This is to provide an emergency "fill-in" for any critical role (i.e. **Walk Lay Director**, **ALD**, **Table Leader**, any **Head** position, etc.) should someone need to drop-off during or just before the Walk

3. Former **Walk Lay Directors** should not be placed in any inside team position. Exceptions to this would be serving:

    a) As the **Board Representative**

    b) As a **Musician**

    c) On a Walk where many **Clergy** are expected to be in attendance as **Pilgrims**

XVIII. Management of Change Process:

This document shall be reviewed annually by the COT Emmaus Board of Directors. Any changes to this document shall be approved by a simple majority of the COT Board of Directors. After approval, this entire document shall be published by the COT Emmaus Webmaster on the COT Website (www.cotemmaus.org) to allow full Community access.

XIX. Management of Change Record:

The original work process document was written by Bob Hefner, Jr. (REH, Jr.) on November 14, 2004, and was reviewed by Gary Foose (GLF, Jr.) and Roxann Hefner (RWH) on November 15, 2004. It was accepted by vote of the COT Emmaus Board of Directors in 2005.

Written	November 14, 2004 / REH, Jr

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Reviewed	November 15, 2004 / GLF, Jr. and RWH
Updated	November 5, 2005 / REH, Jr and the Team Selection Committee
Updated	2006 / 2007 / 2008 REH, Jr.
Updated	February 2008 by the Team Selection Committee
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