



# PWOC LDP

*Leadership Development  
Program*

## Supply List:

- EQUIPMENT FOR VIEWING INTRO VIDEO
- “MEET THE TEAM” WORKSHEET (WITH YOUR RSO INFO)
- COPY OF LOCAL SOP(S) AFFECTING PWOC
- MISSION/VISION STATEMENTS FOR LOCAL SENIOR COMMANDER, GARRISON COMMANDER, & RSO
- COPIES OF PARTICIPANT’S GUIDE
- 3X5 CARDS & PENS
- STICKY NOTES, WHITEBOARD & MARKERS

## *Fall Board Training—WORKSHOP 2: RSO 101*

### **LEADER’S GUIDE: Army Version**

**RELEVANCE:** This purpose of this workshop is to familiarize the PWOC board with the Religious Support Office (RSO) personnel, procedures, and mission to allow PWOC to deliver world-class ministry to the military community. At the conclusion of this workshop, participants will: 1) Know who helps them execute critical functions, 2) Have a broad understanding of standard operating procedures (SOP) related to planning, programming, and finances, and will 3) Have a solid approach for executing PWOC ministry in conjunction with the RSO team.

**CONTEXT:** This workshop is number 2 of 4 that comprise the Annual Core Training, one-day event (or two half-days) in the PWOC Leadership Development Program (LDP). Workshops 1 and 2 should be presented back-to-back, with the PWOC board, their Chaplain Sponsor, and key members of the Religious Support Team in attendance—be sure to include the 56M who supports PWOC. The PWOC board is responsible for presenting Workshop 1, and the PWOC Chaplain Sponsor and RSO will present Workshop 2. The purpose of joint attendance is to build collaborative relationships that will set PWOC and the Religious Support Community up for success.

**Note:** “RSO Rep” in the Leader’s Guide refers to the PWOC Chaplain Sponsor, the Garrison Chaplain, or anyone else from the RSO that will facilitate the workshop (perhaps multiple personnel). Since all Garrisons and RSOs function differently, this Leader’s Guide is meant to assist in structuring a local training rather than to serve as a script. Use it as a starting point and adjust the content to fit your local setting.

**TIME:** 95 minutes

### **INTRODUCTION (5 minutes)**

**Central Focus:** This section provides RSO leaders an opportunity to build trust and understanding between RSO and PWOC teams. It takes a strong relationship between these ministry partners to provide impactful ministry to your community. Presenters should treat this section as an overview and a dialogue rather than a “death by PowerPoint” lecture. Use your time together to instill a sense of partnership.



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**RSO Rep:** *Be sure to welcome everyone; thank them for coming. Express your desire to work well together. Thank the volunteers for their service. Open in prayer, then play "RSO 101: Introductory Video" (2:57). After the video, feel free to add your own thoughts, then introduce the warm-up activity.*

### **WARM-UP ACTIVITY—TWO-MINUTE INTERVIEWS (10 minutes)**

Work in groups of 2 or 3, mixed with PWOC board members and RSO members. Use the questions below to interview one person in your group. Record answers on a 3x5 card. You will use these answers to introduce your interviewee to the whole group.

#### ➤ *Ask:*

1. What is your name?
2. What is your job on the PWOC board/RSO team?
3. Where are you from in the world?
4. How long have you been in the Army family?
5. What is one interesting fact about yourself?

**RSO Rep:** *Once the two-minute interviews are complete, call everyone back together and have participants take turns introducing their interviewee to the whole group. After the introductions are complete, consider giving a brief overview of where the workshop is headed and what you hope to accomplish.*

### **1. MEET THE TEAM—Religious Support Office (RSO) Personnel (10 minutes)**

**Central Focus:** The purpose of Point 1 is to give the PWOC leadership team an overview of the RSO in order to facilitate teamwork and caring. This section should be interactive and loose instead of being a lecture.

**RSO Rep:** *You have the option of editing Appendix A to thoroughly define the RSO positions and job descriptions (listed below) that interact with PWOC at your installation; adjust the job titles and descriptions to be locally relevant. You may choose to only include positions most directly related to PWOC. Do what works best for your team and situation. It’s also an option to simply talk through the list below, letting the PWOC Board know who holds each position and what the position is responsible for. **Note: There is an editable "Meet the Team" Word template provided in the PWOC LDP. If you decide to use this Appendix, remember to bring enough copies for all participants.***

*Go through each of the (relevant) position descriptions. If the person who holds the position is in the room, allow them to give their own job description.*

- **Garrison Commander**
- **Senior Command Chaplain**
- **Garrison Chaplain**
- **RSO NCOIC**
- **PWOC Chaplain Sponsor**



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- **56M in direct support of PWOC**
- **Chaplaincy Resources Manager**
- **Chapel Tithes and Offering Fund Manager**
- **Director(s) of Religious Education (DRE)**
- **RSO front office personnel**
- **Government Purchase Card Holder**

**ACTIVITY 1: WHO DO I CONTACT IF \_\_\_\_\_? (10 minutes)**

**RSO Rep:** *Help participants get into groups of 3-4 mixed between PWOC board members and RSO members. Give them about 5 minutes to work together.*

➤ **Discuss:** *Work in a group of 3-4 mixed between PWOC board members and RSO members. Answer the questions below. Generate a question. You will have about 5 minutes to work together before rejoining the whole group discussion.*

*Who do I contact if...*

1. ...I cannot access the facility at the pre-coordinated time?
2. ...I need to put in a POR for supplies or equipment?
3. ...I need to put in a POR for curriculum?
4. ...there is no toilet paper in the restrooms?
5. ...the audio-visual equipment is not working?
6. ...I want the status of an approved POR?
7. ...I want to know what our budget is for planning purchases?
8. ...I have an issue that I want to discuss and address?
9. Your question:

**RSO Rep:** *Bring the group back together and quickly go over answers 1-8, making sure everyone concurs. Discuss the new questions generated in the small groups and come to a group consensus on the best answers. This discussion segues nicely into Point 2 which goes over RSO points of contact and the procedures for a typical PWOC meeting.*

**II. MAKING THE DONUTS—POCs and SOPs**

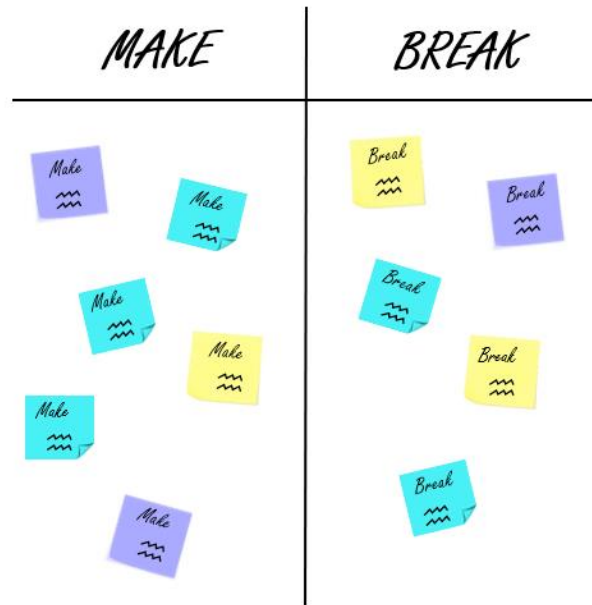
**Central Focus:** *The purpose of Point 2 is to build a shared understanding of how the RSO team helps the PWOC team execute their weekly program and special events.*

**ACTIVITY 2: MAKE OR BREAK (10 minutes)**

**RSO Rep:** *Participants will work with their same teams to brainstorm issues that can make or break a PWOC weekly session. Hand out sticky notes to each team and set a timer for 5 minutes. Teams will record their ideas (one idea per sticky note) labeling each idea "make" or "break." When time is up, have a representative from each group share their ideas with the whole group, placing their sticky notes on a whiteboard or wall—grouping "make" and "break" responses. The RSO Rep may choose to group like ideas together. As you move into the "Personnel and Protocols Discussion," refer back to the "Make or Break" statements to ensure you are addressing the concerns in the room.*



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### **PERSONNEL AND PROTOCOLS DISCUSSION (20 minutes)**

**RSO Rep:** The five categories outlined in Appendix B (listed below) give a starting point for discussion. **An editable Word template of Appendix B, "Local PWOC SOP" is provided in the PWOC LDP to adjust the content for your installation.** Creating this document is worth the effort since it: 1) Clarifies your specific procedures and expectations, 2) Illuminates the role of the RSO, and 3) Creates a resource the PWOC board can refer back to throughout the year. **If you decide to use the template to create an SOP be sure to bring enough copies for all participants.**

As you discuss each category, incorporate any unique feedback the participants offered during the "Make or Break" brainstorm. You can speed up the discussion by having your participants read (silently) one section of your Local PWOC SOP at a time and encouraging them to ask questions—that way you are addressing what is most relevant to the board and are not taking the time to read everything aloud. In your PWOC SOP discussion, avoid getting bogged down on any one category. As necessary, arrange for the appropriate individuals from the PWOC board and the RSO team to meet offline to go into more detail on any given issue. You have 20 minutes for this section; keep the discussion moving!

#### **Discussion Outline:**

##### **1. RSO On-Site *Discuss your Local SOP***

Who are the people from the RSO working PWOC week-to-week?

Who are the key leaders for PWOC who will work with on-site RSO personnel? What is the protocol when one of these key people are absent? *Make sure these people have the appropriate contact information.*



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**2. RSO Off-Site *Discuss your Local SOP***

Who are the people managing PWOC from a distance? Which PWOC Board members will interact with them? *Make sure these people have the appropriate contact information.*

**3. Facility Use *Discuss your Local SOP***

What are the expectations for using the facility? How can PWOC gain access to needed supplies in the building? What is the standard for cleaning?

**4. Social Media/Advertising—Rules and Venues *Discuss your Local SOP***

Does the RSO have social media guidelines? Who monitors content? What is considered “inappropriate?” What are OPSEC concerns? What advertising platforms are available?

**5. Interpersonal Issues *Discuss your Local SOP***

What is the protocol for a PWOC leader when a situation escalates out of control? (i.e. suicidal ideations, spousal abuse, failed conflict resolution).

***III. SHOW ME THE MONEY—Overview of the Financial System (20 minutes)***

**Central Focus:** The purpose of Point 3 is to give a broad overview of the financial system and POR process. The discussion should be functional versus detailed. This section is an excellent opportunity for the RSO leaders to build trust through transparency. Avoid bogging down the session with unnecessary details or sharing frustrations about limited funds due to IMCOM budget cuts—keep it positive. The topic of finances is complicated and could easily take up the entire workshop. How can you describe the process in simplest terms? The Financial Liaison on the PWOC board will become the subject matter expert; everyone else only needs a general understanding.

**RSO Rep:** *Have everyone take a 3-minute standing stretch break as you go into the home stretch of this workshop. As they are stretching, have them verbally brainstorm the major budget items for PWOC (curriculum, programs, food, watchcare...).*

*After the stretch break, use a whiteboard to outline or illustrate your financial system. Keep it broad and simple—those who need to understand in more depth will do so offline. What is the basic process for a POR? Why does it take so long?*

*After you have outlined your financial process, allow the board to ask questions. Keep the “same team” mindset and do your best to put PWOC board members at ease, especially since there tends to be fear and frustration associated with the financial system and POR process. Be kind. Be transparent. Build bridges.*



#### IV. WHERE THERE IS VISION—RSO Mission and Vision (10 minutes)

**Central Focus:** The purpose of Point 4 is to dialogue about how the RSO mission and vision and the PWOC mission and vision align with one another and support the Senior Commander’s mission and vision.

**RSO Rep:** *Mission and vision were the focus of Workshop 1: PWOC Mission. We discussed how PWOC’s mission and vision nest within the mission and vision of the Commander and Senior Chaplain. **You may want to use the “Mission/Vision” Word Template in the PWOC LDP** (see Appendix C) to provide the mission/vision of your local Senior Commander, Garrison Commander, and RSO. **Bring enough copies for all your participants.***

*Use this time as a culmination of the workshop. Show the PWOC board how their mission fits into the bigger picture within the local Command team and the RSO.*

- **Senior Commander’s Mission, Vision, and People/Community-related line of effort:**
- **Garrison Commander’s Mission, Vision, and People/Community-related line of effort:**
- **RSO Mission, Vision, and Religious Education line of effort:**
- **PWOC’s Internal Mission Statement:** PWOC equips women to flourish within the unique challenges of the military lifestyle by providing a nurturing, Christ-centered community, guided by the Four Aims, in which women associated with the military can connect socially and grow spiritually, thereby increasing readiness of individuals, families, and communities.
- **PWOC’s External Mission Statement:** PWOC equips women to flourish within the unique challenges of the military lifestyle—primarily, by cultivating a positive environment for social connection and spiritual formation, and secondarily, by meeting needs in the broader military community, thereby increasing readiness of individuals and families.
- **The Local PWOC board’s Theme or Vision Statement:**

➤ **DISCUSS:** Discuss as a whole group. What common threads do you see running through these Mission/Vision statements? What similarities and repeated themes do you see?

**RSO Rep:** *Close out the workshop by reiterating the RSO’s desire to work well with the PWOC board. Emphasize that we are on the same team, with the same goal of bringing positive impact to our military community. We need to assume good will and give one another the benefit of the doubt. Share whatever else is on your heart and close out the workshop in prayer.*



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## Appendix A: Meet the Team

### Army Installation Name



***RSO Rep: Note that the Appendices are for reference in the Leader’s Guide only. There is a separate, editable Word document for each Appendix within the PWOC LDP.***

**Garrison Commander** \_\_\_\_\_. Overall responsible planning, execution, and supervision of all garrison activities. The Garrison Commander allocates resources to the garrison directorates based on input and analysis from the directors. This includes allocating resources to the religious support program.

**Senior Command Chaplain** *(if applicable)* \_\_\_\_\_. Synchronizes the activities of all Chaplain sections and Unit Ministry Teams (UMTs) across the installation in support of the Senior Commander’s religious support plan. The Senior Command Chaplain provides the Garrison Chaplain with advice and mentorship about running the garrison, including the religious education program.

**Garrison Chaplain** \_\_\_\_\_. Serves as the Director of the Religious Support Office (RSO) *(adjust to your local setup)*. Plans, executes, and supervises the Garrison Commander’s installation religious support plan. The Garrison Chaplain plans, prepares, resources, executes, and assesses the religious support plan, including religious education.

**RSO NCOIC** \_\_\_\_\_. Supervises, maintains, and operates RSO facilities and equipment; trains and develops the RSO NCOs and Soldiers. The NCOIC synchronizes the use and security of the religious support facilities and allocates Soldier support to those activities as needed.

**PWOC Chaplain Sponsor** \_\_\_\_\_. Advises, supports, and supervises the execution of the PWOC program in partnership with the PWOC board. The PWOC Chaplain Sponsor champions resourcing for this vital ministry and helps the President and the board operate within the Commander’s intent. The Chaplain Sponsor is the first and proper point of contact (POC) for the President and the board to address nearly all issues or concerns.

**56M in direct support of PWOC** *(if applicable)* \_\_\_\_\_.

***NOTE: Design the 56M template like the ones above as it applies to your RSO context since there may or may not be a 56M in direct support at your installation. If there is not a 56M in direct support, introduce the facility manager/NCOIC who provides general supporting in the building where PWOC takes place.***



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**Chaplaincy Resources Manager** \_\_\_\_\_. Implements administrative procedures for resourcing, programming, and financial accountability for religious support activities. The Resources Manager works with the PWOC Chaplain Sponsor to ensure that the PWOC team has the resources necessary to successfully execute its ministry.

**Chapel Tithes and Offering Fund Manager** \_\_\_\_\_. Supervises the execution of the Chapel Tithes and Offerings Fund (CTOF). The Fund Manager receives and routes PWOC purchase order requests (PORs) and contracts as approved by the PWOC Chaplain Sponsor and the Garrison Chaplain.

**Director(s) of Religious Education (DRE)** \_\_\_\_\_. Provides guidance and direction for religious education program design, curriculum and resource selection, teacher training, management of volunteers, and administration of the religious education program for all religious groups. The DRE assists the PWOC Chaplain Sponsor and the PWOC board in securing educational resources needed for the ministry.

**RSO front office personnel** \_\_\_\_\_. Administer activities at the Religious Support Office. May have contact with certain members of the board or designated volunteers performing functions that involve logistics support at the RSO.

**Government Purchase Card Holder** \_\_\_\_\_. Serves as the designated cardholder for CTOF purchases. *SGT XXXXX is assigned to insert unit and is responsible to his/her command for day-to-day activities.* The Fund Manager may also need to assign an alternate cardholder at the last minute. Therefore, the PWOC Chaplain Sponsor should be the primary POC for purchases unless the cardholder is actively making an approved, pre-arranged purchase with the PWOC point of contact for the purchase.





## Appendix B: Local PWOC SOP

### Army Installation Name



***RSO REP: Note that the Appendices are for reference in the Leader's Guide only. There is a separate, editable Word document for each Appendix within the PWOC LDP.***

**RSO On-Site:** Who are the people from the RSO working PWOC week-to-week? Who are the key leaders for PWOC who will work with on-site RSO personnel? What is the protocol when one of these key people are absent?

**Personnel:** *(Adjust for your installation)*

- PWOC Chaplain Sponsor: Will the Chaplain Sponsor attend weekly?
- Facility OIC
- Facility NCOIC
- Watchcare Coordinator
- Who else?

**Potential On-Site Support Needs:**

*Lay out clear expectations for each category. Add additional categories as appropriate.*

- Access to the building: What is the protocol when the facility OIC or NCOIC is not present? How does PWOC gain access?
- Audio/Video assistance: Does the RSO provide A/V support for PWOC? If not, what is the protocol?
- Offering collection: Who is the POC? What's the protocol? What does PWOC need to do ahead of time?
- What else?

**2. RSO Off-Site:** Who are the people managing PWOC from a distance? Which PWOC Board members will interact with them? Make sure these people have the appropriate contact information.

**Personnel:** *(Adjust for your installation)*

- Garrison Chaplain
- Resource Manager, Fund Manager
- DRE
- Who else?



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## Requirements for PWOC

- What reports are expected? What is the format? When are they due? Who receives the report(s)?
  - Religious Education Report?
  - Storyboards?
  - Weekly attendance, offering numbers?
  - Serious Incident Report?
  - **What else?**
- What meetings does a representative from PWOC need to attend?
  - CPBAC?
  - Parish Council?
  - **What else?**
- What training is required? When do these happen?
  - Volunteer training?
  - Training on how to use the sound system or other A/V equipment?
  - Food Handlers' course?
  - Child Protection training?
  - First Aid, CPR?
  - **What else?**
- Watchcare Protocols
  - What is the background check process?
  - Can PWOC volunteers and paid watchcare employees work together, or does that violate the watchcare contract?
  - Who oversees the Watchcare program?
  - What reports are required?

## 3. Facility Use:

- How does PWOC gain access to interior rooms and closets?
- How does PWOC access supplies for common areas such as restrooms or kitchen?
- Are there activities that will bump the PWOC program from their normal time slot or location? If PWOC gets bumped, what is the protocol? Will they meet somewhere else or not at all? If they meet somewhere else, how does the appropriate equipment get from one location to the other?
- What is the protocol for PWOC cleaning/resetting the facility?
- Does PWOC need to submit work orders if they encounter building issues?



#### 4. Social Media/Advertising—Rules and Venues:

- Does the RSO have social media guidelines?
- Who from the RSO monitors content? Who from PWOC? What is considered “inappropriate?”
- OPSEC concerns
- What advertising platforms are available from the RSO, the garrison, and tenant units? (Include traditional media such as the post newspaper, marquees, bulletin boards, community updates to command teams, and town hall events.) How can PWOC leverage advertising through these venues?
- Anything else?

#### 5. Interpersonal Issues:

- What do PWOC leaders do when a situation escalates beyond their ability to manage? For example, it might become apparent that a PWOC member is suicidal or is being abused by her husband.
- What happens when conflict cannot be resolved?
  - Between board members?
  - Within the PWOC body?
  - Between the PWOC Board and the RSO team?



## Appendix C: Mission/Vision Commanders, RSO, PWOC Army Installation Name



***RSO REP: Note that the Appendices are for reference in the Leader's Guide only. There is a separate, editable Word document for each Appendix within the PWOC LDP***

- **Senior Commander's Mission, Vision, and People/Community-related line of effort:** *Your local Senior Commander's mission/vision*
- **Garrison Commander's Mission, Vision, and People/Community-related line of effort:** *Your local Garrison Commander's mission/vision*
- **RSO Mission, Vision, and Religious Education line of effort:** *Your local RSO's mission/vision*
- **PWOC's Internal Mission Statement:** (Global organization) PWOC equips women to flourish within the unique challenges of the military lifestyle by providing a nurturing, Christ-centered community, guided by the Four Aims, in which women associated with the military can connect socially and grow spiritually, thereby increasing readiness of individuals, families, and communities.
- **PWOC's External Mission Statement:** (Global organization; mission statement suitable for a Commander). PWOC equips women to flourish within the unique challenges of the military lifestyle—primarily, by cultivating a positive environment for social connection and spiritual formation, and secondarily, by meeting needs in the broader military community, thereby increasing readiness of individuals and families.
- **The Local PWOC Board's Vision Statement:** *This would be a vision statement specific to this particular Board and their term of service. It should nest within the Senior Chaplain's and PWOC Chaplain Advisor's vision.*



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