



S H A M B H A L A
OFFICE OF THE PRESIDENT

Guidelines for the Appointment of Leaders of Shambhala Centres

These guidelines explain the main elements of the process used to appoint leaders at Shambhala Centres. It covers both appointments from the centre of mandala, as well as the process of appointing leaders from within the local community. It also addresses the appointment process of leaders at Dzongs and Practice Centres. It discusses the role of Regional Directors and the process for resolving disputes in the appointment of leaders.

Overview of this Document

1. View of the appointment process
2. Positions which are appointed centrally
3. Director appointments – larger Centres/salaried Directors
4. Director appointments – medium/small Centres or volunteer Director
5. Role of a Regional Director
6. Other Kalapa Appointments
7. Appointment of Dorje Kasung
8. Resolution of Disputes
9. Appointment of Governing Council Members
10. Interview Technique and Suggested Topic Areas
11. Appointments for Dzong and Practice Centre Directors

These appointment processes have been developed over recent years, however they remain a work-in-progress. This document brings all the various elements into one place for the first time. If you have questions or suggestions about any aspect of these guidelines, please share them with the Director of the Shambhala Office of Centre and Group Support, Ms Anna Weinstein

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1. View of the Appointment Process

Overall our appointment process aspires to reflect good linkage to the lineage of Sakyongs and to the central governance of Shambhala, as well as to those who will be governed. The process works in accordance with the Three Pillar Model of Kalapa Governance and includes the local community. In this way, newly appointed leaders can rely on a collaborative relationship with their community as well as with the centre of the mandala, thereby greatly contributing to a culture of joining heaven and earth.

Appointments from the Center of the Mandala. In accordance with mandala principle, the core leadership positions in all Shambhala Centres, Dzongs and Practice Centres are appointed from the centre of the mandala. Such appointments are made with the following values in mind:

- **Linkage:** The sense of connection between the leader and the centre of the mandala and to the Sakyong is increased.
- **Empowerment:** The importance of the role and the legitimacy of the person holding it are underscored.
- **Support:** The ability to tap into real support from the centre of the mandala is strengthened.
- **Communication:** Two-way communication between appointees and the centre of the mandala is increased.
- **Relationship:** The overall sense of shared vision and goals is underscored so that a true partnership between the centre of the mandala and local leaders is possible.

Appointments at Large, Medium and Small Shambhala Centres. Although this view applies to all Shambhala Centres and Dzongs, there cannot be a one-size-fits-all appointment procedure in Shambhala. Larger centres with paid positions naturally follow a different process from smaller centres. Regardless of size and circumstance, however, we aim to have a clear and transparent process in place for how leaders are appointed. We would like this document to be easily accessed by all members of the community. Shambhala Centres are asked to use their best judgement regarding which of the procedures below best apply to their circumstance.

Term Limits. Appointments are normally made for a three-year term of office (once renewable by mutual consent). Term limits give a clear parameter to both the community and the appointed leader regarding the length of service, thereby contributing to community harmony. Working with a three-year term provides a time frame for each office holder in which to conduct strategic planning and priority setting. Term limits also increases an overall sense of freshness among the leadership and encourage the continued development of new leaders.

Support for the Appointment Process: The Director of the Office for Centre and Group Relations is available as a source of consultation and support related to the appointment of Directors, Board Members and other leaders. In addition, when nominations are being

considered for any of the other appointed offices (Chagdzo, Societal Health & Well-being, Practice and Education, etc.) the Directors of those offices are available for consultation.

Role descriptions for all these positions are now posted online here for you to use:

http://shambhala.org/members/governance_kalapa_app.php

General guidance on nominating people for appointment to leadership positions.

In making nominations please take into account that person's connection to practice. Do you have a sense that they are being processed and softened, and that they practice regularly. Are they willing to work with others (with an attitude that other is more important) and have a commitment to Shambhala vision and the teachings of our lineage. Do they understand that leadership is a journey, a path and a commitment, not a credential?

When nominating a candidate from your centre for appointment, please share your positive feelings and your concerns. Please do not make light of your concerns, thinking that these will be automatically detected when the nomination reaches the centre of the mandala. It is important that you consider the individual's interpersonal skills, their leadership skills, their ability to manage difficult people or situations, and their conduct within the community. If you do not mention your concerns, it can cause a great deal of pain later in the process — for the individual, your community and the centre of the mandala.

2. Positions appointed from the Centre of the Mandala

The following leaders are nominated by their local Shambhala communities and are then appointed from the centre of the mandala. Each sits on the Governing Council at their local centre:

- Centre Directors
- Directors of Practice and Education
- Chagdzo
- Representatives of the Shambhala Office of Culture and Decorum
- Representatives of the Shambhala Office of Societal Health and Well Being

The Centre Rusung or Chain of Command Designate is designated through the Dorje Kasung Chain of Command and also sits on the local Governing Council.

The following leaders are appointed from within their local Shambhala communities:

- Other members of the Governing Council
- Members of Executive Committees
- Other positions in the local centre

3. Appointment of Centre Directors of larger centres and those with a paid director

At least seven months prior to the completion of the Centre Director's three-year term, he or she should initiate a discussion with the Governing Council to indicate whether s/he is planning to conclude their period of service (one term) or is interested in serving for all or part of a second term. Where the Centre Director is not able to complete their full term, the outgoing Centre Director notifies the Governing Council of the Centre that s/he will be retiring. The Centre Director endeavours to give the Governing Council a minimum of six months notice before retiring to allow the search for a new director to take place.

Based on the outcome of this discussion, the Governing Council will need to initiate the process of locating the next Centre Director. Ideally this process allows six months for the search and appointment of the next Centre Director.

To ensure an impartial appointment process, the outgoing Centre Director is not part of the search process, but makes him/herself available to provide any information that the search committee requires or that candidates may seek. Specifically, the outgoing Centre Director does not take part in the search committee, interviews and testing of candidates, or the selection discussions of the Governing Council. The search committee ensures, however, that the incumbent is aware of what is happening at the various stages of this process, so that s/he is fully informed as the process unfolds.

As a first step, the outgoing director establishes the ground for the following search process to be set in motion.

1. ***Notification.*** The centre's membership is notified of the date on which the incumbent Centre Director will resign. The specific appointment process that will be used to nominate the next Centre Director is explained in writing and this document is made easily available to the entire community.
2. ***Form a search committee.*** The Governing Council of the Centre normally establishes a search committee to lead the search process, sift through the applications and carry the search process through to the final stages. The search committee consists of a sub-group of the Governing Council members. The search committee reports to the full Governing Council (which may meet in full to discuss the search at any time and may wish to conduct the final interviews). If possible, bringing newer members into this group who may have a fresher perspective would be very helpful.

3. ***Confirm written role description.***

- a) The outgoing Centre Director is asked to present to the Governing Council a draft role description that describes the main responsibilities and tasks of the director at the present time, as well as listing the proposed skills, experience and qualities that are being looked for in a Centre Director. The Governing Council reviews the draft role description, and may decide to revise it or update it in line with the goals for the next director. A role description for the position and guidance on how to use this is now posted online here for you to use: http://shambhala.org/members/governance_kalapa_app.php
 - b) The Governing Council makes certain that both the staff and the local Shambhala community are provided with ways to give input about this role description. This is done before finalizing the role description, ensuring that there is broad understanding about what is being looked for in a new Centre Director and any changes that the new Centre Director is expected to implement.
 - c) The role description should make clear that the Centre Director is expected to exercise his/her responsibilities in accordance with the principles of Shambhala governance and, in particular, undertake the practice of the Six Ways of Ruling. It will also specify that the Centre Director is expected to understand and help implement the Three Pillar Model of Kalapa Governance. This will also be an important part of assessing a candidate's suitability for the position. (This process has the advantage of encouraging the Governing Council to review its own understanding of the Six Ways of Ruling and Kalapa Governance as part of this overall process.) The Tenets of Shambhala Governance, as well as information about the Three Pillar Model of Kalapa Governance and The Six Ways of Ruling can be found on the Governance Pages of www.shambhala.org
4. ***Announce search.*** The Governing Council announces their search to the local Shambhala community and may also announce it more widely. This announcement normally includes the position description and other relevant information about the position (salary, three-year term limit, benefits, etc). Interested applicants are asked to forward their Curriculum Vitae, their practice experience and the names and contact information for three references to the search committee.
5. ***Respect Confidentiality.*** Out of respect for those who wish to apply for the position, and to ensure the integrity of the search process, the names of applicants and their details are restricted to the search committee. It would normally be only at the stage of interviewing and assessment that the candidate's names are shared with others, and then only on a need-to-know basis. This principle needs to be respected and made clear to everyone involved in the process, and to members of the community and others who make inquiries. Respect for confidentiality in this case should be understood to be in the best interests of all involved, especially the candidates who may not wish their current employers to be aware that they are considering a change of position, and to protect the appointment process from inappropriate pressures.

6. ***Review applications.*** Once received, the applications are circulated to the members of the search committee. The committee members determine whether each applicant has the experience, skills and qualities being sought. At this stage the search committee is looking at people it wishes to interview. Therefore, in selecting people to interview, the search committee does not have to decide whether it thinks the candidates should be appointed: there is much more to learn through assessing and interviewing.

Here are some sample questions used in selection processes to date:

- a) Does the candidate have demonstrable experience or potential to play a senior leadership role?
 - b) What is the candidate's experience of applying the Six Ways of Ruling?
 - c) Does the candidate have demonstrable experience of leading a group? Does the candidate have experience in team-building and in community-building? Does the candidate have the potential to develop these abilities?
 - d) Has the person attended advanced Shambhala programs such as Warrior Assembly and Vajrayana Seminary – or committed to attending these in the near future? S/he needs to be a reasonably accomplished practitioner on the Shambhala Path.
7. ***Select candidates.*** The search committee determines a shortlist of applicants to interview. In the event of lack of agreement among members of the committee, the final decision on the shortlist rests with the chair of the search committee.
 8. ***Notify those not being considered.*** The search committee arranges for personal calls to be made to each of the applicants who have not been selected to explain to them the reasoning — usually this is based on other applicants having more of the skills and experience being sought.
 9. ***Contact references.*** Members of the search committee call the references for the applicants on the shortlist and provide notes on the calls for all members of the search committee.
 10. ***Interview candidates.*** The shortlisted applicants are invited for evaluation and interviewing. Normally this is done in one process, in-person at the centre. In some instances a preliminary round of conference call interviews are held, particularly for applicants who would be travelling a long distance or if the shortlist needs to be further sifted. This is up to the search committee to determine.

Evaluation of skills is an important part of establishing whether applicants can actually carry the responsibilities they will have in the position. This helps

ensure that they are able to fulfil the demands they will face. It can also be the basis for discussing any training or support they will need to grow into the role. The exact manner of evaluation can be determined by the search committee. The evaluation process helps the search committee establish:

- a) the person's ability to apply the Six Ways of Ruling;
- b) the person's presentation skills (which can be accomplished as a specific part of the interview process);
- c) their group work and decision-making skills;
- d) their interpersonal skills.
- e) their ability to select and mentor paid staff and volunteers for key positions
- e) how well their past experience prepares them to meet the specific requirements in the role description

Interviewing can take place the same day as the evaluation process described above so that the search committee has a chance to probe the applicant's strengths and weaknesses. It is highly recommended that interviewing follow the technique sometimes known as funnelling, and that it address certain key areas of concern. (See Appendix A for an explanation of funnelling as well as suggested areas of concern for the interviewing process)

11. **Select finalists.** Normally, as a result of evaluation and interviewing, the search committee narrows the process down to one or two candidates. Those candidates then have the opportunity to meet the full Governing Council — unless the governing body has delegated the entire process to the search committee.
12. **Select the person to be nominated for appointment.** The Governing Council decides which of the candidates should be nominated to the Kalapa Court for appointment. In the event of the governing body or search committee being unable to reach agreement, the most promising candidates should be nominated to the Kalapa Court for a final choice and appointment. The nominations are sent to The Shambhala Office of Centre and Group Support. This office is responsible for presenting the nominations to the Kalapa Court for consideration and appointment.
13. **Confirm appointment.** The Kalapa Court may decide to arrange an interview with the nominee(s). After making its decision, the Kalapa Court notifies the Governing Council and the nominee. This may be transmitted directly or through the Shambhala Office of Centre and Group Support.
14. **Finalize details.** At this stage, a further discussion about detailed terms and conditions of employment may be needed between the Governing Council and the person being offered the position.
15. **Announce appointment and celebrate.** The Governing Council then ensures that the appointment is properly and formally announced as an appointment of the Kalapa Court. The entire community should be invited to an event in which the appointment is celebrated (often Shambhala Day), and witness as the new Centre Director takes

the oath of office – as well as witness the retirement of the outgoing director and express heartfelt appreciation for their devoted service to the mandala.

4. Appointment of Centre Directors of Small and medium size centres and those with volunteer directors

Smaller and medium size Centres often have different conditions from the larger centres. Centres with volunteer directors may be organized differently than those with paid directors. In these situations, some aspects of the process for nominating the director may be different. However, the overall view of appointing leaders as described previously in this document applies to them equally. Developing our leadership selection process is important for the development of our community as a whole, especially as we grow reach out to the world around us. Developing clarity in what we expect from our leaders, discussing how we can support them and having transparent processes for decision-making are all important ways in which we can strengthen our capacity and act towards each other with kindness.

Factors which are unique to medium and small Centres with Volunteer Directors:

Small Candidate Pool. There may be a limited number of possible candidates for the director position. Nonetheless, the principle of announcing the vacancy and inviting applicants is an important aspect of the process so that the entire community is aware of the process of transition.

Well-Known Candidates. Generally, potential directors have worked, practiced and taught alongside their fellow centre leaders for years; therefore it is sometimes assumed that their suitability for director is a foregone conclusion shared by all. However, the process of interviewing to focus on the specific role and responsibilities of the director is illuminating and valuable. This also helps to identify individual's strengths and areas where they will need support.

Small Leadership Pool. There may not be sufficient leaders available to form sub-groups such as Governance Committees or search committees. In such cases, the Governing Council can play the role of the search committee.

As with larger centres, at least seven months prior to the completion of the Centre Director's three-year term, he or she should initiate a discussion with the Governing Council to indicate whether s/he is planning to conclude their period of service (one term) or is interested in serving for all or part of a second term. Where the Centre Director is not able to complete their full term, the outgoing Centre Director notifies the Governing Council of the Centre that s/he will be retiring. The Centre Director endeavours to give

the Governing Council a minimum of six months notice before retiring to allow the search for a new director to take place.

The outgoing director is not part of the search process, but is available to provide any information that the search committee requires or that candidates may seek. Specifically, the outgoing director does not take part in any aspect of selecting his or her replacement. The incumbent is kept aware of what is happening at the various stages of this process, so that s/he is fully informed as the process unfolds.

As a first step, the outgoing director establishes the ground for the following search process to be set in motion.

1. ***Notification.*** The Centre's membership is notified of the date on which the incumbent director will resign. A written document describing the specific appointment process that will be used to nominate the next director is created and made easily available to the entire community.
1. ***Form a Search Committee.*** The Governing Council of the centre decides which members will be involved in the process of nominating a new director. If possible, bringing newer members into this group who may have a fresher perspective would be very helpful. A chairperson for this group should be named who would be responsible for keeping the nomination process moving along.
1. ***Confirm written role description.***
 - a) The outgoing director is asked to present to the Governing Council a draft role description that describes the main responsibilities and tasks of the director at the present time, as well as listing the proposed skills, experience and qualities that are being looked for in a director. The Governing Council reviews the draft role description, and may decide to revise it or update it in line with the goals for the next director. A role description for the position and guidance on how to use this is now posted online here for you to use http://shambhala.org/members/governance_kalapa_app.php
 - a) The Governing Council makes certain that the local Shambhala community is provided with ways to give input about this position description. This is done before finalizing the role description, ensuring that there is broad understanding about what is being looked for in a new director and any changes that the new director is expected to implement.
 - a) The role description should make clear that the Centre Director is expected to exercise his/her responsibilities in accordance with the principles of Shambhala governance and, in particular, undertake the practice of the Six Ways of Ruling. It will also specify that the Centre Director is expected to understand and help implement the Three Pillar Model of Kalapa Governance. This will also be an important part of assessing a candidate's suitability for the position. (This process has the advantage of encouraging the Governing Council to review its own understanding of the Six Ways of Ruling and

Kalapa Governance as part of this overall process.) The Tenets of Shambhala Governance, as well as information about the Three Pillar Model of Kalapa Governance and The Six Ways of Ruling can be found at <http://www.shambhala.org/members/governancedocs.php>.

1. ***Announce search.*** The Governing Council announces their search to the local Shambhala Community. This announcement should include the position description and other relevant information about the position (practice requirements, three-year term limit, perquisites, etc). Applicants are asked to submit a letter of interest to the Chairperson of the search group, stating why they are interested in this role and what their vision would be for taking the centre forward during their tenure. Centres may consider having the community submit suggestions as well.
1. ***Receive applications and respect confidentiality.*** Once received, the letter(s) are circulated to the members of the search committee. Out of respect for those who wish to apply for the position, and to ensure the integrity of the search process, the names of applicants and their details are restricted to the search committee. If suggestions have been received from the community, the chair of the search committee contacts the nominees and asks if they are willing to serve. If so, their application is added.
1. ***Review applications.*** The committee members determine whether each applicant has shown evidence in their application of the experience, skills and qualities being sought. At this stage the search committee is looking at people it wishes to interview. Here are some sample questions used in selection processes to date:
 - a) Does the candidate have demonstrable experience or potential to play a senior leadership role?
 - a) What is the candidate's experience of applying the Six Ways of Ruling? Does the candidate have demonstrable experience of leading a group? Does the candidate have experience in team-building and in community-building? Does the candidate have the potential to develop these abilities?
 - a) Has the person attended advanced Shambhala programs such as Warrior Assembly, Vajrayana Seminary and any leadership training that may be offered in the mandala – or committed to attending these in the near future? S/he needs to be a reasonably accomplished practitioner on the Shambhala Path.
1. ***Select and interview final candidate(s).*** The search committee determines a shortlist of applicants to interview. In some cases this may be one person. It is still important to go through process of interviewing and giving this person a chance to discuss their vision remains an extremely helpful process. The interview is also important to establish mutual expectations between the Governing Council and the director. In the event of lack of agreement among members of the committee, the final decision on the shortlist rests with the chair of the search committee.
1. ***Notify those not being considered.*** If applicable, the search committee arranges for personal calls to be made to any applicants who were not qualified enough to be

considered. The reasoning for their exclusion from the remainder of the selection process is explained — usually this is based on other applicants having more of the skills and experience being sought.

1. ***Interview candidates.*** The applicants are invited for assessment and interviewing. In smaller Centres this could take place with the Governing Council (without the incumbent director) rather than with a sub-group. Normally this is done in one process, in-person at the centre.

Evaluation of skills is an important part of establishing whether applicants can actually carry the responsibilities they will have in the position. The exact manner of evaluation can be determined by the search committee. The evaluation process helps the search committee establish:

- a) the person's ability to apply the Six Ways of Ruling;
- b) the person's presentation skills (which can be accomplished as a specific part of the interview process);
- c) their group work and decision-making skills;
- d) their interpersonal skills.

In situations where everyone already knows the applicant's skills extremely well, there could be a discussion with the applicant about the above abilities, including how the applicant assesses themselves. If there are areas of concern based on past experiences with this applicant, these should be voiced and the applicant given the opportunity to respond. Given that no one is usually strong in all areas, the applicant could also be asked about how he/she will seek help in developing their skills or abilities.

In smaller and medium Centres there will typically be less of a distinction between interviewing and assessment of skills. It is highly recommended that interviewing follow the technique sometimes known as funnelling and address certain key areas of concern. (See Appendix A for an explanation of funnelling as well as suggested areas of concern for the interviewing process)

10. ***Select finalists.*** Normally, as a result of evaluation and interviewing, the search committee narrows the process down to one or two finalists. Those finalists then have the opportunity to meet the full Governing Council if they have not already done so.
11. ***Select the person to be nominated for appointment.*** The Governing Council decides which of the candidates should be nominated to the Kalapa Court for appointment. In the event of the governing body or search committee being unable to reach agreement, the most promising candidates should be nominated to the Kalapa Court for a final choice and appointment. The nominations are sent to The Shambhala Office of Centre and Group Support. This office is responsible for presenting the nominations to the Kalapa Court for consideration and appointment.

12. ***Confirm appointment.*** The Kalapa Court may decide to arrange an interview with the nominee(s). After making its decision, the Kalapa Court notifies the Governing Council and the nominee. This may be transmitted directly or through the Shambhala Office of Centre and Group Support.
13. ***Announce appointment and celebrate.*** The Governing Council then ensures that the appointment is properly and formally announced as an appointment of the Kalapa Court. The entire community should be invited to an event in which the appointment is celebrated (often Shambhala Day), and witness as the new Centre Director takes the oath of office – as well as witness the retirement of the outgoing director and express heartfelt appreciation for their devoted service to the mandala.

5. Role of Regional Directors

Where there is a regional governing structure, the regional directors (such as Director of Shambhala Europe, the Director of Northern California Shambhala) act on behalf of the Kalapa Court to establish the process for the appointment of Centre Directors, Directors of the Dzongs and Directors of Practice Centres in their region. Normally the regional director is directly involved in, or approves, the selection of final candidates to present to the Kalapa Court for appointment.

5. Other Kalapa Appointments

This section describes the appointment process for the following positions on the Governing Council of a Shambhala Centre:

Director of Practice and Education
Chagdzö
Representative of the Shambhala Office of Culture and Decorum
Representative of the Shambhala Office of Societal Health and Well-Being

The Governing Council nominates the candidate and send the nomination to the relevant director on the Kalapa Executive who then makes the appointment on behalf of the Kalapa Court. For example, the nomination for the local representative of the Office of Culture and Decorum is send to the Director of the Shambhala Office of Culture and Decorum.

1. Role descriptions for each position are developed centrally. These are are now posted online here for you to use http://shambhala.org/members/governance_kalapa_app.php The Governing Council reviews the position description and discusses who might be willing and able to serve. Whenever possible, the Council invites suggestions and participation from the community to generate nominations.

2. The Governing Council chooses someone to approach the candidate(s); typically this is done by the Centre Director.
3. The candidate(s) is provided with a role description.
4. The Governing Council holds an interview with each candidate before reaching a decision whether to nominate that person or not. Particular emphasis is placed on assessing how each candidate envisions implementing the role description at their local centre. Even when there is only one candidate, this important step ensures that the Council and the potential nominee have a shared understanding of the position and how the nominee proposes to go forward in their role.
5. The Council determines whether each applicant has shown evidence in their application of the experience, skills and qualities being sought.

Does the candidate have demonstrable experience or potential to play a senior leadership role?

What is the candidate's experience of applying the Six Ways of Ruling?

Does the candidate have demonstrable experience of leading a group? Does the candidate have experience in team-building and in community-building? Does the candidate have the potential to develop these abilities?

Has the person attended appropriate Shambhala programs that are essential or helpful for fulfilling the responsibilities of this role – or intend to attend then in the near future?

6. The Centre Director submits the nomination as follows:
 - Director of Practice and Education -- to the Shambhala Office of Practice and Education
 - Chagdzo – to the Chagdzo Kyi Khyap
 - Representative of the Shambhala Office of Culture and Decorum – to the Director of the Shambhala Office of Culture and Decorum
 - Representative of the Shambhala Office of Societal Health and Well-Being – to the Director of the Shambhala Office of Societal Health and Well-Being
7. The Directors of each of these offices of the Kalapa Executive may decide to schedule an interview with the nominee prior to making the appointment. In such cases, the Directors will take responsibility for setting up the interview.
8. The Director of the relevant office in the Kalapa Executive notifies the Centre Director and the nominee of the appointment, including instructions regarding the distribution of the oath and pin for the office.
9. The Centre director notifies the Governing Council and the community of the appointment, and schedules a time for an oath ceremony and community celebration.

10. The Community should be educated about the role and responsibilities of the new appointee. This could be done by sharing the position description, having the new appointee write a letter to the community, or a number of other skilful means.
11. The oath ceremony may vary based on circumstances. Typically the Centre Director would administer the oath with the community, except for oaths within the Dorje Kasung. These are administered by the highest ranking local Kasung.
12. Appointments and oath taking ceremonies are important occasions for celebration, and an opportunity for the outgoing leaders to retire and receive the heartfelt appreciation of the community for their devoted service.

7. Appointment of Dorje Kasung

All ranks and positions within the Dorje Kasung are established and appointed throughout the mandala through the chain of command of the Dorje Kasung.

The Rusung or a Chain of Command designate serves on the Governing Council of the Shambhala Centre to represent and share the view, strategy, and policies of the Dorje Kasung, the Pillar of Protection, in furthering the lineage vision of Shambhala. On all matters relating to the view, strategy, and policies of the Dorje Kasung, the Rusung or Chain of Command designate remains solely responsible to the command structure of the Dorje Kasung. This always takes precedence over any other aspect of relations to the Centre Director and the Governing Council.

The Gesar Arm Commander, Standard Operations Commander and Regional Gesar Command recruit the Rusung or a Chain of Command designate and whenever possible the chain of command do this in consultation with the Centre Director in advance of making the appointment to establish any concerns that need to be addressed in making the final decision.

8. Resolution of Disputes

Sometimes there are disputes about the best way in which to nominate and appoint candidates to positions in the Shambhala Centre, or about the final recommendation. In the first instance, it is the responsibility of the Governing Council of the centre to resolve such disputes. If the council is unable to resolve the dispute, it may be referred to the Director of the Shambhala Office of Centre and Group Support. The Director has the authority to resolve the dispute or refer it for resolution to the Executive Director.

In the case of a dispute about a Kalapa Court Appointment at a Dzong or Practice Centre, or where that process has been invoked by the Court in relation to any entity in the mandala, the dispute may be referred to the Kalapa Council for final resolution. If the

initial decision was made by the President, acting on behalf of the Kalapa Court, the President will recuse (temporarily withdraw from a position of authority to avoid a conflict of interest) him/herself from the chair during the Kalapa Council's deliberations on the dispute.

9. Appointment of members of Governing Councils of Shambhala Centres

Three Pillar Positions

Normally, the members of the Governing Council include, as a minimum, the local heads of the three pillars (the Centre Director, the Director of Practice and Education and the Rusung or Chain of Command Designate), the Chagdzo, and representatives of the Shambhala Offices of Culture and Decorum and Societal Health and Well-Being. The procedure for making these appointments is covered in this document. Once appointed, these individuals automatically take their seat on the Governing Council.

Other Council Positions

Every Shambhala Centre has the freedom to add other members to its Governing Council. It is the Sakyong's wish that everyone on the council should have a clearly defined responsibility (sometimes referred to as a portfolio). These responsibilities (portfolios) can be determined according to local conditions and the strategic objectives of the local centre.

As indicated in the document, *Steps towards the Kalapa Governance structure at Shambhala Centres*, many centres will choose to have on the Council additional community members who do not have portfolio (such as those listed above). These members-at-large also contribute depth and insight to the work of governance.

Beyond the appointment of the six positions named above, it is the responsibility of the Governing Council of a Shambhala Centre to bring on other members in a way that is transparent and invites broad input from the community. Each Council role should have a role description which includes both the duties and the basic requirements for holding the role. A document is created describing the process for how applications are reviewed and how the decision is made – this document is made easily available to the entire community. Once a position is filled, the entire community should be informed.

Appointment of Executive Committees

Some Centres have separate Governing and Executive (Operations) bodies. Responsibility for the composition of an Executive Committee or any other operational body within the Shambhala Centre rests with the local centre. Normally it will be the responsibility of the Centre Director to establish any executive committee that includes the three pillars, and for the heads of the pillars to establish any such committees or sub-groups within their pillars.

Kalapa Court Appointments for Governing Councils of Dzongs and Practice Centres

It is the responsibility of the Governing Councils of the Dzongs to recommend to the Kalapa Court any additional members beyond the three pillar positions that they propose to add to their council. The authority for making these appointments rests with the Kalapa Court.

APPENDIX A

Interview Techniques and Suggested Topic Areas

Funnelling

Instead of asking speculative questions, such as “How would you manage the centre?” the goal of the questioning is to find out exactly what relevant previous experience the applicant has had and how they handled situations that arose. For example a sequence of questioning might be:

Q: “What leadership experience have you had that you think would be most relevant to the role you will be playing in our centre?”

Q: “In the course of that experience, did you have to make structural changes? Please tell us about that.”

Q: “What did you specifically do in planning those changes and implementing them?”

Q: “How did you do that?”

Q: “What was the biggest challenge you faced?”

Q: “What did you personally do to meet that challenge?”

Q: “What did you learn from that experience?”

Areas of inquiry that the search committee may want to focus on during the interviews are:

- a) What has the candidate’s most relevant leadership experience been? What do they bring from that to this position?
- b) What is their experience of drawing up and implementing plans?
- c) Increasingly we are seeking leaders whose style will be based on genuine consultation and communication backed up by clear decision making. What evidence is there that the candidate can offer that?
- d) What experience does the candidate have of mentoring and developing others?
- e) Does the candidate have the ability to provide clarity of analysis and decision making?
- f) Does the candidate demonstrate experience of applying the Six Ways of Ruling?

Appendix B

Kalapa Court appointments for Directors of Dzongs and Practice Centres

The recruitment process

The Kalapa Court appoints the Directors or Co-directors of the dzongs of the mandala (currently the Shambhala Centres of Halifax, Boulder, Marburg and Köln). The court also appoints the Directors or Co-Directors of the Practice Centres, Gampo Abbey, Marpa House and other major entities of the mandala as may be determined by the Court.

The following outline indicates the main elements of the recruitment process. All the entities to which this applies are referred to as “the centre”. In the case of European appointments, Shambhala Europe acts on behalf of the Kalapa Court to establish this process and ensure that it is followed or adapted to meet specific needs. Normally Shambhala Europe is directly involved in, or approves, the selection of final candidates to present to the Kalapa Court for appointments in Europe.

The outgoing Centre Director notifies the Kalapa Court (through the President) and the governing body of the Centre that s/he will be retiring.

The outgoing director is not part of the recruitment process, but makes him/herself available to provide any information that the recruitment committee requires or that candidates may seek. Specifically, the outgoing director does not take part in the recruitment committee, interviews and testing of candidates, or the selection discussions of the governing bodies. The recruitment committee should ensure, however, that the incumbent is aware of what is happening at the various stages of this process, so that s/he is fully informed as the process unfolds.

As a first step, however, the outgoing director, in consultation with the President, establishes the ground for the following recruitment process to be set in motion.

1. The governing body of the centre will normally establish a recruitment committee (normally consisting of a sub-group of its members) to oversee the recruitment process, inform the community, sift through the applications and carry the recruitment process through to the final stages. The recruitment committee will report to the full governing body (which may meet in full to discuss the recruitment at any time and may wish to conduct the final interviews). The governing body should nominate one person, normally the chair of the recruitment committee, to relate to the President throughout this process.
2. The outgoing Centre Director is asked to present to the governing body a draft role description that describes the main responsibilities and tasks of the director at

the present time, as well as listing the skills, experience and qualities that are being looked for in a director . The governing body of the centre reviews the draft role description, and may decide to revise it or update it in line with the goals for the next director. It is good practice for the governing body to consult the staff and local Shambhala community before finalizing the role description, particularly to ensure that there is broad understanding about what is being looked for in a new director and any changes that the new director is expected to implement.

3. The role description should make clear that the Centre Director is expected to exercise his/her responsibilities in accordance with the principles of Shambhala governance and, in particular, undertake the practice of the Six Ways of Ruling. This will also be an important part of assessing candidate's suitability for the position. (The governing body will need to review its own understanding of the Six Ways of Ruling as part of this overall process.)
4. The final draft of the role description is sent to the President for approval.
5. The governing body advertises the position throughout the mandala, normally using sangha-announce and the email list for the Mandala Council, giving a date for applications to be submitted.
6. Out of respect for those who wish to apply for the position, and to ensure the integrity of the recruitment process, the names of applicants and their details are restricted to the recruitment committee. It would normally be only at the stage of interviewing and testing that the candidate's names are shared with others, than only on a need-to-know basis. This principle needs to be respected and made clear to everyone involved in the process, and to members of the community and others who make inquiries. Respect for confidentiality in this case should be understood to be in the best interests of all involved, especially the candidates who may not wish their current employers to be aware that they are considering a change of position, and to protect the appointment process from inappropriate pressures.
7. Once received, the applications are circulated to the members of the recruitment committee, together with an appropriate form (determined by the recruitment committee) that enables the recruitment committee members to determine whether each applicant has shown evidence in their application of the experience, skills and qualities being sought. At this stage the recruitment committee is looking at people it wishes to interview. Therefore, in selecting people to interview, the recruitment committee does not have to decide whether it thinks the candidates should be appointed: there is much more to learn through testing and interviewing. At this stage, the recruitment committee is concentrating on whether each applicant has sufficient experience to make them worth interviewing. Normally, it is clear that a person applying for the position of director of a dzong should have experience of senior management, among other qualifications.

Here are some sample questions used in these selection processes to date:

- a) Does the candidate have demonstrable experience of senior management? S/he will have overall responsibility for program planning and delivery, resource management (both human and financial) and community care.
 - b) What is the candidate's experience of applying the Six Ways of Ruling? How does the application of these principles affect or change their own approach to senior management?
 - b) Does the candidate have demonstrable experience of leading a group of people required to deliver under pressure?
 - c) Does the candidate have demonstrable experience of managing or having overall responsibility for a relatively large and complex financial operation? S/he will be responsible for the financial well being of the centre.
 - d) Has the person attended advanced Shambhala programs such as Kalapa Assembly and Vajrayana Seminary? S/he needs to be a reasonably accomplished practitioner on the Shambhala Buddhist Path.
8. Based on a meeting or conference call, the recruitment committee determines a shortlist of applicants to interview. In the event of lack of agreement among members of the committee, the final decision on the shortlist rests with the chair of the recruitment committee.
 9. The recruitment committee arranges for personal calls to be made to each of the applicants who have not been selected to explain to them the reasoning — usually this is based on other applicants having more of the skills and experience being sought.
 10. Members of the recruitment committee call the references for the applicants on the shortlist and provides notes on the calls for all members of the recruitment committee.
 11. The shortlisted applicants are invited for testing and interviewing. Normally this is done in one process in person at the centre. In some instances a preliminary round of conference call interviews are held, particularly for applicants who would be travelling a long distance or if the shortlist needs to be further sifted. This is up to the recruitment committee to determine.

Testing for skills is an important part of establishing whether applicants can actually carry the responsibilities they will have in the position. The exact manner of testing can be determined by the recruitment committee. The tests

help the recruitment committee establish:

- a) the person's ability to apply the Six Ways of Ruling;
- b) the person's presentation skills (which can be accomplished as a specific part of the interview process);
- c) their senior level financial competence;
- d) their group work and decision-making skills;
- e) their interpersonal skills.

(The centre staff can be engaged in working with the recruitment committee to conduct these tests. Their feedback on the tests will be extremely helpful to us. However, they will not be involved in any decision making.)

Interviewing can take place the same day as the testing and would normally take place after the tests so that the recruitment committee has a chance to probe the applicants strengths and weaknesses as shown in the tests. It is highly recommended that interview follow the technique sometimes known as funnelling. Instead of asking speculative questions, such as "How would you manage the centre?" the goal of the questioning is to find out exactly what relevant previous experience the applicant has had and how they handled situations that arose. For example a sequence of questioning might be:

Q: "What senior management experience have you had that you think would be most relevant to the role you will be playing in our centre?"

Q: "In the course of that experience, did you have to make major structural changes? Please tell us about that."

Q: "What did you specifically do in planning those changes and implementing them?"

Q: "How did you do that?"

Q: "What was the biggest challenge you faced?"

Q: "What did you personally do to meet that challenge?"

Q: "What did you learn from that experience?"

Areas of inquiry that the recruitment committee will likely want to focus on during the interviews are:

- a) What has the applicants' most relevant senior management been? What do they bring from that to this position?
- b) What is their experience of drawing up and implementing strategic plans? What is their management style? S/he may be building and supporting a senior management team or working in other ways with staff and the community.
- c) Increasingly we are seeking leaders whose management style will be based on genuine consultation and communication backed up by clear decision making. What evidence is there that the applicants can offer that?

d) What experience do the applicants have of mentoring and developing other staff? We are expecting them to strengthen the support given to the resident or other staff, both as people taking on high-pressure tasks and as individuals on the path.

e) Do the applicants have the ability to provide clarity of analysis and decision making, capacity for original thinking, problem solving & creativity?

f) Do the applicants have proven ability to magnetize resources, both human and financial, from diverse sources?

g) Do the applicants demonstrate experience of the Six Ways of Ruling and how these can be combined with or enhance the practical skills of management?

12. Normally, as a result of the testing and interviewing, the recruitment committee narrows the process down to two or three candidates. Those candidates then have the opportunity to meet the full governing body — unless the governing body has delegated the entire process to the recruitment committee. The governing body decides which of the candidates should be presented to the President for final appointment. It is not necessary, and not recommended, that only one candidate be presented -- unless there is no alternative. Different candidates have different strengths. What matters is that the governing body or recruitment committee feel comfortable that those presented to the President are acceptable and appointable. In the event of the governing body or recruitment committee being unable to reach agreement, the decision as to which candidates should be forwarded rests with the chair.
13. The President meets or contacts the final candidates. He interviews them, consults the Sakyong to seek advice and/or his blessings, and makes the decision to offer to post to one of the final candidates. In some instances, the Sakyong may wish to conduct a final interview and make the decision himself: this is entirely at the discretion of the Sakyong in consultation with the President.
14. The President informs the person who has been selected that the post is offered to them, and oversees the process of informing others (such as the relevant governing body, incumbent and so on). At this stage, a further discussion about detailed terms and conditions of employment may be needed, usually between the local governing body and the person being offered the position. When that has been concluded, the President is informed and is then able to make the formal appointment.
15. The President works with the governing body or recruitment committee to ensure that the appointment is properly and formally announced as an appointment of the Kalapa Court.