

Guidelines for the CONGREGATIONAL COVENANT TEAM

[Amended August 2009]

P R E A M B L E Conflict in the Church Community

Conflict is part and parcel of every community: families, social organizations, worksites, nations, and even churches. Real peace is not the absence of conflict. Rather, it is that state where conflict is managed effectively and respectfully.

“Churches have trouble managing conflict because conflict is contrary to what people expect to find, ministers don’t name it because they’re not supposed to have it, and acknowledging conflict is often regarded as failure.”*

Manage conflict or it will manage you.

The purpose of this team is to assist conflict mediation in a caring environment respectful of the interests of all parties. This mission is met through efforts at reconciliation, training in negotiation, mediation and conflict resolution, fact-finding, and, when necessary, through church adjudication.

*Edward J. Kelly and
*from Theological Foundations for
Resolving Church Conflict by Kenneth Newberger*

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Guidelines for the CONGREGATIONAL COVENANT TEAM

1. COMMITTEE NAME AND RESPONSIBILITIES

- 1.1 The committee is named the Congregational Covenant Team (CCT).
- 1.2 The committee (referred to hereafter as “team”) is responsible for:
 - (a) **Scheduling and participating in trainings**, at least one per year, in conflict mediation which will be attended not only by established CCT members and incoming new CCT members, but also made open to the congregation at large;
 - (b) **Educating the congregation** about the HVUUC Covenant itself, as well as the existence of the Congregational Covenant Team, its members, its duties, and ways to access members. Such education efforts will be conducted at minimum by way of quarterly newsletter articles, as well as an annual service arranged in collaboration with Religious Services and the Covenant Maintenance Task Force;
 - (c) **Conducting remediation** efforts when requested by church congregants;
 - (d) **Communicating** generalities about mediation efforts with the referral source (specifics of the mediation session, however, will remain confidential);
 - (e) In rare instances providing **adjudication recommendations** to the Board of Trustees (Board or BoT) and Minister;
 - (f) Preparing a **committee annual budget** that will cover costs for the training and education efforts outlined above, as well as an annual contribution toward a savings fund until such time as the account is well funded in the event of the need for external consultation/mediation (See 4.2);
 - (g) Submitting a **committee annual report**, omitting all confidential information, to the Board; and
 - (h) **Meeting** as often as needed to fulfill the above responsibilities with a minimum number of meetings per year to be established by the team based on the past year’s experience. It is recommended that the team meet at least four times in the team’s initial year of service.
 - (i) Insuring the timely convening of the Recovenanting Committee; and
 - (j) Insuring the safe storage of past Covenants and the current Covenant.

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2. TEAM STAFFING AND TERM LIMITS

- 2.1 All potential team members will receive training in conflict mediation.
- 2.2 The team will be comprised of seven members. It is the intent that congregationally-approved members will represent the team's majority, and that the team will act with the best interests of the entire church community as their guide without regard to the entity recommending their membership. Accordingly:
- (a) Four members will be selected by the Nominating Committee and appointed by congregational vote at the Annual Meeting;
 - (b) One member will be appointed by the Board;
 - (c) One member will be appointed by the Committee on Ministry; and
 - (d) One member will be appointed by the Minister.
- 2.3 To establish the team initially:
- (a) Board appointee will serve one year and may be reappointed;
 - (b) Committee on Ministry appointee will serve two years and must take one year off before reappointed (See 2.5);
 - (c) Minister's appointee will serve three years and must take one year off before reappointment (See 2.5); and
 - (d) Nominating Committee appointees will be identified for their term of service as follows:
 - (i) One year for one appointee. May be reappointed;
 - (ii) Two years for two appointees. Must take one year off before reappointment (See 2.5); and
 - (iii) Three years for one appointee. Must take one year off before reappointment (See 2.5).
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- 2.4 Once the CCT is established, team members, having served a full term will be replaced by the entity (Board of Trustees, Committee on Ministry, Minister, congregational vote) that elected them. Mid-term vacancies will be filled by the selection and vote of (Board of Trustees, Committee on Ministry) or selection by (Minister) the appointing entity or, in the case of a congregational-elected member(s), at the next Congregational Meeting through the existing nominating procedure, or through a special request from the CIT to the Board of Trustees for Board-approval of the CIT-selected name. Upon Board-approval, the special request CIT-selected person's name will be submitted to the Nominating Committee chair for approval by the congregation at the next Annual Meeting.
- 2.5 The term limit of CCT members will be one full term with at least one year off before returning to the team.
- 2.6 A "full term" is defined as three years of service. In those situations where a member's term has expired, the CCT can provide an extension for the purpose of completing an active mediation. If initial rotation is a partial

year (e.g., because of replacement by attrition), it will not count toward team member's term of service.

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- 2.7 The team will elect a chair, vice chair, recording secretary, and treasurer:
- (a) The team chair (whenever possible) will be an experienced member of the team. The team chair's responsibilities are delineated in Sections 5.4, 5.5, 7.1, 9.2, 9.3, 10.1-4 of this document;
 - (b) The vice chair will have at least one year of team experience and will conduct team meetings when the chair is unavailable. The vice chair will (ideally) assume chair responsibilities once the current chair retires. In circumstances where the vice chair cannot assume chair responsibilities once the current chair retires, the team will select a new chair; and
 - (c) The recording secretary will be responsible for recording and disseminating team minutes to team members, and for the safekeeping of all team documents in a small lockable document fire safe in the church office, the keys of which to be held by the recording secretary, the team chair, and the Minister.
 - (d) The treasurer will be responsible for coordinating the team's fiduciary responsibilities. As delineated in Sections 9.3 and 10.2, the treasurer will work closely with the team chair to prepare mediation costs and budgetary needs.
 - (e) Aside from the four elected positions, each of the remaining team members will take on team duties as agreed to by the entire team. Owing to the shifting needs and responsibilities of the team from year-to-year, these non-elected team positions are not fixed assignments, but may include duties such as Committee on Ministry liaison, Recovenanting liaison, or education coordinator.

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3. **CRITERIA FOR TEAM SERVICE**

- 3.1 Team members will have a proven track record of regular attendance and active participation at HVUUC for at least two years, such that they have:
- (a) Demonstrated the capability to work collaboratively with others on teams/committees;
 - (b) Shown the capacity to handle differences of opinion or values in a respectful manner; and
 - (c) Shown that they can remain in fellowship with those whom they have disagreed.
- 3.2 Team members will show a commitment to HVUUC in that they will be voting members of the congregation (i.e., members for at least 90 days) prior to serving on this team.
- 3.3 Team members will be expected to hold or develop the following attributes:

- (a) Good listening skills;
 - (b) Empathy;
 - (c) Ability to maintain confidentiality;
 - (d) Value the importance of mediation education/training and team service;
 - (e) Self awareness and self monitoring skills;
 - (f) A nonjudgmental, stable, patient presence;
 - (g) Ability to distinguish between the issues and personalities;
 - (h) Demonstrated cognizance of church interests; and
 - (i) Availability.
- 3.4 Team members may serve on other committees **with the exception of the Board**. It is strongly recommended CCT members be discerning regarding their time commitment priority to the team.
- 3.5 Although not a prerequisite, access to private email communication is preferred.

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4. **TRAINING**

- 4.1 Training will be arranged at least once per year by the CCT for all CCT members, incoming members, interested parties in the congregation, and possibly the community at large
- 4.2 Training will cover the basics outlined in **Appendix A**.
- 4.3 The costs of such training will be included in the CCT's annual budget.

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5. **ACCESSING THE TEAM**

- 5.1 The Congregational Covenant Team may be accessed by:
- (a) A congregant, feeling him/herself to be in conflict with another member, staff person, or the Minister may consult the CCT for assistance;
 - (b) Any congregant who may have personally observed a conflict in need of assistance; or
 - (c) The Board (Board), Committee on Ministry, Minister, or any staff person who has knowledge of an unresolved or escalating conflict.
- 5.2 Any CCT member who has become aware of conflict on his/her own, can offer immediate assistance to the person in distress.
- 5.3 Before initiating any mediation process, the CCT member approached by a congregant will inform the congregant about the way in which CCT works, and ask if the person has gone directly to the person with whom they are in disagreement, offering any suggestions that would facilitate direct communication between the parties prior to undertaking informal mediation.

- 5.4 Such immediate assistance **MUST** be reported to the entire team within 48 hours so as to avoid unnecessary triangulation or team splitting, unless there is clear and justifiable reason why such a report should be confined to the CCT chair only.
- 5.5 Any CCT member shall have the right to ask the CCT chair for a called meeting if the situation seems more complicated than mere e-mail notification warrants and if the CCT member believes this to be necessary.

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6. **CONFLICT** (See **Appendix B** for Definitions and Levels of Conflict)

6.1 **Nature and Severity of Conflict:** Although HVUUC strives to be an inclusive community that affirms our differences in beliefs, opinions, and life experiences, concern for the safety and well-being of the congregation as a whole must have priority over the freedom of expression of the individual. To this end:

- (a) If acts or serious threats of violence occur, it is the responsibility of anyone viewing this situation to contact the Police Department, inform the Minister, Board Member, any CCT member, or Group leader of such act or threat. Any of the before-mentioned parties also has the additional responsibility of suspending any meeting or ongoing activity until such time as it can be safely resumed, and should assist witness(es) with completing the necessary incident report form (**See Appendix C**);
- (b) To the degree that conflict between individuals significantly disrupts church services or functions, strong consideration will be given by the CCT to recommend temporary exclusion of the offending party(s) from the church community, or by the Board to recommend permanent expulsion from the HVUUC community. In making these decisions, CCT and the Board will consider the:
 - (i) **Causes** of the disruption (what seems to be causing/motivating the disruption);
 - (ii) **History:** Have there been previous attempt at intervention that have failed?; and
 - (iii) **Likelihood of Change:** How likely is it that the problem behavior will diminish in the future? How amenable do the individual(s) appear to be to engaging in remediation efforts?
- (c) In the absence of evidence of violence, threats of violence, or significant disruption of church services or functions, strongest consideration will be given to appropriate mediation of the dispute by the CCT, as described in the sections below.

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7. **THE CCT PROCESS: Helping Restore Covenanted Behavior with low to moderate levels of conflict:**

7.1 **Confidentiality:** Any congregant who approaches a CCT member will be made aware that the CCT works as a team (similar to any other church committee). As such, **confidentiality is not assured in the one-to-one contact situation.** The congregant can be assured that all information will be treated with care and respect by the CCT members, with only the pertinent information being disclosed to the Minister. In the unlikely event that conflict continues to escalate in spite of CCT intervention, the congregant will be informed that the Board will need to be made aware of the situation (see Sections 7.4d (iv) and 9.1). In rare instances, when the congregant has legitimate concerns (such as safety) with this breadth of sharing confidential information, the CCT member approached can offer to withhold sharing with the team until consultation with the team chair and the minister is attained. If they agree with this restriction, the team will be informed about the issues without releasing the names of the involved parties.

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7.2 **Stage One: Coaching:**

- (a) After discussing confidentiality limitations, any CCT member who is approached by a congregant for CCT assistance may offer immediate intervention suggestions to the congregant, making sure to inform the rest of the CCT members via confidential e-mail (or phone calls) within 48 hours of offering such service, (so as to avoid possible triangulation or team splitting.)
- (b) Some of the early steps that the individual CCT member may employ with the initiating person(s) to help find resolution may include, but are not limited to:
 - (i) Identifying and clarifying the nature of the covenant violation(s);
 - (ii) Helping the individual(s) identify common ground with the other party;
 - (iii) Facilitating face-to-face discourse between the person(s) bringing the concern to CCT (**the initiator**) and the person(s) with whom they feel they are in conflict (**the respondent**) by way of helping the initiator express the concern using non-blaming language, “I” statements, expressing needs and desires clearly and respectfully, coaching dialogue, role-playing, letter writing, or other;
 - (iv) Following up with both the initiator of the concern and possibly the recipient of such communication to assess the need for further mediation efforts.
- (c) Any CCT member who provides Stage One intervention will complete the Stage One Intervention form (see **Appendix D**). The completed form will be stored in the CCT locked file kept in the church office.

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7.3 Stage Two: CCT Informal Mediation:

- (a) If initial intervention steps outlined in 7.1 are unsuccessful, and more in-depth mediation efforts are needed, the CCT member who handled **Stage One** will staff the issue further with the CCT team; the team will select two of its members to engage in Informal Mediation with the parties. (Members selected from the CCT will be those who have the time to engage in Informal Mediation with the conflicting parties, and do not perceive themselves as having a vested interest in one or the other party.) These CCT members will then schedule an Informal Mediation Meeting between the parties. The aim of such Informal Mediation will be for each of the parties **to listen carefully** to the other such that each attains a better understanding of where each party is coming from in the conflict. Once this understanding is reached, it is hoped that respectful dialogue between the parties will be facilitated so that the parties can come to a more harmonious place with each other, and an agreement can be reached about how they will handle the current difficulty as well as future contacts at church. Such agreement may include agreeing to disagree. [\[Back to TOC\]](#)
- (b) Confidentiality: Before commencing informal mediation, confidentiality and its limits will be reviewed for all participants. Participants will be aware of the type of information that will be shared with other sources, who else will have knowledge of the mediation efforts (eg, the CCT members, the Minister, possibly the Board). The CCT will also make clear that although it may be the expectation that parties involved in mediation will maintain confidentiality, the CCT cannot vouch for the ability of other parties involved in the mediation process to maintain such confidence – that is the responsibility of each party involved.
- (c) Recusment: CCT members will recuse themselves from a specific case if they do not feel that they can be involved in an impartial manner. Partiality may be due to already existing relationships with one or more of the participants, the CCT member's own personal history, or any other factor that may conflict with the interests of unbiased mediation. The CCT team, as a whole, may also recommend recusment to a CCT member involved in mediation, if it appears to the team that the individual's level of involvement with a particular case would raise doubts about the integrity of the mediation. Just as CCT members may recuse themselves from a specific case, the disputants have the right to challenge the selection of a particular mediator if they feel that individual will be biased against their interests from the outset.
- (d) If the parties choose to participate in Informal Mediation, the CCT will complete the Informal Mediation agreement which will record any agreement reached by the parties in writing (see **Appendix E**). The parties will agree to abide by their mutually agreed upon resolution. The written document will be maintained in a locked file box accessed by CCT only. While this process will result in the

resolution of the conflict ideally, all parties are aware that this is not the result in many cases. What is expected in each situation is that the parties' needs, ideas, beliefs, values, and goals will be heard respectfully, and that continuing conflict will be managed in a collegial manner, thus promoting the greater good of both the parties and the larger church community.

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7.4. If the parties:

- (a) participate in good faith and are **unable** to reach an agreement about how they will resolve the current issue(s), and/or how they can remain in covenanted community with each other at HVUUC in the future (i.e., if they cannot agree to disagree), or
- (b) do not participate in good faith in the opinion of the CCT mediators, in that one or more of the parties uses informal mediation as an opportunity to grandstand (or other) with no apparent interest in reaching an accord, or
- (c) one or more of the parties refuse to participate in mediation, or
- (d) one or more of the parties abandon CCT mediation efforts, the CCT may decide to do any or all of the following:
 - (i) discuss the impasse with the rest of the CCT members to brainstorm alternative solutions (e.g., working with the initiator of the complaint to find ways to disengage from the conflict unilaterally);
 - (ii) **recommend to the party(ies)** that they undertake an alternative course of action (consult with the minister; counseling with an outside therapist; rehab or other) before going further in mediation efforts;
 - (iii) **recommend to the party(ies)** that they take a temporary leave from the church until certain criterion have been achieved (e.g., a cooling off period; a course of suggested actions such as counseling, rehab has been completed,);
 - (iv) **inform the Board and the Minister** that Informal Mediation efforts have been unsuccessful. The Board may then decide to hire professional consultation for the CCT , hire a professional mediator to handle the conflict, or, in extreme circumstances, decide to terminate one or all of the parties' participation in the HVUUC community.

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7.5 **Stage Three: Professional Mediation:**

In instances where Informal Mediation efforts have not been successful, or in cases where the conflict has escalated beyond the skills of the CCT volunteers, the CCT may consider recommending to the Board that professional mediation consultation or services be purchased from a Professional Mediation Service that is not affiliated with HVUUC. The Board will be responsible for making the decision about whether such service should be purchased (see Section 9.3).

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- 7.6 Termination of the mediation process by either party, whether the involvement entailed the CCT alone or a Professional Mediation service will result in the Board being informed that mediation efforts have failed. While the CCT can recommend temporary leave taking independently, (informing the Board and Minister of such action), the Board is the only body that can enforce temporary or permanent leave taking, after reviewing any appeals that may be forthcoming.

8. APPEALS

- 8.1 Appeals may be brought from CCT adjudicatory determinations to the Board. (Procedures are set forth in the “Procedure for Appeal to the Board.” (See **Appendix F**).

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9. AUTHORITY

- 9.1 The CCT is semi-autonomous, meaning the team may make independent and confidential decisions /judgments **save for the following** situations:
- (a) Mediation efforts in which a participant or participants agree to remove him/her/themselves from church life for a specified period of time will be reported to the Minister (so that the Minister may become involved in pastoral care if indicated), and the Board (so that Membership does not pursue the person/people in their absence) in confidence by the team chair,
 - (b) Any mediation involving a participant or participants and a Church employee other than the Minister will be reported to the Board of Trustees, the Minister, and the Personnel Committee. The Board of Trustees, Minister, and the Personnel Committee shall have the right to call upon the CCT chair for regular updates on the progress of mediation involving the church staff;
 - (c) Any situation in which the recommendation of the CCT is to call for professional mediation (either before undertaking a negotiation or when mediation efforts are floundering) will be discussed with the Board and the Minister (See 9.3 below) prior to contracting with a professional mediator.
 - (d) Unsuccessful (informal or professional) mediations will be reported to the Board and the Minister. **Only the Board of Trustees, as the elected governing body of the church, has the authority to terminate a congregant’s involvement from church life.**

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- 9.2 The CCT focuses on Member to Member and Member to Board relationships. The Committee on Ministry (CoM) focuses specifically on Member to Minister relations. Thus, in situations where a member of CCT is approached regarding an issue concerning the Minister, the following procedure is called for:
- (a) Clarify that the party or parties has/have approached you as a member of CCT and not as a friend or fellow congregant. Clarification is necessary owing to Section 5.4 of these Guidelines that (generally) require notification of the entire team within 48 hours of an initial contact.
 - (b) If the party or parties has/have approached the CCT member in his/her capacity as a team member, the team member will recommend that the issue/concern be taken directly to the Minister;
 - (c) If the party or parties refuse the recommendation stated in 9.2(b), the CCT member will recommend that the issue be taken to a member of the CoM. Whether or not the party or parties heed the CCT member's recommendation, the Minister and CoM chair will be verbally notified of the issue/concern and the party or parties making said issue/concern by the CCT member first approached or by the CCT chair.

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- 9.3 When the CCT deems it necessary to call for professional mediators, the CCT chair has a fiduciary responsibility to report the costs for outside services to the Board before a contract for services is signed. Should contracted services be greater than the CCT's available funds, the Board must approve any additional funding prior to the attainment of such services. In recognizing the critical need for attaining potentially expensive, professional mediation services in a timely fashion, the Board will attend to this need when undertaking the By-law revisions and preparing the annual budget. Like a Sabbatical Fund, it is recommended that the Board create a Consultation Fund for such church emergencies that can be accessed without the need for congregational vote.

10. **REPORTING RESPONSIBILITIES**

- 10.1 The CCT chair is responsible for submitting an annual written report to the Board Secretary by April 1st of the calendar year (in preparation for the Annual Meeting). Such report shall include the activities of the CCT for the church calendar year, including the number of mediations undertaken. Confidential information (e.g., names of mediation parties, dispute details) WILL NOT be a part of this written report, but shall be retained in the confidential file maintained by the CCT secretary (See 2.7(c))
- 10.2 The CCT chair is responsible for relating the team's annual budgetary request to the Director of Finance when asked (typically, February). The team's annual budgetary request will be discussed, assessed, and agreed upon by the team at large (typically, January) prior to the budget submission.

- 10.3 At least once a quarter (August-October; November-January; February-April; May-July), the team chair or designee will submit an informative article about the CCT's work (including what the CCT is, what the CCT's function encompasses in congregational life, who the members are) to the church newsletter.
- 10.4 When appropriate, and agreed upon by the team at large, the team chair or designee will report back to the referral source once CCT team efforts are undertaken. Being respectful of confidentiality, such communication will be general in nature, and the parties utilizing CCT services will be made aware that such communication will occur.

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11. **REVISING THESE GUIDELINES**

- 11.1 These guidelines may be revised at any time by a majority vote of the full CCT, and with the endorsement of the Board of Trustees
- 11.2 The vote to revise these guidelines will be made at a regularly scheduled or called meeting of the CCT with all members in attendance.
- 11.3 While not a written requirement, the CCT is encouraged to consult the Minister, members of the Committee on Ministry, Board of Trustees, and HVUUC members and friends for their thoughts before revising these guidelines.

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A C L O S I N G S T A T E M E N T

The Congregational Covenant Team thoughtfully works to maintain and review the organizational structure, policies, and procedures in these guidelines. The team has purposefully titled this document “**Guidelines** for the Congregational Covenant Team,” in the hope team members will view this document as a roadmap, open to real-experience adaptability, and not as a document adopted as the final destination.

APPENDIX A

CCT Training Objectives

Training objectives should include differentiation between:

Conciliation:

A process in which a third party attempts to help parties to collaborate, but less structured or less formal and mediation.

Facilitation:

Collaborative process in which individuals and groups with divergent views meet to share their different views, with the assistance of an impartial third party. Facilitation is similar to mediation but does not involve an impasse.

Mediation:

A facilitated negotiation process by which a mediator or mediators assists parties to a controversy in reaching a mutually acceptable agreement about the issues. The mediator helps the parties to collaborate or problem-solve.

Advisory Consultation:

A process by which a third party determines the facts or makes recommendations or both about a specific conflict, with the result being only advisory to the parties. To be conducted in a more or less collaborative manner as circumstances permit.

Arbitration: A process conducted by one or more third parties who decide how the dispute will be resolved.

Recusal:

Understanding when a CCT member should recuse him/herself.

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APPENDIX B

1. Conflict Definitions and Levels

Conflict is defined as a struggle or contest between people with opposing needs, ideas, beliefs, values, or goals. Conflict is inevitable; however, the results of conflict are not predetermined. Conflict might escalate and lead to nonproductive results, or conflict can be beneficially resolved and lead to quality solutions.

Conflict management is the idea that all conflicts cannot necessarily be resolved. However, by learning to manage conflicts, conflict management can decrease the odds of nonproductive escalation and uphold the intent of the HVUUC Congregational Covenant. Conflict management involves acquiring skills related to conflict resolution, conflict communication skills, and establishing a structure for management of conflict in the community. (See Section 10 on Training).

2. LEVEL OF CONFLICT

- | | |
|------------------------------------|------------------|
| <input type="checkbox"/> Level I | Problem to Solve |
| <input type="checkbox"/> Level II | Disagreement |
| <input type="checkbox"/> Level III | Contest |
| <input type="checkbox"/> Level IV | Fight/Flight |
| <input type="checkbox"/> Level V | Intractable |

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A P P E N D I X C
HVUUC Safety and Security Incident Report:

Please fill out this form as completely and accurately as possible and give it to a Board member, the Minister or drop it off at the Church office.

When:

(Time and date incident occurred):

_____ : _____ am / pm _____ day _____ / _____ / _____

Where:

(Location where incident occurred, *please use back of this report if providing diagram*):

Who:

(Name(s) of (all) individual(s) involved in the incident)

1. _____
2. _____
3. _____

Witnesses:

(Name(s) of (all) individual(s) present who may have seen what happened?)

- 1) _____
- 2) _____
- 3) _____

What:

(Please describe what happened, including injury or property damage if relevant).

APPENDIX D

Stage One Intervention Form: Individual Intervention

INITIAL CONTACT INFORMATION

CCT member _____ Date _____

Initiated by _____

Covenant issue with _____

1. OPENING BOUNDARIES ESTABLISHED

1.1 Role of member clarified (*circle one*): Contact made as “Friend” or “CCT Member”

1.2 Process described to person, including the **limits of confidentiality** regarding informing the rest of the team & possibly the Minister (*circle one*): “Yes” or “No”

Note any concerns _____

2. LISTENING TO THE ISSUE

2.1 The Covenant issue involves: Member Members Minister
 Congregation Committee BoT

2.2 Language used by initiator of CCT:

- Clear and specific Vague and general*
 Overgeneralizations (*he/she always, never*)* Ideological (*principles, not issues*)
 Violent**

2.3 The Covenant issue, as described by the Initiator, has:

- Situational attributes Character attributes* Both*

2.4 Level of Initiator’s emotion in discussing issue:

- Neutral Moderate* High**

2.5 Intensity of Conflict (*Ask Initiator to rate on a 5 point scale, with 5 being high intensity*):

- 1 2 3* 4** 5**

* May wish to process with team before attempting solo intervention if person does not appear to de-escalate after talking about this with you.

** Involve CCT group rather than attempting solo intervention; go on to Stage Two.

08/2007-1

2.6 Details of the Issue *(Use additional space if needed)*:

Who's involved: _____

When did the event(s) take place: _____

Where: _____

What happened: _____

2.7 What would the Initiator of the Complaint like to have happen as a result of CCT intervention? _____

3. STEPS TOWARD RESOLUTION

3.1 _____ has already taken the following steps to resolve this:

Face-to-face contact with person Phone call E-mail

Other _____

3.2 Result: _____

3.3 **If no direct contact undertaken**, or only vague contact has occurred, the reason appears to be:

Lack of assertiveness -- fear of hurting other person's feelings -- perceived to be in an intimidated role

CCT member provided:

Coaching/Sounding Board *(brain storm how you might talk to this person)*

Role-playing *(practice with the person – taking turns playing each role)*

Suggestion that person write a letter

Suggestion that person write a letter with the offer to review letter prior to sending

Offer CCT assistance with Facilitated Meeting**

** Go on to Stage Two. Inform person that you need to get some input from the CCT, and that you will get to him/her/them within the next few days with thoughts on how to proceed. Review steps for Stage Two.

- Intensity of feelings too high*
CCT member provided:
 - Supportive listening with alternative “frame/perspective” to help defuse conflict
 - Coaching/Brainstorming ways of talking with person
 - Role-playing
 - Letter writing assistance
 - Offer CCT assistance with Facilitated Meeting**

- Other*
CCT member provided: _____

3.4 Outcome of Solo Intervention:

After follow-up with Initiator of complaint, issue appears to be:

- Resolved
- Need continued monitoring in _____ week(s)
- Other: _____

3.5 Date CCT team informed: _____ (48 hrs. or less from initiation of contact)

** Go on to Stage Two. Inform person that you need to get some input from the CCT, and that you will get to him/her/them within the next few days with thoughts on how to proceed. Review steps for Stage Two.

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APPENDIX E

Stage Two Intervention Form: CCT Mediation

CCT member initiating team meeting _____

Date _____

1. ISSUE BEING BROUGHT TO TEAM BECAUSE *(check all that apply):*

- CCT member needing brainstorming/team support/suggestion
- Party requested Facilitate Meeting
- Level of Emotion still too high after Stage One Intervention
- Language describing situation has not changed after Stage One Intervention
- Direct Contact did not help resolve the situation
- Nature of Conflict too precarious for Solo Intervention

Description _____

2. LEVEL OF CONFLICT APPEARS/APPEARED TO BE *(check one):*

- Level II Disagreement
- Level III Contest
- Level IV Fight/Flight
- Level V Intractable

3. CCT ACTION PLAN T APPEARS/APPEARED TO BE *(check all that apply):*

- Solo Intervention after Team Coaching
- Involvement of second CCT member
- Input from Minister
- Input from Board
- Stage Three CCT Mediation
- Ask BoT for Outside Paid Consultation
- Other _____

4. OUTCOME OF CCT INTERVENTION: _____

APPENDIX F

Procedure for Appeal to the Board Regarding an Action of the Congregational Covenant Team (CCT)

Who can appeal?

An appeal can only be made by the person to whom the CCT directed its action.

How is an appeal made?

An appeal must be made in writing, using the Appeal Form attached. The written appeal may be no longer than two pages, one side, 12 point type. The letter should state that an appeal is desired and concisely state why the appellant feels the action of the CCT is in error. The letter should be addressed to the HVUUC Board, and mailed (email notification will not be considered) to the church's address. The Board will normally consider the appeal at a regularly scheduled meeting of the Board that occurs at least 10 days after receipt of the letter. (This permits the letter to be distributed to Board members and Minister, and for them to read the letter and fully consider the request.)

Can the person appeal orally?

If the person wishes, he/she may make a brief oral presentation to the Board. If he/she wishes to make an oral presentation to the Board, it must be so stated in the letter requesting an appeal. The oral statement will be given in a closed session of the Board in order to protect the privacy of congregants (the Minister will be invited to be present during the oral appeal). Choosing to give an oral statement does not absolve the appellant from the need to provide a written statement. Normally, the Board will allocate a 10-minute period for the appellant to address the Board. Scheduling an oral appeal may require additional time beyond the 10 days cited above.

When and how will the Board's decision be announced?

The Board will provide a written response to the appellant within 30 days after the Board has considered the appeal. This decision will be final; no further appeals will be considered.

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APPENDIX F (continued)

Appeal Form

Regarding an Action of the Congregational Covenant Team

Please read the document titled: "Procedure for Appeal to the Board Regarding an Action of the Congregational Covenant Team (CCT)" for a description of Holston Valley Unitarian Universalist Church's appeal process.

Name of Appellant: _____

Address: _____

Contact phone: _____

NOTE: We urge no email correspondence regarding CCT appeal.

In this space, briefly cite the action of the CCT that you wish to appeal:

Please check which of the following reason(s) for the appeal apply:

- I believe that HVUUC's approved process was not used
- I believe the rule that pertains to my case was in violation of the church's bylaws.
- I want to provide new information.
- I believe there are mitigating circumstances.

The appellant shall attach a document specifying the details of the reasons checked above. The total document length shall not exceed this form plus two one-sided pages, single spaced in 12 point font.

Check one of the following two items:

- This form and the attached document constitute my entire appeal.
- In addition to the attached written appeal, I also wish to provide an oral statement to the Board.

When completed, this form should be mailed to
Board of Trustees
Holston Valley Unitarian Universalist Church
PO Box 8383
Gray, TN 37615

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