Clergy Ethics Policy and Procedures
Christian Church (Disciples of Christ) in Illinois and Wisconsin

Adopted March 26, 2011

This document is intended to set forth the Region’s understanding of the ethical behavioral standards expected of our clergy with standing, and to implement the standards and policies of Sections I.C.1, V.B.3.d, V.E.1.e, and VII of the Policies and Criteria for the Order of Ministry, as adopted for CCIW in 2003.

Premise: The whole church receives the call of God to embody and carry forth Christ's ministry in the world. For the sake of the mission of Christ Jesus and the most effective witness of the Gospel, and in consideration of their influence as representatives of Christ, ministers should be willing to dedicate themselves completely to the highest ideals of Christian life. Furthermore, they are called to exercise responsible self-control in personal habits, and to be persons in whom the community can place trust and confidence. Violation of the ministerial relationship by unethical behavior is a sin against God and an offense to the Church.

As (God) who called you is holy, be holy yourselves in all your conduct . . .
   . . . tend the flock of God that is in your charge . . .
   Not under compulsion but willingly . . .
   Not for sordid gain but eagerly,

Do not lord it over those in your charge, but be examples to the flock.

You know that we who teach shall be judged with greater strictness.

(I Peter 1:15; 5:2-3; James 3:1b, NRSV)

A. Definitions
   1. Clergy
      a. The term clergy refers to all ministers, ordained or licensed, who have standing in the Christian Church (Disciples of Christ) order of ministry and for this policy who minister within CCIW.
      b. Standing is defined in the Policies and Criteria for the Order of Ministry as a recognition and affirmation of a minister's engagement in a recognized ministry and accountability therein. Such endorsement is a privilege, not a right and is dependent on fulfillment of criteria outlined in Policies and Criteria Section 5.
      c. One’s personal fitness for ministry involves sufficiency for the demands of the office including mental and physical capacities, emotional stability and maturity, and standards of morality (P & C, I. C.1.c). Fitness for ministry is characterized by:
         (1) Capacity to make informed and faithful articulation of Christian faith
         (2) Openness to personal spiritual formation and growth
         (3) Affirming, flexible, relational style; ability to cultivate and maintain strong relations
         (4) Ability to handle conflict well, accept differences and admit weaknesses
         (5) Ability to care for individuals and the wider community
         (6) Responsibility in task fulfillment
         (7) Willingness to serve without claiming the deference or appreciation of others
         (8) Visible commitment to accepted standards of honesty, fidelity in relationships, and the refusal to exploit or be exploited
         (9) Commitment to a non-addictive, healthy lifestyle
2. Ethical Misconduct

   a. Clergy misconduct is inappropriate behavior by clergy that includes but is not limited to: fiscal malfeasance, violation of confidentiality, destructive misuse of substances or other addictive behaviors, abuse of power, or continuous flagrant violation of the ministerial code of ethics.

   b. Of a sexual nature - Clergy misconduct involving sexual contact and/or sexual harassment in which the minister takes advantage of the vulnerability of others, particularly those directly served by the minister, including employees and colleagues, by causing, encouraging, manipulating or participating in sexual contact or sexual harassment. Sexual contact is not limited to sexual intercourse. Generally, sexual harassment is understood as unwanted attention, touching, kissing, hugging, or verbal harassment of a sexual nature, or creating an environment where such conduct is condoned or ignored.

   c. Clergy should act in a responsible manner in their sexual conduct – within the realms of a clergy person’s personal life, adultery and gross promiscuity can be construed as clergy misconduct as defined in the Ministerial Code of Ethics.

   d. Questions about clergy performance that are related to a congregation’s personnel policies are not considered subjects of ethical misconduct.

3. Allegation

   A complaint of professional clergy ethical misconduct will be documented and submitted to CCIW Committee of Ministerial Ethics using the Allegation of Ethical Misconduct Form (Appendix #1)

4. Official Disciplinary Review

   "Official Disciplinary Review" is defined as any allegation that involves a hearing with the Committee on Ministerial Ethics. If resulting actions are censure, suspension, or termination of standing, a minister must mark "yes" on question 1 on the "Search and Call" disclosure form. Procedures are outlined in D4.

5. Complainant

   A complainant is the person who brings the complaint or allegation of ethical misconduct to the attention of the Regional Minister (or designated staff) and/or Chair of the Committee on Ministerial Ethics. In this document, complainant is understood to include the victim if that is a different person than the one bringing the complaint. If more than one person brings the same accusation, it includes all persons sharing in bringing such allegation. If there are multiple allegations, which are substantially the same, they may be handled under this policy in one proceeding. An adult next-of-kin may bring an allegation on behalf of a minor child.

6. Support Persons

   Support Persons are people who provide support and assist the complainant and the accused minister through the investigative process. The role of a support person is not to speak for the complainant or the accused minister, but to help them understand their rights within the investigative process and to be a supportive presence in any meetings. CCIW maintains a pool of support persons knowledgeable in the investigative process and ethics policies. The complainant and accused minister may each choose a support person from this pool. If the right to a support person is declined, a waiver of this right shall be signed Appendix #3). Support Persons cannot be members of the Committee on Ministerial Ethics, the Executive Committee of the Regional Board, or the Response Team for that allegation.
7. Committee on Ministerial Ethics (CME)

The Committee on Ministerial Ethics consists of seven members (six appointed by the Regional Moderator and one chosen by CCIW Committee on Ministry). No more than four shall be clergy and no more than four should be of the same gender, and at least one (ideally two) should be a person of color. Term of service is four years, with no restriction on renewal. The CME is a specifically trained committee of CCIW, whose task is to address any allegation of clergy ethical misconduct, which is brought to the region. The committee will maintain specialized skills as well as awareness of the law through annual training.

8. Response Team

CCIW shall recruit at least twelve persons, including at least one male and one female from each Area, as a pool of individuals trained to serve on a response team. No more than half of the pool shall be clergy. The pool should have at least two persons of color. The term of service shall be four years with no restriction on renewal. The functions of the Response Team are two-fold:

a. Investigative - to gather all information pertinent to the case from all relevant sources related to the allegation.

b. Supportive - the remaining members of the response team are eligible to be support persons for the complainant and the accused clergy.

c. Those selected as support persons shall thereafter not communicate with the assigned investigative team. When required, an Investigative Team of three shall be appointed by the CME Chair in consultation with the Regional Minister (or designated staff). One member will be appointed by the Chair to serve as leader. The Team will be comprised of females and males, clergy and laity. The assigned Investigative Team will report its findings to the Chair of the CME and be a resource throughout adjudication.

9. Regional Minister

As Pastor to Pastors and Chief Executive Officer of CCIW, the Regional Minister (or designated staff) has important roles in maintaining the integrity of the review process and providing pastoral oversight whenever an allegation of misconduct is filed. It is the responsibility of the Regional Minister (or designated staff) to:

a. uphold the highest standards of the office of Christian minister,

b. offer to arrange for pastoral care for the complainant and the accused minister; a pastoral care document of agreement or waiver shall be signed (Appendix #2),

c. meet, as soon as practical, with the leadership of the affected congregation and serve as the interpreter of the process,

d. maintain the procedural file of each proceeding under this policy,

e. communicate decisions of the CME to appropriate parties,

f. arrange regular training for the CME and the pool of Response Team persons, and
g. be an ex-officio participant in the proceedings, with voice and without vote.

10. Exoneration - Exoneration is the clearing of the accused minister.

11. Permanent File

A permanent file on each clergy who has, or has had, standing with the Christian Church (Disciples of Christ) is kept by the Office of Christian Vocations of the Christian Church, in its offices in Indianapolis, Indiana. It is available to the Regional Ministers, who use discretion in deciding what materials from this file are made available to search committees and other responsible bodies.
12. Procedural File

The procedural file is a separate file that is the property of the CME. It includes the initial allegation, the response of the accused minister, a written log of the proceedings, all documentation that is generated or collected in the course of the process, a list of the actions of the committee, and the agreements with the involved parties. It is the responsibility of the Regional Minister (or designated staff) to maintain the file in a limited access area of the Regional Office. The Regional Minister (or designated staff) will determine who has access to it.

13. Confidentiality

The purpose of confidentiality is to ensure that information is accessible only to those authorized to have access to that information. It asks what needs to be known, who needs to know it, when does it need to be known? Honoring confidences is important, but the church is not about keeping secrets, therefore there may come a time to tell some folks some things for the well-being of others.

B. Types of Clergy Misconduct and Evidence of Lack of Fitness for Ministry

1. Flagrant, repeated, or serious violations of the Ministerial Code of Ethics, and/or failure to embody the criteria for maintaining standing in the Order of Ministry as specified in Section I.E. of the Policies and Criteria for the Order of Ministry

2. Violation of confidentiality except as required by law

3. Failure to be truthful in information provided to the Region, congregation, or employer

4. Unauthorized use of church/employer funds, or pastoral relationships, for personal purposes

5. Continuation of an addictive behavior in the face of dire consequences; such addictions could include but are not limited to alcohol, drugs, gambling and pornography

6. Clergy misconduct of a sexual nature, as defined above in A. 2. b.

C. Guidelines and Principles

1. All clergy are expected to meet the criteria for the Order of Ministry as specified in Section I. C. 1. of Policies and Criteria for the Order of Ministry, and to abide by the Ministerial Code of Ethics of the Christian Church (Disciples of Christ).

2. All allegations will be taken seriously and thoroughly investigated.

3. We affirm human sexuality as a gift from God. The roots of sexual harassment and abuse lie not in sexuality but in the abuse of power. In the case of clergy, that power is a sacred trust consciously and unconsciously granted to clergy by congregants and the church, and must not be used to violate, harass, or intimidate. Although offenders may believe their behavior is innocent or unintended, harassment is defined by the perception and the experience of the victim.

4. Sexual contact and/or sexual harassment between a minister and a congregant, client, employee of the congregation, student, intern, child or anyone with whom the minister has a professional or pastoral relationship is sinful, unethical, and unprofessional behavior.

5. While the church is called to offer forgiveness to all persons, it is also called to be diligent in responding to accusations of misconduct by any person. Justice calls for corrective action.

6. Clergy dating those directly served by their ministry is strongly discouraged.

7. Ministers accused of unethical conduct will be considered innocent until a preponderance of evidence substantiates the allegation.

8. Ministers are responsible for knowing the impact of their words and actions in caring for the emotional, mental, and spiritual needs of persons who come to them for help or over whom they have any kind of authority.
9. Because ministers often deal with individuals who are emotionally and psychologically fragile or personally vulnerable, it is imperative that:
   a. Ministers be healthy psychologically, emotionally, and spiritually, so that they are less likely to be at risk of unethical conduct
   b. Ministers have adequate preparation and education for helping those under their care
   c. Ministers participate, at least once every three years, in training provided by the Region which provides guidance in establishing and maintaining appropriate boundaries in pastoral relationships
   d. Ministers understand that it is their professional responsibility to set appropriate boundaries and preserve the sacred trust of their office.

10. The Christian care of those involved including the complainant, the victim if other than the complainant, the accused minister, his/her family, and the congregation or institution will be maintained. If the complainant is an employee of the church, job security will be encouraged. Bringing an allegation should not jeopardize church membership of the complainant.

11. The confidentiality of the complainant is to be maintained. The complainant's identity will not be shared beyond what is outlined in this document without an additional signed release. Written records will be safeguarded.

12. The complainant will have the right to be accompanied by a support person who will support him/her in the process. A resource list of victim support people will be made available to the alleged victim of clergy misconduct. The complainant may choose a support person from the Regional list or may choose one not on the Regional resource list.

13. These guidelines are not intended to avoid civil and/or criminal charges that may be made by the complainant. If civil and/or criminal charges are made, the Response Team will still conduct their investigation.

14. While this policy is intended to be specific, not every contingency can be anticipated. Regional Staff or CME members acting under this policy will have to make decisions based on available information. It is strongly recommended that more than one person make such decisions.

15. If the complaint alleges clergy misconduct of a sexual nature involving a minor, those receiving the initial complaint will notify the legal agencies immediately.

16. All matters brought before CME are ecclesial and not legal in nature, therefore our primary concern is to determine a clergy person's fitness for ministry. The objective is to determine whether there was a breach of ministerial ethics. The presence of attorneys on behalf of the accused minister is inappropriate.

D. Procedure

Any claims of clergy ethical misconduct will be forwarded as quickly as possible to the Regional Minister or designated staff or Chair of the Committee of Ministerial Ethics. When received, all such claims will be taken seriously, documented on form Appendix 1 and shared as quickly as possible with the CME. The CME will determine whether the alleged conduct raises a question of fitness for ministry; if it does, a formal process will be initiated, if it doesn't, the complaint and decision will nevertheless be documented and filed. It is recognized that in some cases the complainant may not be the victim of the alleged misconduct. It is the right of anyone affected by the misconduct and who may therefore be a secondary victim, including congregational or regional church officials, to bring forth an allegation.

1. Responses to Participants in the Adjudication Process
   a. Response to the complainant: Upon the receipt an allegation of misconduct, the Regional Minister or designated staff will notify the complainant in writing that the allegation has been received and forwarded to the CME for review. If the victim is a minor child, parents or guardians will be notified, and receive a copy of this policy. Appropriate law enforcement and children's protective services will also be notified.
b. Response to the accused clergy: The Regional Minister (or designated staff) and CME Chair (or designees) will advise the accused minister of the allegation, verbally and provide a copy of the allegation form, the Ministerial Code of Ethics, *Policies and Criteria for the Order of Ministry*, and any related CCIW documents including this policy. While the CME reviews the allegation, the minister will be cautioned to have no personal contact with the complainant, and with the victim if other than the complainant, during this process. If the allegation warrants a fitness review, the accused minister will also be offered the appointment of a support person from the Response Team Pool by the Regional Minister (or designated staff). Appropriate documentation (Appendix #2) regarding support shall be signed by the clergy. The innocence of the accused minister in regard to the allegations will be presumed until unethical conduct is admitted or sustained.

c. The assigned Investigative Response Team Member(s) will meet with the complainant as soon as possible usually within 60 days, to hear further the nature of the allegation, and gather materials concerning the allegation. The Investigative Response Team may seek to meet with any persons whom they deem helpful in discerning truth in this matter. The confidential written results of interview(s) will be forwarded by the Investigative Response Team leader to the CME Chair and Regional Minister (or designated staff).

d. If the CME Chair (or designee) can resolve B.1, B.2, or B.3 allegations with satisfaction to all parties involved, and if there is concurrence by the Regional Minister (or designated staff), then the matter will be closed and a report of the process and its disposition will be retained by the Regional Minister for the protection of all parties. If no censure, suspension or termination of standing occurs, the clergy person will be understood not to have been subject to an "Official Disciplinary Review" as the term is used in the Search and Call process (commonly known as "Relocation Papers").

2. Response to the Congregation or Employer

a. The interest of the accused minister's employing congregation/agency in the matter is affirmed. The Regional Minister (or designated staff) will seek appropriate ways to involve the congregation's or employer's leadership in the matter, recognizing the complexity and sensitivity of the issues involved. A support person from the Response Team will be offered and appropriate documentation (Appendix #3) will be signed.

b. If the allegation results in a formal hearing, the Regional Minister (or designated staff) or the support person will make further contact with the board of the affected congregation, in order to orient them to the process which will be followed, and possible outcomes. If the accused minister's employer is an institution other than a congregation, the Regional Minister (or designated staff) is instructed to contact the accused minister's supervisor with the same information. This contact may be made on receipt of the allegation if warranted by the circumstances.

3. Formal Hearing

a. If, after the investigative phase is completed, the complaint cannot be resolved to the satisfaction of all parties, a formal hearing shall be held as soon as reasonably possible (usually within 60 days) by the CME concerning the matter. Upon the request by the CME Chair, the accused minister becomes the subject of a formal hearing. That minister shall be understood to be the subject of an "Official Disciplinary Review."

b. At such formal hearing, the accused minister and the complainant will be invited to appear, although not necessarily at the same time. In addition to their previously accepted support person from the Response Team Pool, the accused and the complainant may bring a second support person of their choosing. While the accused minister and complainant may bring support persons to the hearing, it is understood the formal hearing is not a legal proceeding. This is an ecclesial matter; attorneys for the complainant and the clergy are not to be present as legal counsel for this hearing.
c. The Regional Minister (or designated staff) will give any further written information that she/he deems helpful to the CME. Any written information to be reviewed by the Committee will be given to the accused minister.

4. If the Complaint Is Sustained

At the conclusion of the formal hearing, should the CME sustain the complaint, it may take a variety of actions including, but not limited to:

a. Continuing the hearing until a later date

b. Reprimanding the accused minister

c. Suspending ministerial standing for a stated period, with the understanding that re-application may be considered after further meeting with the CME

d. Revoking ministerial standing, with no intention of entertaining a re-application

e. Mandating counseling, with the option of requiring a waiver from the accused minister allowing the CME communication to and from the counselor

f. Other appropriate restitutions, sanctions, and growth programs

Mandatory counseling (e), sanctions (f), (f) may be combined with a reprimand (b) or with suspension of standing (c).

Any and all actions are at the discretion of the CME. Per Section VII. 2 of the Policies and Criteria for the Order of Ministry the action of the CME will be communicated to the Office of Christian Vocations for the minister’s permanent file. In addition, the Regional Minister (or designated staff) will communicate the actions of the CME to the complainant, the accused minister, and the congregation/employer, in a formal letter sent by certified mail, return receipt requested.

5. If the Allegation is NOT Sustained

a. At the conclusion of a formal hearing, if the CME does not sustain the allegation, it will offer some assistance to the minister for limited counseling.

b. The Regional Minister or designated staff will communicate the actions of the CME to the complainant, the accused minister, and the congregation/employer, in a formal letter sent by certified mail, return receipt requested.

c. The Regional Minister (or designated staff), the CME Chair, and the accused clergy shall determine appropriate responses, public statements to make, and materials to be included in the regional file of the accused.

d. If the allegation was not sustained, in response to the question on Search and Call forms asking if he or she has ever been subject of an “Official Disciplinary Review”, the minister may answer "No."
E. Procedures when the Accused is a Ministerial Partner with Standing

1. A Disciples of Christ clergy serving in a United Church of Christ Ministerial Position
   a. If an allegation of clergy misconduct is submitted against a minister of the Disciples of Christ while that minister is serving a United Church of Christ congregation or agency as an Ordained Ministerial Partner the CME will take no action until the appropriate UCC processes for handling allegations have been completed.
   b. If asked, the CME will provide an observer for any formal hearings that may take place.
   c. If the minister is exonerated, no further action will be taken by the CME.
   d. If the allegation is sustained, the CME will receive the UCC report and determine possible action.
   e. The CME will invite an observer from the UCC to be present at the deliberation of possible action; this observer will have voice but no vote.
   f. The CME will report its decision to all appropriate individuals (see D. 4. above).

2. A United Church of Christ clergy serving in a Disciples of Christ Ministerial Position
   a. If an allegation of clergy misconduct is submitted against a minister of the United Church of Christ while that minister is serving a Disciples congregation or agency as an Ordained Ministerial Partner that allegation will be processed according to the procedures set forth in section D above with the following exception
   b. If the process leads to a formal hearing, a representative of the UCC will be invited to participate in that hearing. The UCC representative will have a voice but not a vote in the hearing. If the allegation is sustained, all appropriate individuals – including the appropriate UCC Association and Conference ministers – will be notified.

F. Procedures if a complaint is lodged against minister currently serving in CCIW but the misconduct occurred in another region.

1. The Regional Minister of CCIW will ask the Regional Minister of the region in which the alleged misconduct occurred to investigate the matter.
2. Upon the completion of that investigation the results will be sent to the Regional Minister of CCIW who will share them with the CCIW Committee on Ministerial Ethics.
3. The CCIW Committee on Ministerial Ethics will determine and apply the appropriate disciplinary action

G. Special Procedures if the Accused Minister is a Member of the Regional Staff

The procedures described in D will be followed, with the following specific changes:

1. Upon receipt of an allegation of clergy misconduct, the CME Chair shall contact the Regional Moderator and together consult with the Office of General Minister and President. Thereafter a person shall be named by them to be Consultant Staff to the CME.

The Consultant Staff will carry the responsibilities and duties outlined above that would ordinarily be carried out by the Regional Minister. The Consultant Staff will ordinarily be a minister with standing in the Christian Church (Disciples of Christ) with no staff relationship to CCIW.

The Moderator and CME Chair shall insure that the Consultant Staff has access to all persons and documents that are needed to carry out his/her work for the Committee, and all Regional staff shall cooperate fully as requested. The Moderator may, at his/her discretion, grant a stipend to the Consultant Staff for this work and for support services if needed.
The Moderator, CME Chair, and Consultant Staff will consult with the General Minister and President, the Chair of the General Commission on Ministry, and other regional ministers as necessary and desired. The Moderator will ordinarily serve as spokesperson for public communication regarding this matter.

2. If a Formal Hearing is held and the complaint is sustained, the CME chair or designees shall make a report and recommendation to the Executive Committee of the Regional Board. This recommendation shall be in addition to any actions taken by the CME which shall affect ministerial standing.

3. If the allegation is not sustained, the Moderator, the Regional Minister, the CME Chair, and the accused staff person shall determine appropriate responses, public statements to be made, and materials to be included in the regional file of the accused

H. Rights of Appeal

Any minister against whom an allegation of clergy misconduct is sustained may appeal the CME decision to the General Commission on Ministry, where the procedures outlined in the section II, K of the Theological Foundations and Policies and Criteria for the Order of Ministry, will be followed. Any appeal to GCOM must be initiated at its next meeting, provided that such meeting begins no sooner than 30 days from the date of the CCIW decision. If the next meeting of GCOM begins sooner than 30 days following the date of the CCIW decision, appeal may be initiated at the following meeting.

I. Lack of Cooperation by Accused Minister

In the event an accused minister resigns his/her ministerial standing or refuses to be available to the CME or its Response Teams at any stage of the processes outlined in this policy, the CME may take any action it deems appropriate, including revocation of standing, after reasonable effort to secure the accused minister’s participation. It will be the usual procedure to continue the process of resolution, even if the accused minister should resign standing or leave the ministerial position before completion of the process. The CME at its discretion may report to the Office of Christian Vocations and to the minister’s congregation or employer about its action(s) in such a situation.

J. Review of Procedures

From time to time, the Moderator, Regional Minister, designated staff or CME Chair may appoint a team to review and update this document as she/he sees fit. The Christian Church (Disciples of Christ) in Illinois and Wisconsin reserves the right to update and change this policy at any point.
Date: ____________________

Name of person submitting complaint________________________________________

Address_________________________________________________________________

Phone # s _________________________________________________________

Email ____________________________

Name of accused clergy ________________________________________________

Church Address ______________________________________________________

Phone # s __________________________________________________________

   Board Chair Name ________________________________________________

   Board Chair Phone ________________________________________________

Type of clergy misconduct as defined in Policy at section B1 - B6 ____________

Briefly state your reason for filing report (150 words or less)

Signature ____________________________
Pastoral Care Agreement/ Waiver Form (Appendix 2)

Date: ____________________

Name _________________________________________________________________

Address ________________________________________________________________

Phone # s ______________________________________________________________

Email _________________________________________________________________

Name of assigned Pastoral Care Provider _____________________________________________

Address ________________________________________________________________

Phone # s ______________________________________________________________

Email _________________________________________________________________

___ I, _________________________________, accept the above named person as my pastoral care advisor.

___ I, _________________________________, do hereby waive my right to a pastoral care provider in this misconduct investigation.

Signed _________________________________ Date signed ____________

Witnessed by _________________________________ Date signed ____________
Response Team Support Agreement/ Waiver Form (Appendix 3)

Date: ___________________

Name __________________________________________________________

Address _______________________________________________________

Phone # s _______________________________________________________

Email _____________________________________________________________

Name of assigned Support Person _________________________________

Address _______________________________________________________

Phone # s _______________________________________________________

Email _____________________________________________________________

___ I, ________________________________, accept the above named person as my designated Response Team support person.

___ I, ________________________________, hereby waive my right to a designated Response Team support person.

Signed ________________________________ Date signed ______________

Witnessed by ________________________________ Date signed ______________
CME Flow Chart for Clergy Misconduct

1. Complaint is received by the Regional Minister or designated staff or CME Chair

2. Appendix 1 is completed

3. CME determines if a fitness review of the clergy is warranted - using no names

4. Regional Minister notifies CCIW attorney of legal advisor of allegation

5. Regional Minister notifies the applicable insurance carrier of complaint and potential claim.

6. Regional Minister notifies complainant in writing of CME’s decision regarding this allegation.

7. Regional Minister notifies accused clergy of allegation and shares documents outlined in policy.

8. If allegation warrants a fitness review, a support person is offered/assigned to accused

9. Appendix 2 is completed

10. Investigative Response Team meets with complainant and others to discern truth in matter

11. Regional Minister appropriately shares with clergy’s congregation and offers support person

12. Appendix 3 is completed

13. If the complaint cannot be resolved to satisfaction of all parties, a formal hearing is called.

14. CME receives Investigative Team’s report and meets with the accused.

15. If complaint is sustained, procedures in section D 4 of the policy are followed

16. If complaint is not sustained, procedures in section D 5 of the policy are followed

17. Procedure for appeal is outlined in policy section H.