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# NOMINATING COMMITTEE MANUAL FOR DISTRICTS AND SQUADRONS

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United States Power Squadrons®

**UNITED STATES POWER SQUADRONS®**

**NOMINATING COMMITTEE MANUAL  
FOR DISTRICTS AND SQUADRONS**

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## **Introduction**

The nominating committee members have one of the most important functions in their district or squadron. The slate of candidates for the various positions may often have repercussions, good or bad, that can affect the functioning, conduct, and accomplishments of a district or squadron for the next three to five years or more. The goal of the committee should be to find the best person to fill every position.

This manual was prepared to aid the nominating committees of USPS districts and squadrons in preparing their slates of nominees for the various positions in their organizations. There are a number of important considerations that these committees should take into account in preparing their slates and reports. This manual also contains some procedures and ideas that may make the task a little easier, and also some issues that may keep the members of these committees out of some troublesome situations. We urge the committee members to peruse this manual as they go about the tasks involved in developing their slate of officers and committee members.

Being on an effective nominating committee is not an easy task. It requires a commitment of time and effort as well as a great deal of communication among the committee members. Your Squadron Development/Leadership Committee hopes that the contents of this manual may make your job less complicated and a little more efficient.

## **Confidentiality**

One of the most important aspects of being a member of a nominating committee is the issue of confidentiality. Lack of confidentiality can lead to many problems, the most serious being potential liability. In addition to the legal implications, the district or squadron may be severely damaged. The following discussion on this subject is taken from the National Committee on Nominations manual. Additional items concerning confidentiality are included in several places throughout this manual.

All activities of the committee including deliberations, writings, and communications with and by ComNom members that concern any business, policies, or actions of the Committee are *confidential and restricted to Committee members only*.

Liability and risk exposure normally arise *only* when there has been a *disclosure outside of the committee* of information which is privileged, confidential, private, libelous, slanderous, or disparaging; or which reflects discrimination, malice, or wrongful intent on the person making the “publication” of the information.

Exceptions are the various routine correspondences with interviewees, resume acknowledgements, reports to the Operating Committee and Governing Board, and other necessary administrative communications with the “outside world.”

District and squadron nominating committees are general committees, elected by the membership, and as such, report to the district conference or the squadron membership (this will be discussed later in this manual).

## **Provisions of Bylaws and Operations Manual**

### **A. General**

There are provisions in the USPS Bylaws and the Operations Manual that need to be considered by the district or squadron nominating committee in preparing the list of nominees for district or squadron positions. The USPS Bylaws govern all activities of the committee. The Operations Manual contains general guidance to the committee. However, the specific details of the functioning of the committee are contained in the district and squadron bylaws as approved by the USPS Committee on Rules. Approval by the Committee on Rules signifies that the district or squadron bylaws conform to the requirements of the USPS Bylaws. Since there are some minor differences among district or squadron bylaws, only references to the model district or squadron bylaws are contained herein. Members of district or squadron committees must be thoroughly familiar with the appropriate sections of their district or squadron bylaws, the USPS Bylaws, and the USPS Operations Manual.

### **B. USPS Bylaws**

Provisions for districts are given in Section 6.13, and for squadrons in Section 7.12.

### **C. Operations Manual**

Provisions for districts are given in Sections 4.53 and 4.54, and for squadrons in Section 5.60.

### **D. USPS Model District Bylaws**

Provisions for the nominating committee are given Sections 2.9, 2.91, 6.3, 6.4, and 6.6.

### **E. USPS Model Squadron Bylaws**

Provisions for nominating committees are given in Sections 5.5 and 6.8.

## **General Committee of District or Squadron**

The nominating committee is a general committee of the district or squadron. Its members are elected by the district conference or by the squadron membership. As with all district or squadron general committees, the nominating committee reports to the district conference or to the squadron membership. ***The district committee neither reports to the district bridge nor to the district council. The squadron committee neither reports to the squadron bridge nor to the executive committee. However, the committee may report to the district or squadron bridge, district council, or squadron executive committee for informational purposes after the official report has been transmitted to the district or squadron secretary.***

***Just as a reminder, there are no ex officio members of a nominating committee since it is a general committee.***

The nominating committee is required, however, to send its report to the secretary who in turn distributes the report to the members of the district squadrons or to the squadron membership. The model bylaws require that the district committee submits its report to the secretary at least 45 days prior to the spring or fall conference (depending at which elections are held). They also require that the squadron committee submits its report to the secretary at least 40 days prior to the squadron annual meeting. The committee should consult its own district or squadron bylaws to see if there are differences in these submittal periods.

### **Nominating Committee Responsibilities**

The nominating committee is charged with the nomination for members of the district or squadron bridge, assistant bridge officers (if stipulated in the district or squadron bylaws or by direction given by the district council or squadron executive committee), general members of the squadron executive committee, and members of the district or squadron general committees. This is a great responsibility and should not be taken lightly. Your decisions will have implications at the squadron, district, and national levels of USPS. Committee members must act and think solely to the best of their ability and conviction that they are working for ***the benefit of the squadron, the district, and USPS as a whole. By definition, members should act in a manner that brings honor and prestige to the United States Power Squadrons.***

This in turn means that committee members must make their decisions to nominate members who by training, experience, leadership qualities, capability, personality, participation in district and/or squadron activities, and talent, are eligible for the various positions, and who are judged by the committee to be suitable to fill the various positions. This awesome responsibility must be performed in the absence of personal bias, favoritism, patronage, prejudice, or political motivation which leads to the committee's decisions which are ***in the best interest of USPS and its districts and squadrons.*** In other words, who is the optimum person to put into each and every position? For the district committee, consider members from all of the district squadrons, find the best person to fill each position, and at the same time, distribute the jobs among the squadrons as best as can be done. Also remember that the district or squadron nominating committee does not set policies for the operation of the district or squadron.

Another consideration when selecting nominees, especially for district or squadron bridge positions, is the support the nominee's spouse (the term "spouse" herein meaning spouse or significant other) will provide to the officer. The spouse needs to adequately represent USPS, work almost as hard as the officer, mix well with strangers in social situations, and often forgo advancement within USPS to support the officer. The advancement of the spouse should not appear to be a case of "favoritism" because of being the spouse of an officer; both at the time the officer is serving and afterwards. It would be better to not advance the spouse in this type of situation as this could create dissension in the district or squadron. There are many times that the support of the spouse can make the officer's service much more effective and efficient compared to working without this support. There are many little things the spouse can do to help the officer to better serve the district or squadron. The spouse may also have to attend events preferably



missed to help the officer fulfill his or her duties, and may often have to play “second fiddle” to help the officer.

### **Composition of District and Squadron Nominating Committees**

The members of these committees are nominated by previous committees and are elected by the district conference or by the squadron membership. The number and qualifications of these committee members are stipulated by the district or squadron bylaws, and often by the unwritten tradition of the district or squadron. However, don’t let tradition become a stipulation. As with any nominated position, choose the most qualified person for the position.

For district committees, the model bylaws stipulate that if practical at least half of the committee members be past district commanders or past district lieutenant commanders and that no more than one member of a squadron can serve on the committee, if possible. A minimum of six members is stipulated in the model bylaws; however, some districts have more or less. Although groups become more difficult to manage as they grow larger, multiple perspectives may improve the final slates. The district bylaws for each district will stipulate the number of committee members.

The model district and squadron bylaws stipulate that the term of service on the nominating committee is three years. They stipulate that a member of the district committee whose term of service is expiring cannot be renominated to the committee, and cannot be nominated for an elected district position during the bridge year following service on this committee. For the squadron, no member of this committee may also serve on the bridge, be nominated for any bridge office commencing less than one watch year after service on the committee ends, nor serve again on the committee for at least one watch year after committee service ends. It is also true that each member should be asked each year if he or she is willing and able to serve. And each member may respond either positively or negatively.

It is important that the members of the nominating committee be experienced members with at least several years’ experience working in the squadron, or both the squadron and district. It is recommended that members of the squadron committee have squadron command experience and members of the district committee have both squadron and district command experience, but this is not mandatory unless stipulated by the district or squadron bylaws. However, the members should have held responsible positions in the squadron or both in the squadron and district. A former member of the appropriate rules committee may make an excellent nominating committee member. Former district or squadron educational officers have significant contacts and are a good choice for the committee as well. Nominating committee members for the squadron should be active in the squadron, regularly attend meetings, should know the squadron members well, and should be familiar with the members’ position history and performance. Those for the district should have a record of actively attending district functions, should know members of the district’s squadrons well, and should be familiar with the members’ position history and performance in both the squadron and district.

Nominating committee members should have completed Operations Training. The Squadron Development/Leadership Committee website also has a scripted training presentation outlining the principles of the nominating committee.

### **General Requirements for Elected District Officers and Committee Members**

The Model Bylaws for Districts contain several requirements for elected district positions. First, these members must be at least 18 years of age, and members of the squadrons in the district. Bridge officers must have been awarded at least one advanced grade and one merit mark. This requirement may be waived by the national executive officer for good cause in accordance with USPS Bylaws Section 6.8. However, the circumstances regarding a waiver should be very limited. Bridge Officers, by completing an advanced grade course, would have the personal experience to discuss the qualities and benefits of our educational program. In addition, all bridge and general committee positions require an extensive time commitment which is, normally, behavior role modeled to earn a merit mark. No member shall be nominated for or hold more than one district flag office simultaneously except that the offices of secretary and treasurer may be held by the same person. Committees whose members hold staggered terms shall have members elected for terms to meet such qualification.

The bylaws of a specific district may have more stringent requirements than are contained in the model bylaws. As an example, the District 26 Bylaws require all bridge officers to be senior members who have completed Operations Training; and the commander, executive officer, and administrative officer must be past squadron commanders who have been awarded at least the grade of advanced pilot. Prior to nominating any person for an elected district office, your district bylaws need to be reviewed.

All officers should have completed Operations Training, whether required by the bylaws or not.

The Operations Manual encourages district bylaws to be reviewed as one of the initial acts of a new commander. The bylaws should also be reviewed by all other elected officers and committee members as a first step in taking the position.

### **General Requirements for Elected Squadron Officers and Committee Members**

The Model Bylaws for Squadrons contain several requirements for elected squadron positions. First, these members must be at least 18 years of age, and active members of this squadron. Bridge officers must have been awarded at least one advanced grade and one merit mark. This requirement may be waived by the district commander for good cause in accordance with USPS Bylaws Section 7.9. In practice, if a waiver is requested because a nominee does not have an advanced grade, the expectation would be that the nominee would be actively working toward an advanced grade. No member shall be nominated for or hold more than one elective flag office as defined by USPS Bylaws Section 4.3, in this squadron simultaneously. Committees whose members hold staggered terms shall have members elected for terms to meet such distribution. More than one elective position other than flag office may be held if there does not appear to be a conflict of interest.

The squadron bylaws should be reviewed as they may be more stringent than the model bylaws. Also, although the model bylaws allow more than one elective position other than flag office to be held simultaneously, this should be an extreme measure, not a general practice.

All officers should have completed Operations Training, whether required by the bylaws or not.

The Operations Manual encourages squadron bylaws to be reviewed as one of the initial acts of a new commander. The bylaws should also be reviewed by all other elected officers and committee members as a first step in taking the position.

## **Nominating Committee Working Procedure**

### **A. General**

The following procedure is applicable to both squadron and district nominating committees. Where there are specific differences between the functions of both committees, these differences will be noted. Although the committee must not discuss any information outside of the committee, the committee chair is obligated to keep the sitting district or squadron commander updated on the general progress of the committee without divulging specific details.

A general flow chart outlining the suggested steps in the nominating procedure is appended to this manual. The procedure should be initiated at least six months and preferably nine to twelve months prior to the next election for which nominees are being considered.

It is recommended that the committee meet several times to review the status of the procedure and plan for the remainder of the process. It is generally easy for the squadron committee to meet, while the district committee may only be able to meet at district functions. However, “Go to Meeting”, “Skype”, and other conference call packages are available for committee use.

For confidentiality and control of the process, all communications outside the committee must be made by and through the committee chair only. Exceptions are routine communications and interviews with prospective candidates. Interview content is confidential within the committee, but not necessarily by the interviewee.

### **B. Preliminary Steps**

The first item of business is for the committee to select a chair unless the bylaws or tradition determine which committee member serves as chair. It is typical that a “Watch List” be passed from chair to chair. This list includes names, positions, and other information for future candidates.

The chair should prepare a preliminary schedule for the nominating procedure and distribute this to the committee members for discussion and revision as necessary. Confidentiality protocols should be discussed and paths of communication among the members should be established.

### C. Prepare Interview list.

The next step is for the committee to meet and develop a list of potential candidates for each elected position. At this stage, there may be several names on the list for each position. A good start will be to list the current members in elected positions, and to note which have terms expiring. Also, start by assuming that bridge members will be moving up to the next position. This does not mean that these officers will automatically be nominated for the next position, as they will need to be evaluated based on past performance and personal traits (such as cooperating with others, working with committees, fulfilling position requirements, etc.). The committee may want to meet with the outgoing commander (not necessarily a mandatory step) to get additional information on past performance. In many cases, the past commander may be moving onto the nominating committee, and may be elected by the committee members to chair the committee in his or her third year.

In determining the list of potential candidates, the committee members can list candidates based on their experiences with these people. They can contact past squadron or district commanders and others for recommendations on filling positions. Remember, any member may recommend another member for any position, or can recommend himself or herself. There can be recommendations to the committee, but demands on the committee are unacceptable, and anyone who makes demands on the committee should be told that these will not be accepted. Also, not everyone recommended has to be considered as a potential candidate; some may be eliminated by a preliminary evaluation by the committee. These recommendations may be made to the committee or to individual committee members. The content of these recommendations is confidential and primarily one way – from the member to the committee.

Those identified as potential candidates will have to be evaluated to determine that they meet bylaws requirements. There are times when a person is extremely well qualified, but does not meet every bylaw stipulation; this person may be retained on the list subject to later receiving a waiver from the national executive officer (for a district position) or from the district commander (for a squadron position).

One suggestion for the squadron committee to consider is the issue of newer members who show leadership qualities and involvement with squadron activities, especially those who work on a committee or assume a committee chair position. Oftentimes these types of members may need additional experience before being potential nominees for a bridge position. One way for such a person to gain additional experience is to consider that person as a general member of the executive committee. This committee can serve as a good training tool to help such people step up to a bridge position in the future.

### D. Interviews

Each candidate for every elected position should be interviewed. This may be a personal interview with the entire committee, or each committee member may be responsible for

individually contacting specific candidates as assigned by the committee chair. At this stage, interviews should be in person or by telephone. Doing this by e-mail is not acceptable. Don't forget to interview those who may stay in the position, or those who may be moving up to a new position (executive officer, educational officer, administrative officer, secretary, or treasurer).

Prior to the interview, the members should prepare a list of questions or topics to discuss with each candidate. The members should also have a list of job requirements for each position to give to the candidate or discuss sources of this information. The USPS Leadership Development Committee webpage has downloadable job descriptions for district and squadron positions. Job descriptions can also be found in the district and squadron bylaws. In case of discrepancies between these two sources, the provisions in the bylaws take precedence.

Above all, be truthful with the candidate being interviewed. Don't even infer that a position is easy, or that there is not much work involved. Let the candidate know that it is okay to say no, especially after the position requirements are discussed with the candidate.

Some things that absolutely need to be discussed include:

- The candidate's willingness and ability to carry out the requirements of the position.
- The candidate's background and courses and seminars taken.
- Has the candidate taken Operations Training?
- The time and financial commitments of the position (more on this later).
- Candidate's goals.
- The communication and notification schedule – how and when the candidate will learn if he or she has been selected as a nominee or not selected.
- Questions the candidate may have.

During the interview, explain that the interviewee is a candidate for a position; ***do not infer that he or she is a nominee.*** The candidate should be told that the information discussed is confidential, and will not be revealed to anyone outside of the committee. The candidate should not be told anything, good or bad, that was discussed with any other candidate.

Also, remember that the candidate is not under a confidentiality agreement or obligation. The committee may ask him or her to keep the interview confidential, but the candidate is under no obligation to do so. So the behavior, tone, content, and other elements of the interview may be received positively or negatively by the candidate, and the candidate may talk about his or her treatment by the interviewer(s). Make sure that the interview is conducted in a positive, professional manner.

The committee members are ***not free*** to discuss anything about the interviews with anyone outside of the committee. This would be a serious breach of confidentiality. However, when interviewing a candidate, remember that the candidate is able to discuss the interview with other members, and very often may do so. The committee members must be very careful about questions asked or information given to the candidate.

The committee chair should provide a basic timeline to the committee members concerning future steps in the nominating process. This information should be provided to the candidate.

Concerning time and financial commitments, the candidate should be given information on the reimbursement policy of the district or squadron and should be told about functions he or she are expected to attend.

The candidate for a district bridge position also has a major time and financial commitment. The district commander and district educational officer are expected to attend both national meetings each year. Other district bridge officers should attend as many national meetings as possible each year. Both the commander and educational officer are members of the USPS Governing Board. Generally, the commander is expected to visit every squadron in the district at least once during the watch year (exceptions to this may be districts with a large number of squadrons such as District 5, or those covering a very large geographic area such as District 21 or 28). All bridge officers are expected to visit as many squadrons as possible during the watch year. All of these functions again take time and money.

The candidate for a squadron bridge position should be told that bridge officers are expected to attend all district meetings. Additionally, the commander should be expected to attend national meetings, if possible, since a squadron commander is a member of the USPS Governing Board. These activities take time and money.

Depending on the reimbursement policies, a district officer may need to spend in the range of \$2000 to \$5000 per year to meet the obligations of the office, and a squadron officer \$1500 to \$3000, out of pocket. Some districts and squadrons provide some financial relief for travel and other incidentals, but this normally doesn't cover all of the expenses incurred. It would be well for the committee to ascertain approximately how much previous officers have spent out of pocket during their terms of office, and pass this information on to the candidate during the interview.

The Nominating Committee Chair should establish ground rules prior to the first interview. The chair may also set some of the basic questions to ask candidates.

The committee may want to interview candidates as a group. However, having individual committee members interview candidates one on one is often more convenient and efficient. The committee members can decide how to split up the candidates for interviews, or the chair can assign members to interview specific candidates. When candidates are interviewed by multiple committee members, it is both effective and efficient to plan which committee member will ask which questions.

#### E. Committee Deliberation

After interviewing the candidates, the committee should meet to discuss the results of the interviews. This may be face to face meeting(s), e-mail correspondence, or electronic meeting(s). In any meetings, there should be nothing discussed that shows discrimination based on sex, gender, gender identity, race, religion, nationality, sexual preference, or age. If any of these types of issues arise, they cannot go beyond the committee, and in reality should not be discussed at all. They can incur liability upon the members of the committee, the squadron, the district, and/or USPS. Nothing of this sort should be in writing or e-mail. ***Anything along these lines***

*that is in writing or e-mail must be destroyed or erased immediately.* As a reminder, even if an e-mail is erased from a local computer, the internet service provider may still have a record of the e-mail. Any information concerning rumor, innuendo, and other political concerns should be discussed very carefully, and preferably not at all. Any surviving notes or e-mails can be used in litigation. All other electronic and paper communication (except the Watch List) must be destroyed. This can be done after the slate of nominees is published or after the election, but it must be done.

Following the discussion of the interviews and any other information gleaned about any candidate, the committee should decide which candidate should be the committee nominee for each position. In making these decisions, the committee should act in a rational and professional manner. Follow the squadron or district bylaws in making these decisions. Keep in mind that the committee must act in *the best interest of the squadron, the district, and USPS.*

In deciding on the nominees, the majority vote of the committee prevails. In the case of a tie vote, there is no majority and the result of the vote is “no.”

During the course of the deliberations, there may be cases where more than one candidate for a position would be a good choice. In this case, the name(s) of the candidates can be put on the Watch List that can be passed on to the succeeding nominating committee chair as recommended candidates that they may want to consider. Criteria for inclusion to the Watch List include leadership qualities, cooperation and working well with others, experience, and initiative. Sharing this list with the succeeding committee chair is not considered a breach of confidentiality.

One of the most difficult decisions a nominating committee may have to make is not moving a bridge member up to the next position, but there are times that this is necessary for *the good of the organization.* This decision must not be taken lightly. Some of the considerations to take into account are:

- Inappropriate conduct (past behavior or performance is an indicator of future behavior).
- Fiduciary irresponsibility.
- Damage control.
- Discrimination toward others.
- Not following bylaws.
- Not working cooperatively with others.
- Consistently making untrue or misleading statements about himself or herself or about other members.
- Not fulfilling the responsibilities of the previous office.
- Behavior that does not add honor and prestige to the United States Power Squadrons.

The individual not being moved up should be notified by letter from the committee over the chair’s signature. The reasons for not moving this person to the next position need not be stated (for confidentiality). The letter only needs to say that this was decided for the good of the organization. A sample letter for this is attached to this manual. If you do not feel that a person should not be moved up, you could very well lose that person as a member. If you do move an unqualified person up, you could potentially lose several members.

The nominees for the District Educational Officer, the Assistant District Educational Officer, the Squadron Educational Officer, and the Assistant Squadron Educational Officer must be approved by the National Educational Officer. Regarding these squadron officers, this approval has been delegated to the District Educational Officer. To request these approvals, Form ED-80 must be completed and submitted. This form can be downloaded from the USPS website. These approvals must be received by the nominating committee prior to the official list of nominees being sent to the squadron or district secretary.

After the committee has decided on a list of nominees, the schedule for the remainder of the process should be reviewed and revised as necessary.

As a reminder, when selecting and evaluating candidates for the various positions, the past behavior should be taken into consideration. This is not to infer that a complete background check need be made on each candidate, but the committee members should take into consideration their observations of the candidate in various environments and activities. Each candidate, as a member of USPS, has taken the USPS Pledge, which concludes with:

... and conduct myself in a manner that will add prestige, honor and respect to the United States Power Squadrons.

Each candidate should have a history of compliance with this statement. If not, that person should not be further considered for an elected position.

Some other provisions of improper behavior that would disqualify a candidate for consideration for election are listed in the Operations Manual, Appendix E, *Disciplinary Action*, and the National Bylaws, Article 15, *Disciplinary Action*. Some of these provisions may be the basis for disciplinary actions or suspension or expulsion from membership. To minimize potential problems, the nominating committee would not be out of line to ask each candidate to review this information and if there is a problem, decline being a candidate without specifying any reason.

#### F. Nominee Notifications

The chair of the committee must send a letter to each person nominated for an elected position, notifying that person that he or she is the committee's nominee. This letter should include a reminder that the nominee signified his or her willingness to serve in the position during the previous interview. This letter should be from all members of the nominating committee (with names, including rank and grade) over the chair's signature. A sample letter is attached to this manual. These letters may be sent to the nominees somewhat prior to the committee report being sent to the secretary, thus giving bridge nominees a little extra time to select chairs and members for the committees in the officer's department. These letters should say nothing about the nominees for other positions. An exception to this is the letter to a nominee for a commander position. The commander nominee may (and generally should) meet with the other bridge officer nominees to determine a program for the upcoming watch year and establish goals for the year, and a sample letter for the nominee for commander is also attached to this manual.



The committee should also send a polite letter to other candidates who were interviewed as potential nominees for elected positions thanking them for their time and interest in taking part in the interview. The letter should state that the person was not selected as the nominee for the position discussed in the interview. It can state that there was deliberation by the committee, but no details of the deliberation can be given, and no reason can be given for not being selected. The name of the nominee for the position must not be given. However, the letter may state that the committee considered the candidate well qualified and his or her name is being put on a watch list for consideration by a succeeding nominating committee. A sample letter is attached to this manual.

Other than the above letters, absolutely no information about any selected nominee is to go beyond the members of the committee until the committee report is published by the secretary.

#### G. Nominating Committee Report

The committee report is submitted to the district/squadron secretary for publication. The district report must be submitted not later than 45 days prior to the appropriate district conference. The squadron report must be submitted not later than 40 days prior to the squadron annual meeting. A sample report is attached to this manual.

#### **Final Details**

After the committee report is sent to the secretary, the committee's work is essentially finished. The main item is to attend the district conference or squadron annual meeting to present the report. This is normally done by the committee chair.

The issue of confidentiality remains in effect. All written notes concerning the selection of the nominees should be destroyed, and all e-mails should be deleted. If a watch list has been prepared, it should be delivered to the succeeding committee chair.

If anyone should ask why a certain person was selected as a nominee or why a certain person was not selected, a simple answer is, "That is confidential information among the committee members only." Absolutely no details of the nominating committee selections or deliberation are to go to or be discussed with anyone outside of the committee. As a note, all decisions of the committee are unanimous to people outside the committee; there should be neither discussion of dissent nor agreement.

Remember throughout the nominating process that the committee has a great responsibility, and the decisions made will have a great impact on your squadron, district and on USPS for many years to come. Make your decisions on nominees based on the ability and desire to accept responsibility for a position and on past performance, not just on popularity. All decisions must be made on the basis of *the best interest for, and the good of, the squadron, district, and USPS.*

## APPENDICES

General Nominating Process Flowchart

Sample Letter for Not Moving an Individual into the Next Position

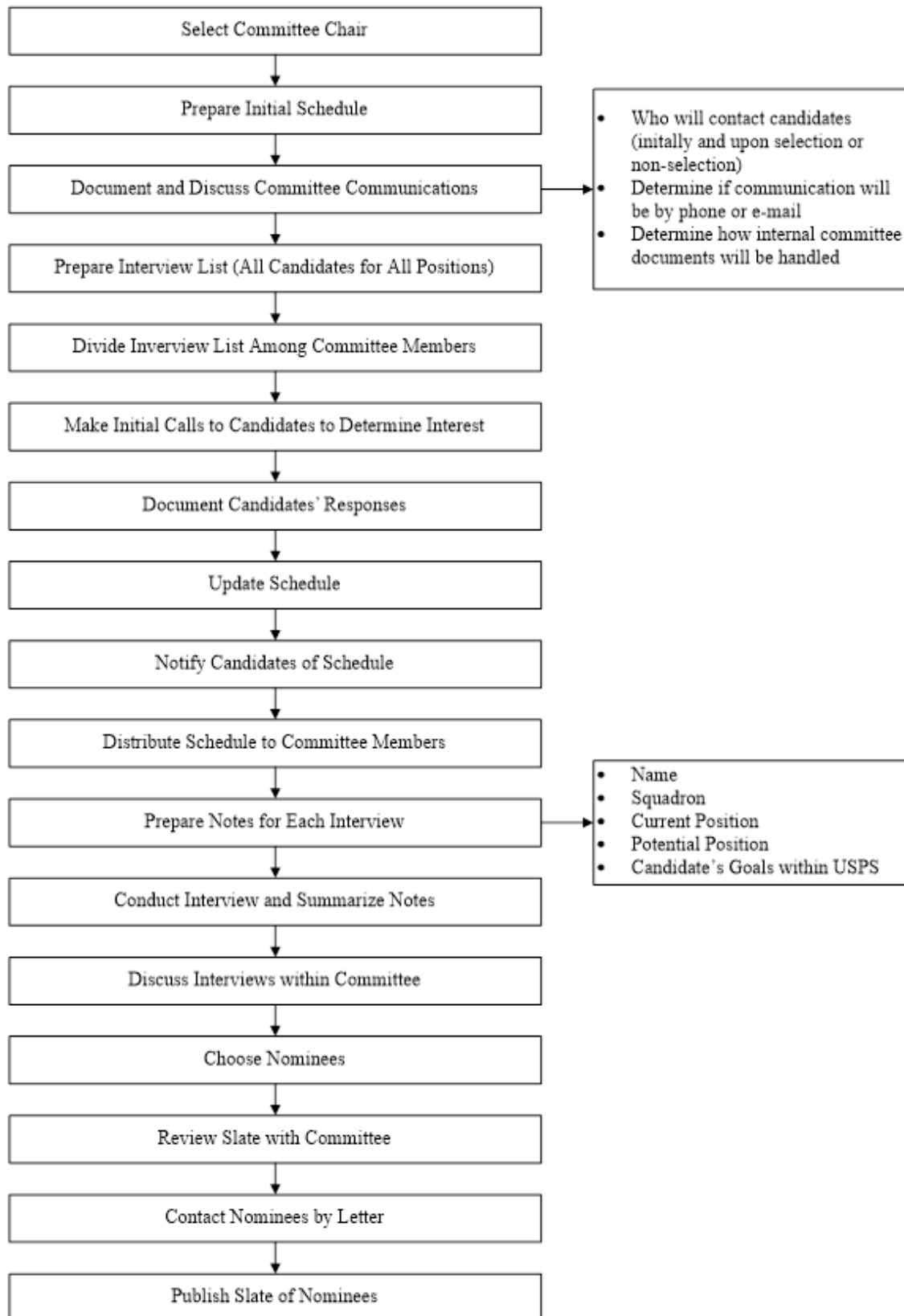
Sample Letter to Candidates Not Nominated

Sample Letter to Nominee for Commander

Sample Letter to Nominees Other than Commander

Sample Nominating Committee Report

## GENERAL NOMINATING PROCESS FLOWCHART



**SAMPLE LETTER FOR NOT MOVING AN INDIVIDUAL INTO THE NEXT  
POSITION**

[Letterhead with Chair Rank, Name, Grade, Address, and Date]

[Recipient Rank, Name, Grade]  
[Address]

Dear \_\_\_\_\_:

We thank you very much for the service you have provided to [District or Squadron] in the past. The Nominating Committee has given a great deal of consideration to moving you into the position of [Insert Position]. Unfortunately, we did not feel that you have the qualifications required to effectively serve in this position. We are sorry this is the case, but we have the duty to act in the best interest of, and for the good of the [District or Squadron] and USPS.

We sincerely hope that you will continue to serve the [District or Squadron] in another area or position. We wish you the best in your continued service to [District or Squadron].

Very truly yours,

[Chair Signature]  
[Rank, Name, Grade of Nominating Committee Members]

**SAMPLE LETTER TO CANDIDATES NOT NOMINATED**

[Letterhead with Chair Rank, Name, Grade, Address, and Date]

[Recipient Rank, Name, Grade]  
[Address]

Dear \_\_\_\_\_:

We thank you for your dedication and service to [District or Squadron], and for your time spent in the interview with our committee. Your experience and qualifications for the [Position] were very good, but we have not nominated you for the position. We urge you to gain a bit more experience [Optional: and participate in the Operations Training and/or Leadership Development Seminars to gain additional knowledge about our organization]. [Optional: We will add your name to our watch list and pass this list to the next Nominating Committee chair.] [Optional: We think you would perform very well in this position in the future with some additional experience and training.]

Very truly yours,

[Chair Signature]  
[Rank, Name, Grade of Nominating Committee Members]

## SAMPLE LETTER TO NOMINEE FOR COMMANDER

[Letterhead with Chair Rank, Name, Grade, Address, and Date]

[Recipient Rank, Name, Grade]  
[Address]

Dear \_\_\_\_\_:

The members of the [District or Squadron] Nominating Committee are very pleased to inform you of your selection to be our nominee for the position of [District or Squadron] Commander. During your interview with our committee, you indicated your willingness and ability to serve in this position. If you have had any changes in your willingness to serve in this position, we ask that you contact the committee chair as soon as possible.

We are sending this letter prior to sending the Nominating Committee Report to the current secretary for publication. We realize that you have a great deal of work to do in planning for the upcoming watch year, and we wanted to furnish you with ample time to begin this process.

Assuming you will want to hold a planning session(s) with the nominees for the remainder of the bridge officers, our nominees for these positions are:

- Executive Officer [Rank, Name, Grade]
- Educational Officer [Rank, Name, Grade]
- Administrative Officer [Rank, Name, Grade]
- Secretary [Rank, Name, Grade]
- Treasurer [Rank, Name, Grade]
- Assistant Bridge Officers [Ranks, Names, Grades]

Insofar as is possible, we would ask that you keep your nomination and the nominees for the above bridge officers confidential until our committee report is submitted to the current secretary and published. We have notified each of the nominees for bridge positions of their nominations so they can begin planning the activities of their departments for the coming watch year.

As you are aware, your service in this position is contingent upon your being elected to the position. Please indicate your willingness and ability to serve in this position with a return e-mail to the committee chair at (chair's e-mail address).

Very truly yours,

[Chair Signature]  
[Rank, Name, Grade of Nominating Committee Members]

## SAMPLE LETTER TO NOMINEES OTHER THAN COMMANDER

[Letterhead with Chair Rank, Name, Grade, Address, and Date]

[Recipient Rank, Name, Grade  
[Address]

Dear \_\_\_\_\_:

The members of the [District or Squadron] Nominating Committee are very pleased to inform you of your selection to be our nominee for the position of [District or Squadron Position]. During your interview with our committee, you indicated your willingness and ability to serve in this position. If you have had any changes in your willingness to serve in this position, we ask that you contact the committee chair as soon as possible.

[Use this paragraph for bridge officer nominees] We are sending this letter to you prior to sending the Nominating Committee Report to the current secretary for publication. We realize that you have a great deal of work to do in planning for the upcoming watch year, including contacting committee chairs and members, and we wanted to furnish you with ample time to begin this process. We assume that you will be contacted by our nominee for commander so you will be able to assist in the planning process for our [Squadron or District].

Insofar as is possible, we would ask that you keep your nomination confidential until our committee report is submitted to the current secretary and published.

As you are aware, your service in this position is contingent upon your being elected to the position. Please indicate your willingness and ability to serve in this position with a return e-mail to the committee chair at (chair's e-mail address).

Very truly yours,

[Chair Signature]  
[Rank, Name, Grade of Nominating Committee Members]

## SAMPLE NOMINATING COMMITTEE REPORT



In accordance with the Bylaws of District 8, Article 2, Section 2.9.1, Article 5, Section 5.5 and Article 6, Section 6.5; the USPS District 8 Nominating Committee submits the following proposed slate for election under Article 4, Section 4.3.1 at the 2016 Spring Conference.

### BRIDGE OFFICERS

District Commander  
D/Lt/C **Allan B. Furtado** SN (Pompano Beach)  
District Executive Officer  
D/Lt/C **Joyce A. Newman** AP (Palm Beach)  
District Educational Officer  
D/Lt/C **Richard C. Pfenniger** SN (Hollywood)  
District Administrative Officer  
P/C **Janet L. Leh** P (Vero Beach)  
District Secretary  
D/Lt/C **Jan Furtado** AP (Pompano Beach)  
District Treasurer  
R/C **William R. Gillette** AP (Key West)

### ASSISTANT BRIDGE OFFICERS

Asst District Educational Officer  
D/1st/Lt **David R. Mangold** SN (Sebastian Inlet)  
Asst Administrative Officer  
D/1st/Lt **David W. Albury** P (Sebastian Inlet)  
Asst Secretary  
Vacant  
Asst Treasurer  
P/R/C **Nigel E. Hargreaves** SN (Sebastian Inlet)

### GENERAL COMMITTEES

#### RULES COMMITTEE

1 year - P/R/C **William E. Husted** SN (St Lucie River)  
2 year - P/C **Joseph J. Fadlovich** AP (Key West)  
3 year - P/D/Lt/C **Ronald M. Ray** JN (Pompano Beach)

#### NOMINATING COMMITTEE

1 year - Stf/C **Diana G. Jackson** SN (Sebastian Inlet)  
1 year - P/N/F/Lt **Frank E. Dougherty** AP (Sebastian Inlet)  
2 year - Cdr **Doris Pfenniger** P (Hollywood)  
2 year - Stf/C **Mary Dodd** SN (Palm Beach)  
3 year - P/R/C **Marjorie Baraff** AP (Pompano Beach)  
3 year - Vacant

#### AUDITING COMMITTEE

1 year - P/C **Daryl C. Aubrey** SN (Palm Beach)  
2 year - Cdr **Richard P. Pontynen** AP (St Lucie River)  
3 year - Lt/C **Kathryn M. Pringle** P (Pompano Beach)

All nominees have indicated that they are willing and able to serve in the positions noted, if elected.

The nominees for District Educational Officer and Assistant District Educational Officer have been approved by the National Educational Officer.

Respectfully submitted,  
R/C Anita F. Walker, JN (Chair)  
Stf/C Mary Dodd SN  
P/N/F/Lt Frank E. Dougherty AP  
P/D/C Marlene J. Herbig SN  
Stf/C Diana G. Jackson SN  
Cdr Doris Pfenniger P





As members of the United States Power Squadrons<sup>®</sup>, we have the opportunity to:

- Learn Boating Skills
- Engage with Boating Skills
- Connect with Boating Community