LEADERSHIP SELECTION POLICY AND PROCESS

Leadership selection is the key to a healthy, successful local PWOC group. God will both call and equip women to lead when we ask Him. Therefore, it is imperative that the current board and the Leadership Selection Team (LST) seek God’s will regarding future leadership for the local PWOC.

OVERVIEW OF THE SELECTION PROCESS
A leadership selection team (LST) (that may include the PWOC Chaplain) is formed to prayerfully select and recommend a slate of officers for the next year. The team informs the PWOC body of the process and, over a period of time, meets to pray. Those who wish to be considered for selection to an office of the Executive Board submit a Request for Consideration form to the LST. The LST Leader contacts all references provided on the form. At the appropriate time, the LST conducts interviews with all applicants. The LST then prayerfully deliberates to select a slate of officers. The LST Leader presents the slate of officers to the PWOC Chaplain for approval. (She will also share the names of the women chosen as new officers with the current President. The President must keep this information confidential.) She then presents the slate of officers to the PWOC body at a general meeting for their affirmation. The new officers are then installed.

THE LEADERSHIP SELECTION TEAM (LST) LEADER
The LST Leader is appointed by the local PWOC President with consensus of the Executive Board as soon as possible after the President’s installation. She is an active member of the Joint Board through the entire term of office. From the time she is appointed, she begins praying and “scouting” for future leadership. As she participates in activities and board meetings throughout the year, she does so with future leadership in mind.

The LST Leader may not be considered for a selected office on the Executive Board she is helping select. She may, however, accept appointment as a Ministry Team Leader on the Joint Board.

GENERAL RESPONSIBILITIES OF LEADERSHIP SELECTION TEAM LEADER

Leadership Selection

Seeks qualified candidates for the selected board positions in accordance with the “Leadership Selection Process” in the Women’s Ministry Manual. (See also General Qualifications and General Responsibilities for all Board Members.)

1. Prays often and regularly regarding future leaders for the PWOC
2. Is constantly looking for leadership qualities in the women who participate
3. Oversees the leadership selection process for selected board officers, following the “Leadership Selection Process” guidelines
4. Is familiar with the “General Qualifications For All Board Members” the “Qualifications Specific to Selected Board Members”, the “General Responsibilities...
of All Board Members” and the responsibilities specific to the selected board positions
5. Forms a team of three to five women (including self) with the approval of the President
6. Invites the PWOC Chaplain to serve on the team

THE LEADERSHIP SELECTION TEAM
The LST Leader prayerfully chooses and asks two to four other women to serve on the selection team with the President’s approval. These women should be mature Christians and have a heart for PWOC. They will become the team leader’s prayer partners regarding the selection of the next Executive Board. They will meet regularly to pray, prepare and do the work of leadership selection.

NOTE: The current president may not serve on nor may she influence the LST’s decisions. Also, no woman who is being considered for a selected office may serve on the Leadership Selection Team. If a woman serving on this committee concludes that she should apply for a selected office, she should resign from the LST before she submits her application to the selection team. The LST Leader then asks another woman to join the Team.

The LST Leader also invites the local PWOC Chaplain to serve on the committee. The degree to which he/she participates in selection team activities is the chaplain’s choice. The chaplain may choose to participate in all gatherings of the LST, participate only in the interview process or not participate except to approve the slate selected by the committee. Regardless of the degree of the chaplain’s participation the LST Leader will report to the chaplain regularly regarding the work and progress of the LST.

CONFIDENTIALITY OF THE LEADERSHIP SELECTION PROCESS
All members of the LST must keep all aspects of their work and meetings confidential. After installation of the new officers, the LST Leader will shred and dispose of all the candidates’ paperwork.
TIMELINE FOR LEADERSHIP SELECTION

Prior to November

Team Leader/Preparation

1. Read and make copies of the following information from the Women’s Ministry Manual to distribute to the Leadership Selection Team (LST) members
   - the Leadership Selection Process
   - the Board Position Information
   - Request for Consideration forms
   - any other appropriate resources
2. Prepare packets for LST members and the PWOC Chaplain that include copies of
   - material listed above any additional local leadership selection guidelines
   - team instructions
   - a schedule including team meeting times, deadlines for applications and dates for interview appointments, the date for presentation of applicants to the body and their installation to office
3. Prepare a small number of applicant packets that include copies of the Board Position Information section of the WMM and a Request for Consideration form.
4. Prayerfully select, with the President’s approval, two or more women to serve on the LST
5. Meet with these women to discuss their responsibilities and pray for God’s direction

The Board

1. Challenge board members and Bible study leaders to identify women who have demonstrated leadership potential. Encourage them to mentor these women to develop future leaders
2. Periodically remind board members of this challenge.

The Body

1. Lead a devotion or make an announcement at a meeting of the entire body to:
   - challenge members to pray about whether God is calling them into leadership for the next year.
   - introduce the LST process and timeline
   - introduce the LST to the PWOC body.
   - have the Prayer Ministry Team Leader or President lead in corporate prayer for the LST and process
2. Prepare an email late in the month that encourages women to prayerfully consider leadership in PWOC. Include attachments of everything in the applicant packet. Forward the email to the Administrative Coordinator, asking her to forward it to all active participants of the local PWOC.
November through February
1. Make announcements, as needed, at PWOC sessions reminding the PWOC women about the selection process and asking for prayer
2. Accept Request for Consideration forms from applicants
3. Make copies of Request for Consideration forms received and distribute them to the other LST members (including the PWOC Chaplain)
4. Designate a team member to contact and interview each applicant’s references. Notes from the interviews should be copied and distributed to the other LST members (including the PWOC Chaplain).
5. Meet regularly to pray, discuss applications received and compose a list of questions to use in the interview process.
6. As prompted by the Holy Spirit, team members may feel led to contact specific women whom they believe God may be calling to leadership, but have not yet applied for office.
7. Team members could ask these women to prayerfully consider submitting a Request for Consideration.

March
1. Meet with the LST to interview applicants.
2. Meet with the LST when all interviews have been completed to prayerfully deliberate and, by consensus, select women to serve as PWOC Board officers. (See Board Decision Making in Women’s Ministry Manual, for guidance on reaching a consensus.)
3. Submit the list of officers to the PWOC Chaplain for approval if he/she was not present when they were selected.
4. Inform each applicant privately and in person of the LST’s decision regarding her service as an officer. Be prepared to comfort and encourage those who were not selected.
5. After receiving the PWOC Chaplain’s approval, the LST Leader shares the names of the women chosen as new officers with the current President. The President keeps the information confidential.
6. Late in the month, present the new officers to the local PWOC body for affirmation.
7. Remind LST members to shred all paperwork and to keep confidential all deliberations related to the LST work.

May
The new officers are installed in May at a meeting of the entire PWOC.

THINGS TO KEEP IN MIND AS YOU MOVE FORWARD

PRAY!
“In all your ways acknowledge Him, and He shall direct your paths.” Proverbs 3:6 NKJV

WATCH!
“But as for me, I watch in hope for the Lord, I wait for God my Savior; my God will hear me.” Micah 7:7 NIV
From the time she is appointed, she begins praying and “watching” for future leaders. As she participates in activities and board meetings throughout the year, she does so with future leadership in mind.

ORDER!
Our God is a God of Order!
- 1 Corinthians 14:33 “For God is not the author of confusion but of peace, as in all the churches of the saints.” (KJV) Confusion is what you see when positions have “been filled” just to be filled, as opposed to placing women in their calling/gifting. Our God is a God of order.
- Numbers 2:2 “The Israelites are to camp around the Tent of Meeting some distance from it, each man under his standard with the banners of his family.” (NIV)
- Numbers 10:28 This was the order of march for the Israelite divisions as they set out. (NIV)
- Mark 6:39” Then Jesus directed them to have all the people sit down in groups on the green grass.” (NIV)

God has order in everything He does from the assembly of the Tabernacle to the building of the Temple, and even Jesus’ asking the people to sit down in groups on the grass. Our God is a God of order.

CONFIDENTIALITY!
Stress to your committee the importance of confidentiality. Confidentiality is a part of this process to ensure that women don’t hurt one another, don’t put stress on a Team member or the Leadership Selection Leader, and to clear a path for the Holy Spirit to work. It is not the same as “keeping secrets”. It is a matter of respect for each candidate, the Selection Team and Leader, and the process as a whole.

Sometimes there are difficult boards. It is your job to be discerning and seek Him in the Leadership Selection process. As the Leadership Selection Leader you are called to get organized, get on your knees, and get out of His way.

LEADERSHIP:
God’s Leaders
- God’s ministry, not yours! PWOC is God’s ministry, and your PWOC is His team!
- God’s vision, not yours! Your PWOC—His team—will fulfill His vision.
- God’s mission is yours! Find His will through prayer and study of the situation.

Born Leaders?¹
Are leaders born or made? Surely both. Leadership is an “elusive and electric quality” that comes directly from God. However, leadership skills are distributed widely among every community and should be cultivated and developed. (See PWOC Aims)

¹ “Spiritual Leadership: Principles of Excellence for Every Believer”, by J. Oswald Sanders; The Moody Bible Institute of Chicago, Moody Press.
People without natural leadership skills may not become great leaders at the moment of selection. It is the Holy Spirit who releases gifts and qualities that were dormant before they took on a leadership position. When that happens, a leader is born.

**Future Leaders**
- **Calling**: does that person feel called to this position in particular? Can they verbalize how or why to you?
- **Gifts, strengths**: do the gifts and strengths that they exhibit point toward this position?
- **Heart Attitude**: is she open to the possibilities that God has in store for her?
- **Godly Characteristics**: does the candidate consistently model Godly behavior?

**Be sure that each woman feels called to her position: this is different than you feeling she is called, or you feeling she should do it!**

**THINGS TO CONSIDER:**
**Does the candidate meet all requirements?**
- Confesses Jesus Christ as her Lord and Savior
- Is devoted to God, dependent on Jesus Christ and led by the Holy Spirit
- Has an understanding of and appreciation for the diversity of PWOC
- Is active in a local PWOC
- Is certain of her husband's affirmation and support for her PWOC service, if married
- Familiar with position description in the WMM
- Is the wife of an active duty service member in any U.S. military component or is a female serving on active duty in any branch of the military
- Is active in Protestant military chapel ("active" is defined by the local PWOC Chaplain)

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<thead>
<tr>
<th>Natural</th>
<th>Spiritual</th>
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<tbody>
<tr>
<td>Self-confident</td>
<td>Confident in God</td>
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<td>Knows women</td>
<td>Also knows God</td>
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<td>Makes own decisions</td>
<td>Seeks God's will</td>
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<td>Ambitious</td>
<td>Humble</td>
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<td>Creates methods</td>
<td>Follows God's example</td>
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<td>Enjoys command</td>
<td>Delights in obedience to God</td>
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<td>Loves God and others</td>
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<tr>
<td>Independent</td>
<td>Depends on God</td>
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*"When I came to you…my message and my preaching were not with wise and persuasive words, but with a demonstration of the Spirit's power. 1 Corinthians 2:1-4 (NIV)*

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Inquire whether she...

- Has good references
- Does little things well
- Has learned to focus on priorities; God, family (self), PWOC
- Uses leisure well…leaders can burn out
- Is growing spiritually
- Gifted with specific abilities to do the work in accordance with the position description
- Is able to make and carry out plans and work with others
- Has creativity, sound judgment, humility, and respect for others
- Overcomes discouragement and “impossible” situations
- Understands her weaknesses

Things to ask the candidate:

- Will she be able to attend Board/Leadership Training (if offered)? Without the appropriate training, the year may start off roughly.
- Are there any concerns the candidate has about the position, the time required to do the position, or working with other prospective board members?
- Is PWOC a priority in the candidate’s life? What other things does she know now that could prevent her from being available for the job at a given time? While we encourage our women to keep their priorities in line, they need to assess that before they take an office.

“A true and safe leader is likely to be one who has no desire to lead, but is forced into a position by the inward pressure of the Holy Spirit and the press of [circumstances]…there was hardly a great leader from Paul to the present day but was drafted by the Holy Spirit for the task, and commissioned by the Lord to fill a position he had little heart for…The man who is ambitious to lead is disqualified as a leader. The true leader will have no desire to lord it over God’s heritage, but will be humble, gentle, self-sacrificing and altogether ready to follow when the Spirit chooses another to lead.” A.W. Tozer

Principals of “Selection”

- Take it seriously, lead your team prayerfully and listen to the Lord.
- Follow the recommended timelines, and stick to your deadlines. God will work within your boundaries.
- Be professional and confidential with your paperwork. After installation of the new officers, all candidates’ paperwork is shredded and disposed of.
- Your team should choose as led by God, NOT to fill a position. It is better to leave a position vacant than to get the wrong person! The right person for the position may arrive at a later time.
- There could be several reasons why God wants the position vacant, to include growth for the other board members. We should not try to guess God’s will, so if there is no one for the position, trust Him in that.
- Evaluate each candidate’s answers and remember that it will be detrimental to the Board unity if there are board members who:
  - Want the team to meet their needs
  - See themselves as an exception to the team’s vision/goal(s)
- Allow personal feelings about other team members/team leader to interfere
- Are so concerned about the task that they forget about the people
- Are so concerned about the people that they forget about the task
- Are quick to say, “It can’t be done!”

Working With Your Chaplain
- The PWOC Chaplain is to oversee the Leadership Selection Process to the extent of his or her desire, with some exceptions:
  - The local PWOC Chaplain needs to approve the Leadership Selection Team Leader before she is announced to the body.
  - The Chaplain needs to approve the Leadership Selection Team before they are announced to the body.
  - The Chaplain needs to approve the Slate of Officers before they are announced to the body.
- In order for the Chaplain to be a blessing to the process, it is very important that he or she be knowledgeable with the Women’s Ministry Manual, and familiar with the Leadership Selection process.
- The President and Leadership Selection Team Leader should meet with the Chaplain sometime before Christmas to discuss with him/her the timetable for the Leadership Selection process. They should ask such questions as:
  - What are his/her expectations of the Leadership Selection Team?
  - Does he/she intend to participate in the candidate interviews?
  - Will he/she set aside calendar time now for the interviews? Are there events on his/her calendar you need to be aware of to avoid conflicts?
  - Will he/she approve Watchcare for those interview times, and deliberation meetings, so both the committee members and candidates are covered? Note: This can sometimes coincide with Watchcare for other events, or an extension of the PWOC day.
  - Are there special concerns he/she has about the process?
- Even if the Chaplain’s participation is minimal, give assurance that you will keep him/her informed of all activities – and then do so. Make sure to copy your Chaplain on e-mails and touch base in person when possible.
- Only the PWOC Chaplain can grant exceptions to policy in the selection of candidates. Any requests for exceptions to policy should be submitted to the Chaplain by the Leadership Selection Team Leader with a full explanation of the policy and the reason for the request. The Chaplain should set the guidelines for his/her participation in the process, but his/her approvals are non-negotiable.

Working With Your President
- Your President may not serve on nor may she influence the LST’s decisions.
- In order for the President to be a blessing to the process, she should be familiar with all aspects of the Leadership Selection process to include knowledge of the Women’s Ministry Manual. She should understand her role as a mentor and overseer to the process while allowing you to run it. Should you need help with this matter, seek guidance from your Chaplain.

Working With Your Team Members
- Your Team is to be orderly, prayerful, and obedient to the process; following your lead and heeding advice and guidance from the Chaplain.
• Stress to your team the importance of confidentiality. Confidentiality is a part of this process to ensure that women don’t hurt one another; that added stress is not put on a LST member or the Leadership Selection Team Leader; and to clear a path for the Holy Spirit to work.

• All committee members are to attend all meetings, and be involved in the interviews, deliberation, and decisions necessitated by the process.

• With regard to the confidential paperwork:
  ▪ Keep all Nominee paperwork in your possession except when the Team is working.
  ▪ Do not distribute any packets until the Team meets for interviews & deliberation.
  ▪ Do not allow any paperwork to leave the meeting room in the hands of anyone but yourself.
  ▪ Make sure plenty of time is available for the Team to read paperwork in the meeting room.
  ▪ Remain in the room with the documents except to step outside the door to meet and pray with the candidate before they come in for their interview.
  ▪ If you must leave the paperwork in the room for lunch or another break, make sure you are the last one out of the room and that you lock the door to the room.

When You Have “Issues”
The chain of leadership should be respected when dealing with problems. Problems with the Leadership Selection Process should be handled with the PWOC President and Chaplain. The chain of leadership needs to be aware of difficulties before they escalate out of proportion.

Here are a few suggestions for every Leadership Selection Team Leader to consider:
• Pray for the ability to see the situation clearly, for understanding of the other persons involved, for forgiveness for them and for you.
• Appraise the problem in the light of the possibility of your having seen a problem where none existed. This can easily happen if you misinterpret words or actions.
• Do not talk about the problem outside of the persons immediately involved, with the exception of seeking advice from the President and Chaplain.
• The present situation may indicate a deeper difficulty, such as a personality conflict or the general morale of the group. Before deciding on a solution, allow enough time to find out all factors, including the possibility of your own wrongdoing. Wait in prayer asking for guidance.
• Make sure you are not stepping into “Active Duty” territory. Let the Chaplains work together without your interfering.
• Once a solution is decided on, wait for the proper time, place, and manner to act on it which will be least embarrassing to everyone involved.
• Sometimes all it takes is a sincere apology or a simple airing of the problem.

Healthy Priorities Through the Process
• Pray, pray, pray!
• Spend time in the Word!
• Spend time in the Women’s Ministry Manual: Know the positions. Know the processes.
• Get plenty of sleep and mental-break time!
  ▪ Your mind dictates your actions—think positive thoughts
  ▪ Renew your mind! (Romans 12:1-2)
• Be positive and communicate positively
  ▪ Support your leaders verbally and positively
  ▪ Support your Team verbally and positively
  ▪ Support your Candidates verbally and positively
Interview Process (from Women’s Ministry Manual)

**Applicant Interviews**
1. Plan on 30 minutes for each interview.
2. Schedule a gap of time between interviews to ensure privacy of applicants as they enter or leave.
3. Open and close each interview with prayer.
4. Give all team members opportunity to ask the applicant a question, keeping the interviews as informal and as comfortable for the applicants as possible. It isn’t necessary for each LST member to question each applicant.
5. Give the applicant an opportunity to ask questions of the committee.
6. Consider having a person available outside the room to pray privately with the applicant before the interview and to pray for the LST during interviews. This person will also maintain confidentiality.
7. Discuss applicant’s qualifications after she leaves the room.

**LST Deliberations**
1. Open deliberations in prayer.
2. Deliberations are confidential.
3. Strive for unanimity for each position.
4. After all interviews have been completed, ask each member to write the slate.
5. Tabulate the results and present it to the team. Often, at least one position will have a unanimous result.
6. Pray.
7. Ask the team to write the remaining slate.
8. This process may be repeated several times.
9. There may be discussion between the tallies.
10. It is vital for each member to seek God each time before writing the slate.
11. Trust God to make His will known.

Just as each of us has one body with many members, and these members do not all have the same function, so in Christ we who are many form one body, and each member belongs to all the others. We have different gifts, according to the grace given us. If a man’s gift is prophesying, let him use it in proportion to his faith. If it is serving, let him serve; if it is teaching, let him teach; if it is encouraging, let him encourage; if it is contributing to the needs of others, let him give generously; if it is leadership, let him govern diligently; if it is showing mercy, let him do it cheerfully. Romans 12:4-8 (NIV)
Decision Notifications
1. The LST leader will notify each applicant in person, when feasible.
2. The leader may have another team member or the Chaplain accompany her.
3. Notify the selected position applicants and, if selected for a position for which they did not originally seek, give an appropriate amount of time to seek the Lord before accepting or declining.
4. The goal is to provide encouragement for those selected and comfort and encouragement for those not selected.
5. If an applicant declines a position, the team repeats the deliberation process for that particular position.
6. The team may conduct another interview session but is not required to.

When Selected Officer Positions Are Not Filled Before Installation
Positions other than President: The new President seeks input from the Leadership Selection Team Leader and the PWOC Chaplain regarding possible applicants and then prayerfully appoints a woman for any vacancy with the consensus of the Executive Board and the PWOC Chaplain.

When a President is not selected: The Leadership Selection Team Leader notifies the PWOC Chaplain who may appoint a President or encourages continued prayer and deliberation.