

Church-Service Missionary Program 2018 Coordination Guidance and Calendar

Table of Contents

	Page
I. Introduction	1
II. Key Completion Dates	2
III. Guidance and Recommendations for Each Participant	3
A. Recommendations to CSM Area Seventies and CSM Agent Stake Presidents	3
B. Recommendations to Area Seventies and Stake Presidents	4
C. Guidance for Operation Managers	6
D. Guidance for CSM Group Coordinators	9

Church-Service Missionary Program 2018 Coordination Guidance and Calendar

I. Introduction

What is the annual CSM coordination process?

The Church-service missionary (CSM) program has two primary processes: fulfillment and coordination. *Fulfillment* refers to the year-round process of filling approved positions by calling Church-service missionaries (CSMs) and long-term volunteers (LTVs). Fulfillment also includes providing short-term shift labor to some operations. *Coordination* refers to identifying and approving staffing requirements of various Church operations so that these operations can run smoothly. The coordination process lasts about six months, from April through September. Through the coordination process, approval is given for stakes to continuously keep assigned positions filled. Short-term shift labor assignments to stakes are also approved through the coordination process.

Why is this effort coordinated?

The Presidency of the Seventy has directed the preparation of this annual coordinated staffing plan to enable operations and stakes to plan their CSM, LTV, and short-term shift labor requirements for 2018. Their intent is for each stake to receive *one* coordinated request to fill assignments through *one* source, *one* time per year.

Each Church operation has a role in helping to accomplish one or more of the Church's four divinely appointed responsibilities: (1) caring for the poor and needy, (2) enabling the salvation of the dead, (3) helping members live the gospel of Jesus Christ, and (4) gathering Israel through missionary work. This is accomplished in part by Church members who serve as CSMs or LTVs or who provide short-term shift labor.

What are the different roles in CSM coordination?

1. **Local operation managers** determine the operation's need for CSMs, LTVs, and short-term shift labor. They request CSMs, LTVs, and short-term shift labor for their operational units for the upcoming calendar year (the "coordination year"). Operation department heads or directors review and approve these requests.
2. **Local CSM group coordinators** serve under the direction of an Area Seventy and agent stake president assigned to oversee the CSM program (the "CSM Area Seventy" and "CSM agent stake president", respectively). The CSM group coordinators collaborate with operation managers and stake leaders to identify operational needs and to propose stake assignments to fill those needs. They support operation agent stake presidents, where applicable, to ensure that the needs of their assigned operations are addressed in the coordination process.
3. **CSM Area Seventies and CSM agent stake presidents** review proposed stake assignments to provide the requesting operations with CSMs, LTVs, and short-term shift labor. They ensure that the assignments are reasonable and achievable. They perform a preliminary review of the proposed assignments before they are sent to all the Area Seventies and stake presidents for a final review.
4. **Area Seventies and stake presidents** review and either concur with or recommend changes to the proposed assignments of stakes to fill CSM and LTV positions and short-term shift labor assignments. They may delegate some administrative tasks to others, such as a stake CSM specialist or executive secretary. They may also enlist the help of their local CSM group coordinators.

Church-Service Missionary Program

2018 Coordination Guidance and Calendar

5. **Operation agent stake presidents**, where they exist, direct the manager of their assigned operation in identifying operational staffing needs, consistent with the overall direction and approvals of the operation's department head or director. They work with other stake presidents to review and concur with stake assignments to meet the needs of their assigned operation. Local CSM group coordinators may assist in this effort.
6. **The CSM operations manager at Church headquarters** works with the CSM Area Seventy to present recommended stake assignments for final review and approval by the member of the Presidency of the Seventy over that area.
7. **The CSM headquarters office** provides guidance, assistance, information, and feedback throughout the process.
8. **The member of the Presidency of the Seventy** who presides over an area reviews and approves final recommended stake assignments to fill identified operational needs for the upcoming year. He then communicates the assignments to stakes and operations.

When and how do we coordinate?

Coordination begins with identifying and approving operational staffing needs. It ends with distributing stake assignments, as approved by the member of the Presidency of the Seventy over each area, to fill approved operational staffing needs. Specific recommendations, guidance, and key dates are listed below.

II. Key Completion Dates

The 2018 annual coordination calendar below provides detailed activities and assignments for each participant, including important deadlines for each phase of the process.

Starts by Mar. 15, 2017	Ends by Mar. 31, 2017	GUIDANCE AND CALENDAR ISSUED The 2018 coordination guidance and calendar is distributed to all participants. The HQ office holds a kickoff review with all CSM group coordinators.
Starts by Apr. 1, 2017	Ends by Apr. 30, 2017	OPERATION NEEDS IDENTIFIED Operations complete and save requests for positions and short-term shift labor in the CSM system. The HQ office then prepares summary reports for presentation to the operation department heads or directors.
Starts by May 1, 2017	Ends by May 31, 2017	APPROVAL RECEIVED FROM OPERATION DEPARTMENT HEADS OR DIRECTORS The operation department heads or directors send their approval for positions and short-term shift labor to HQ. The HQ office finalizes and distributes Stake Capacity Model Reports to CSM group coordinators.
Starts by June 1, 2017	Ends by June 15, 2017	APPROVED NEEDS SUBMITTED IN CSM SYSTEM HQ makes needed adjustments and submits approved requests for positions and short-term shift labor in the CSM system.
Starts by June 16, 2017	Ends by June 30, 2017	PRELIMINARY ASSIGNMENTS MADE TO STAKES Local CSM group coordinators use the Stake Capacity Model Reports to assist in preparing the preliminary assignments to stakes. They review them with the CSM office and make needed adjustments. Any needed collaboration among CSM group coordinators for crossover operation assignments should occur during this time frame.

Church-Service Missionary Program

2018 Coordination Guidance and Calendar

Starts by July 1, 2017	Ends by July 15, 2017	<p style="text-align: center;">PROPOSED STAKE ASSIGNMENTS REVIEWED AND/OR REVISED <i>by the CSM Area Seventy and CSM agent stake president</i></p> <p>Local CSM group coordinators review preliminary stake assignments with the CSM agent stake president and CSM Area Seventy. They receive permission to seek feedback from all the other stake presidents and Area Seventies.</p>
Starts by July 16, 2017	Ends by Aug. 8, 2017	<p style="text-align: center;">PROPOSED ASSIGNMENTS REVIEWED AND APPROVED <i>by each Area Seventy and stake president</i></p> <p>All Area Seventies and their stake presidents review and either concur with or request changes to proposed assignments to their stakes.</p>
Starts by Aug. 9, 2017	Ends by Aug. 15, 2017	<p style="text-align: center;">FINAL RECOMMENDED ASSIGNMENTS SUBMITTED</p> <p>CSM group coordinators submit stake assignments in the CSM system. The CSM office will perform a final data check on all submitted data.</p>
Starts by Aug. 16, 2017	Ends by Sept. 11, 2017	<p style="text-align: center;">AREA REVIEW AND FINAL APPROVAL</p> <p>The CSM Area Seventy and the HQ leaders prepare the final stake assignments and present them to the member of the Presidency of the Seventy who presides over the area; he reviews and approves the assignments and the overall load on stakes in the area.</p>
Starts by Sept. 12, 2017	Ends by Oct. 1, 2017	<p style="text-align: center;">FINAL APPROVED ASSIGNMENTS SENT</p> <p>The approved stake assignments are compiled and sent to Area Seventies, stakes, operations, and CSM group coordinators. CSM group coordinators distribute the approved assignments to stakes and operations.</p>

III. Guidance and Recommendations for Each Participant

A. CSM Area Seventies and CSM Agent Stake Presidents

1. **Involve yourself.** Your early endorsement of and consistent involvement throughout the CSM coordination process is essential to its success. Please become familiar with this 2018 coordination guidance and calendar.
2. **Encourage the participation and support of key priesthood leaders.** Please notify and encourage stake presidents and Area Seventies in your area to read and follow this guidance and to meet the key completion dates outlined in the coordination calendar. Where appropriate, HQ staff assistants and CSM group coordinators can provide administrative support.
3. **Ask your executive secretary and CSM group coordinators to facilitate communication.** CSM group coordinators can assist by (a) distributing the 2018 annual coordination guidance and calendar, (b) helping operations determine staffing needs and input staffing requests, (c) preparing and providing interim proposals of stake assignments for stake presidents and the Area Seventy to review, (d) making any changes to the CSM system to reflect the results of that review process, and (e) distributing final reports of approved assignments to operations, stakes, and Area Seventies. As CSM group coordinators carry out their responsibilities, they will mention that they are acting under your priesthood direction.
4. **Guide and support CSM group coordinators.** Please maintain contact with your CSM group coordinators throughout the process. Your guidance and support are essential to their success.

Church-Service Missionary Program

2018 Coordination Guidance and Calendar

5. **Follow the calendar.** One of the primary goals of the coordination process is to provide stakes with sufficient lead-time to fill their assigned positions so that the operations can complete their assigned work. The coordination calendar is designed so that stakes can receive their approved assignments by October 1. This enables stakes to fill any beginning-of-the-year assignments on time. Here are the key dates for completing *your* part in this process:

2018 Coordination Process—Key Dates for CSM Area Seventy and CSM Agent Stake President		
Starts by Mar. 15, 2017	Ends by Mar. 31, 2017	<p style="text-align: center;">GUIDANCE AND CALENDAR ISSUED</p> <p>The 2018 coordination guidance and calendar is distributed to all participants.</p>
Starts by July 1, 2017	Ends by July 15, 2017	<p style="text-align: center;">PROPOSED STAKE ASSIGNMENTS REVIEWED AND/OR REVISED <i>by the CSM Area Seventy and CSM agent stake president</i></p> <p>Local CSM group coordinators review preliminary stake assignments with the CSM agent stake president and CSM Area Seventy. They receive permission to seek feedback from all the other stake presidents and Area Seventies.</p>
Starts by Aug. 16, 2017	Ends by Sept. 11, 2017	<p style="text-align: center;">AREA REVIEW AND FINAL APPROVAL</p> <p>The CSM Area Seventy and HQ leaders prepare the final stake assignments and present them to the member of the Presidency of the Seventy who presides over the area; he reviews and approves the assignments and the overall load on stakes in the area.</p>
Starts by Sept. 12, 2017	Ends by Oct. 1, 2017	<p style="text-align: center;">FINAL APPROVED ASSIGNMENTS SENT</p> <p>The approved stake assignments are compiled and sent to Area Seventies, stakes, operations, and CSM group coordinators. CSM group coordinators distribute the approved assignments to stakes and operations.</p>

6. **Participate in the final approval process:** In August, the CSM operations manager will collaborate with each area's CSM Area Seventy to review final proposals before presenting the coordination results to the member of the Presidency of the Seventy for final approval. The CSM Area Seventy will be the principal presenter in this meeting.
7. **Use online resources and reports:** A copy of this guidance document and other information are available on the CSM system at lds.org/csmresources.

B. Area Seventies and Stake Presidents

1. **Assign someone to assist you.** We suggest that you assign a counselor, high councilor, executive secretary, stake clerk or call another designated member or couple to be the CSM specialist(s) or CSM primary contact(s) for your stake. Under your direction, he or she will work with your CSM group coordinators during the coordination process and work with Church operation managers to fulfill assignments. He or she can brief you on any issues encountered in the processes of coordination and fulfillment or issues encountered while implementing your guidance.
2. **Use your local CSM group coordinators.** Local CSM group coordinators serve under the direction of the CSM agent stake president and the CSM Area Seventy assigned by the member of the Presidency of the Seventy over the area. Local CSM group coordinators also receive guidance and support from the CSM headquarters office. They can be assigned to:
 - a. Facilitate the collaboration needed to complete the coordination process.

Church-Service Missionary Program

2018 Coordination Guidance and Calendar

- i. Help operations identify their CSM, LTV, and short-term shift labor staffing needs and input them into the CSM system.
 - ii. Prepare proposed assignments to stakes to fill identified staffing needs for CSMs, LTVs, and short-term shift volunteers. Facilitate review by stake presidencies and Area Seventies.
 - iii. Ensure that requested changes to assignments are reviewed and approved by you and properly entered into the CSM system.
- b. Train and orient stake leaders and their CSM specialists.
 - c. Answer questions, resolve concerns, and help with the necessary computer work, upon request.

Your local CSM group coordinators are listed in the Church Directory of Organizations and Leaders (cdol.lds.org). Please sign in with your LDS Account username and password. Go to your stake page, look under Associated Organizations, and click the link next to the words “Church-Service Support Provided by” to find their names and contact information. You may also call the CSM office at 1-801-240-4914.

3. **Follow the calendar.** One of the primary goals of the coordination process is to provide stakes with sufficient lead time to fill their assigned positions so that the operations can complete their assigned work. The coordination calendar is designed so that stakes can receive their approved assignments by October 1. This enables stakes to fill any beginning-of-the-year assignments on time. Here are the key dates for completing *your* part in this process:

2018 Coordination Process—Key Dates for Stake Presidents and Area Seventy		
Starts by Mar. 15, 2017	Ends by Mar. 31, 2017	<p style="text-align: center;">GUIDANCE AND CALENDAR ISSUED</p> <p>The 2018 coordination guidance and calendar is distributed to all participants.</p>
Starts by July 16, 2017	Ends by Aug. 8, 2017	<p style="text-align: center;">PROPOSED ASSIGNMENTS REVIEWED AND APPROVED <i>by each Area Seventy and stake president</i></p> <p>Area Seventies and their stake presidents review and either concur with or request changes to proposed assignments to their stakes.</p>
Starts by Sept. 12, 2017	Ends by Oct. 1, 2017	<p style="text-align: center;">FINAL APPROVED ASSIGNMENTS SENT</p> <p>The approved stake assignments are compiled and sent to Area Seventies, stakes, operations, and CSM group coordinators. CSM group coordinators distribute the approved assignments to stakes and operations.</p>

4. **Use online reports and resources.** A copy of this guidance document and other information are available at lds.org/csmresources and from your CSM group coordinators. Reports on proposed and current stake assignments can be viewed within the CSM system. These reports can be organized to show the CSMs and LTVs serving at an operation or from a stake, the descriptions of assigned positions, and other useful information. From the CSM system home page at csm.ldschurch.org, select **REPORTS** on the top menu bar. Then, in the left menu of CSM Reports, look in the Ecclesiastical Units section and select **Stake Position Assign Status**. Be sure to check the **Draft** box to see the *proposed* assignments.
5. **Provide candid and timely feedback to CSM group coordinators on proposed assignments.** This process functions correctly when the resulting assignments do not impose an undue burden on stakes and wards. The Stake Capacity Model Reports that are run by HQ help the CSM group coordinators to evaluate assignment loads across stakes and coordinating councils. If for any reason any of the proposed CSM

Church-Service Missionary Program

2018 Coordination Guidance and Calendar

coordination assignments require adjustment or further consideration, please let your CSM group coordinators know. The CSM group coordinator will request a response from every stake president.

6. **Wait for final assignments before you begin filling them.** The final approved list of assignments will be accompanied by a letter from the member of the Presidency of the Seventy over your area indicating his approval of the assignments. It will be available from your CSM group coordinators by October 1, 2017.

CAUTION: In mid-July or August you will receive a list of preliminary assignments for the upcoming coordination year for your review. *Please do not* use those preliminary assignments to begin calling members to be CSMs or LTVs or to begin seeking volunteers to fill short-term shift assignments. Assignments for the upcoming coordination year may still be adjusted in the final area review in September. The final approved list will be available to you by October 1 for your assignments that begin on January 1. Please continue to oversee all your current-year assignments through December 31.

C. Operation Managers

Operation managers are essential to the CSM coordination process. Operation managers are asked to use the CSM system to request all CSMs, LTVs, and short-term shift labor needed for the upcoming coordination year. This includes all CSM and LTV positions needed to fully staff the operation, regardless of how they are to be filled (by stake assignments or other means). All positions included in coordination will be posted on the CSM opportunity website, lds.org/service/missions. You may use that site to initiate and approve recommendations to fill those positions.

Your annual work and staffing plan will be evaluated in a separate process under the direction of your operation leadership, which may include your department head, your division director, your managing director, and your operation's agent stake president, if you have one. Once you have determined your staffing needs and input them into the CSM system, the HQ office will prepare consolidated reports and submit them to your department leaders for their review and approval. Your CSM group coordinators are a resource to help you accomplish this phase of the coordination process.

Instructional aids, including step-by-step procedures on how to use the CSM system to request CSMs, LTVs, and volunteer short-term shift labor, can be requested from your CSM group coordinator. A copy of this guidance document is available at lds.org/csmresources and from your CSM group coordinators.

The following steps outline an operation manager's role in coordination and cite specific instructional aids for each part of the process.

1. **Follow the calendar.** Please complete these steps within the indicated schedule. This will help ensure that proposed assignments to stakes are presented to local and area priesthood leaders for their concurrence and are approved by the member of the Presidency of the Seventy over your area by October 1.

Church-Service Missionary Program

2018 Coordination Guidance and Calendar

2018 Coordination Process—Key Dates for Operation Managers		
Starts by Mar. 15, 2017	Ends by Mar. 31, 2017	<p style="text-align: center;">GUIDANCE AND CALENDAR ISSUED</p> <p>The 2018 coordination guidance and calendar is distributed to all participants.</p>
Starts by Apr. 1, 2017	Ends by Apr. 30, 2017	<p style="text-align: center;">OPERATION NEEDS IDENTIFIED</p> <p>Operations complete and save requests for positions and short-term shift labor in the CSM system. The HQ office then prepares summary reports to present to the operation department heads or directors.</p>
Starts by May 1, 2017	Ends by May 31, 2017	<p style="text-align: center;">APPROVAL RECEIVED FROM OPERATION DEPARTMENT HEADS OR DIRECTORS</p> <p>The operation department heads or directors send their approval for positions and short-term shift labor to HQ.</p>
Starts by June 1, 2017	Ends by June 15, 2017	<p style="text-align: center;">APPROVED NEEDS SUBMITTED INTO CSM SYSTEM</p> <p>HQ makes needed adjustments and submits approved requests for positions and short-term shift labor in the CSM system.</p>
Starts by June 16, 2017	Ends by Aug. 8, 2017	<p style="text-align: center;">PRIESTHOOD CONCURRENCE AND APPROVAL SOUGHT</p> <p>Staffing requests are reviewed and approved through priesthood channels. Be available to answer any questions regarding your staffing requests.</p>
Starts by Sept. 12, 2017	Ends by Oct. 1, 2017	<p style="text-align: center;">FINAL APPROVED ASSIGNMENTS SENT</p> <p>The approved stake assignments are compiled and sent to Area Seventies, stakes, operations, and CSM group coordinators. CSM group coordinators distribute the approved assignments to stakes and operations.</p>

2. **Review and update your list of CSMs and LTVs in the CSM system.** The CSM system includes all positions in your operation that are currently filled by CSMs or LTVs. Additionally, it includes (a) positions that will become vacant when a person is released in the upcoming coordination year and (b) positions that are currently vacant. Before submitting 2018 requests for positions into the CSM system, please review the following:
 - a. Confirm your current list of CSMs and LTVs to ensure that they are recorded correctly and completely in the CSM system.
 - i. Register in the CSM system any “unregistered” CSMs or LTVs who are serving at your operation.
 - ii. Release in the CSM system any registered CSMs or LTVs who are no longer serving at your operation.
 - b. Verify the following information for each position number: job title, hours assigned, start date, term of service, release date, training overlap, and so on.

For detailed directions on how to review or update your operation’s list of CSMs and LTVs, please contact your group coordinator. Your CSM group coordinators may help you make these corrections if needed.

3. **Determine your staffing needs.** Operation managers should begin with a clear idea of how many CSMs and LTVs are needed to staff the operation for the upcoming coordination year (in this case, 2018). In your count of positions to request, please include *all* those needed to fully staff your operation, including those needed to replace CSMs and LTVs scheduled for release during the year, those needed for any growth (or decrease) in staff, and all positions that continue to be filled throughout the year. This includes positions to be filled by stake assignments and those to be filled by other means.

Church-Service Missionary Program

2018 Coordination Guidance and Calendar

Operation managers should request only the number of CSMs and LTVs necessary to perform the anticipated work. Carefully planned and realistic requests for CSMs and LTVs engender confidence among the stakes assigned to fill them. Requests must be reviewed and approved by department heads or directors before being submitted in the CSM system.

4. **Contact CSM group coordinators to learn how to enter requests in the CSM system.** Before entering the operation's requests into the CSM system, please contact your local CSM group coordinators to ensure that you have access to the needed system and to request any needed training or guidance. These CSM group coordinators will provide training on CSM program policies and answer questions about the process for requesting CSMs, LTVs, and short-term volunteer shift labor. Where necessary, the CSM group coordinators can enter the requests into the CSM system on your behalf. If they do so, please review the requests with them to ensure accuracy and completeness before the requests are finalized in the CSM system. For more detailed directions, please contact your group coordinator.
5. **Complete or update your Operation Setup page.** The first step to successfully register your requests in the CSM system is to make sure your Operation Setup page is up to date. This includes completing or editing the About Us box that describes your operation to candidates and priesthood leaders. You will also want to enter or update your schedule of operation, holidays, and closures for the year 2018. Doing this will help simplify your submissions in the system and will reduce errors in assignments to stakes. For more detailed directions, please contact your group coordinator.
6. **Update the operation position details.** As needed, update each position to include specific duties to be performed by the CSM called. For more detailed directions, please contact your group coordinator.
7. **Enter your 2018 position requests in the CSM system.** These requests include *all* CSM and LTV positions needed to fully staff your operation for 2018, regardless of how they are to be filled. To enter your requests for CSMs and LTVs, go to csm.ldschurch.org and click **COORDINATION**, which will take you to the Coordination Input screen. Click **HELP** on that page for instructions on how to enter your requests.

Note: It may be advisable to have the CSM group coordinator guide you in inputting these requests into the CSM system, either in person or over the phone, to ensure that your requests are correctly saved.

8. **Enter 2018 requests for short-term shift labor.** In addition to requesting CSMs and LTVs, your operation may require coverage for short-term hourly shifts throughout the year. To begin registering your short-term shift labor requests in the CSM system, go to csm.ldschurch.org, click **COORDINATION**, and click **SHIFT SETUP**.

You may also ask your CSM group coordinators for assistance with setting up shifts. Clay Hatch at the CSM program office (1-801-240-0844) can also provide guidance and assistance in entering complex short-term shift structures.

9. **Obtain any needed supervisory approvals.** After you input and save your requests in the CSM system, and before you submit them, the HQ office will prepare summary reports to present to the operation department heads or directors and the operation agent stake president (if you have one) to ensure that your submission meets operational objectives and constraints and to make any requested adjustments.

Church-Service Missionary Program

2018 Coordination Guidance and Calendar

10. **Submit 2018 position requests.** To submit your position requests for CSMs and LTVs, go to csm.ldschurch.org, click on **COORDINATION**, and then click on **COORDINATION INPUT**.
11. **Submit 2018 short-term shift labor requests.** To submit your short-term shift labor requests in the CSM system, go to csm.ldschurch.org, click **COORDINATION**, and click **SHORT-TERM SHIFT ASSIGNMENTS**.

D. Guidance for CSM Group Coordinators

1. **Read and follow the guidance and calendar.** Read the 2018 guidance and calendar carefully, and plan to implement it. Review the calendar of key completion dates contained in this document. All key completion dates on the calendar are *firm*. Please work with all parties to meet those deadlines. Until all requests for positions and short-term shifts and all proposed assignments to stakes are submitted in the CSM system, they cannot be presented to local and area priesthood leaders for concurrence or approval. If any single operation or CSM group is late in submitting requests and assignments, this will delay the entire approval process and prevent all stakes in the area from receiving their assignments on time.
2. **Seek priesthood direction.** Seeking and following priesthood direction is vital to the success of the process. Early communication with your CSM agent stake president and CSM Area Seventy is essential, especially if an operation or stake has a problem accomplishing its part of the process on schedule. For operations that have an agent stake president, please work with him and the operation together to identify the operation's needs and obtain the stake president's input on any preferred stake assignments.
3. **Ensure that all necessary people are informed and ready to participate.** Work closely with all parties involved to ensure that everyone is aware of the calendar deadlines and is striving to meet them. Email lists can be very helpful to facilitate these general coordination efforts.
4. **Contact your operations.** Contact all your assigned operations to prepare them to participate in the coordination process. All operations that use CSMs and LTVs will participate in the coordination process.
5. **Complete the setup pages for operations.** *First:* Collaborate with operation managers to update their Operation Setup page, including the About Us section, closure schedules, contacts, and so on. *Second:* Review and update your portion of the stake and operation setup pages. Ensure that all appropriate stakes are listed under each operation. Do not include in the operation's setup stakes that are too far away. Please ensure that you do not have too many stakes assigned to support a single operation or too many operations assigned to a single stake. All stakes that you assign to fill specific positions requested for an operation must first be listed in the operation setup and selected to provide CSMs, LTVs, and short-term shift labor.

With your operations manager, please update the operation position details for each position, as needed, to include specific duties to be performed by the called CSM.

6. **Communicate and collaborate with the operation to enter requests.** Become familiar with the guidance provided for operation managers (see section C in this document). Learn the name of the person in each operation who will be entering the information into the CSM system, and ensure that this person

Church-Service Missionary Program

2018 Coordination Guidance and Calendar

understands CSM program policies and how to request CSMs, LTVs, and volunteer short-term shift labor. Ask him or her to study section C of this document.

Please help the person get started and encourage him or her to complete this task on time. If necessary, you may enter the requests into the CSM system for him or her. If you do so, to avoid future frustration and problems when these positions are assigned to be filled by stakes, make sure you have a clear understanding of how many positions each operation needs to request to accomplish its assigned work for the coordination year. To ensure accuracy, *review the request together* before submitting it in the CSM system.

Confirm that the operation's submissions are entered correctly and completely. Regularly review the Coordination Status page to ensure that your operation's requests are recorded in the CSM system properly and in a timely manner. Offer assistance if an operation appears to be struggling or lagging or is not following guidelines for submitting requests.

7. **Prepare preliminary stake assignments to fill requested positions.** With guidance from your CSM Area Seventy, CSM agent stake president, and the operation agent stake president (if applicable), enter into the system the stakes you recommend be assigned to fill each specific position your operations have requested. The CSM system will automatically carry over to the next coordination year any stake assignments for positions that were made in the prior year. In general, stakes are responsible to keep a certain number of assigned positions filled on an ongoing basis unless there is a compelling reason to change the assignment (for example, if the stake had too many assignments last year, if it has had difficulty filling a position, if it is too far away, if the stake or operation has requested a different assignment, if the position is no longer needed, and so on). In areas where more than one CSM group is likely to include the same stakes to fill assignments, it is essential that the impacted CSM groups collaborate on those crossover assignments. The area coordinating couple should encourage and facilitate the crossover collaboration early in the process. Proposed stake assignments for short-term labor shifts are also entered into the CSM system.
8. **Review proposed assignments with Area Seventies and stake presidents.** After you are sure that the proposed assignments are reasonable, review them with your CSM agent stake president and CSM Area Seventy to ensure that they agree that the proposed assignments are ready to be presented to the Area Seventy over each coordinating council in your group and to their stake presidents for feedback. Make any adjustments they desire in the CSM system. Once you have received approval to do so, you may review the proposals with the stake presidents and Area Seventy per the 2018 coordination calendar. We recommend that you do this at a time other than during a coordinating council meeting, since these meetings have tight agendas and are held infrequently. It is entirely appropriate for you to email copies of the report of a stake's proposed assignments to the stake president, copying his stake CSM specialist or point of contact. The Area Seventy over each stake president should receive a copy of the report for all stakes in his assigned coordinating councils (copy his executive secretary). Ask each stake president and Area Seventy to confirm his concurrence or to provide requested changes by no later than August 8. Make any requested changes that result from this review, and confirm them with your CSM agent stake president and CSM Area Seventy.
9. **Review and correct errors and omissions prior to submission.** It is essential to review all requests submitted by operations and the associated assignments to stakes in the CSM system before the final submission. This will help you to identify errors that need to be corrected. Before finalizing your

Church-Service Missionary Program

2018 Coordination Guidance and Calendar

assignments, contact your Team Leader in the CSM program office to ensure that all is in order. Your Team Leader may provide specialized reports to assist in this evaluation.

Consider the following questions as you perform this review:

- Has the operation received approval from the department head or director for its requests?
- Is the operation's request too large? Does it seem that they may be asking for more people than they really need? (Note: Compare it with the previous year and the current fulfillment rate.)
- Is the operation's request too small? Does it seem that they may not have requested all the people they need to run their operation in the coordination year?
- Are the requested action dates for new positions reasonable and do they match the needs of the operation?
- Are there gaps or overlaps? (Note: Some overlap is often appropriate if it is necessary to train the replacement. The operation will know that.)
- Is there an appropriate level of assignments for each stake? Can all stakes reasonably be expected to fill their assignments without negatively impacting their ability to fill local ward and stake callings, temple assignments, and other assignments?
- Are there too many operations assigned to the stake? Is the distance to an operation reasonable? Consider changing the operation setup to exclude any stake that is overloaded or outside of a reasonable service area.
- Are some stakes overloaded or experiencing large increases in the number of assignments while others in the group are left with too few assignments?
- Do any of the stakes or operations have assignment preferences that can be accommodated? Have the operation agent stake president's preferences or requests been accommodated?
- What are the major differences in the "total serving" compared to last year's request? Are they reasonable and explainable? (Note: Any major differences, either higher or lower, will require an explanation for the area review.)
- Are shifts overlapping, left unassigned, or accidentally assigned on holidays or weekends? Are they too concentrated in timing or amount for a given stake?
- Have new stakes created in the prior year been included in setup and coordination assignments?

Once you have completed this review, you may enter any final modifications to your assignments to stakes in the CSM system. Go to csm.ldschurch.org, click **COORDINATION**, and click **Coordination Input**.

10. **Get CSM office approval before submitting the requests for final approvals.** Review your pending submission with your Team Leader. The final approval will be done by the HQ office.

Church-Service Missionary Program 2018 Coordination Guidance and Calendar

THE CHURCH OF
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