

Procedures for Dealing with Complaints About Termination ("Grievance Procedures")

*Approved by the Executive Committee of the National Council of the AGO 6/11/01
Updated Mon, Jan 13, 2003*

PROCEDURES

The Procedures for Dealing with Complaints about Termination are not legal proceedings. They are a means to determine

- a. if an Institution has wrongfully terminated a member and
- b. if there are circumstances under which the Guild shall prohibit its members from accepting regular or permanent employment by that Institution.

Neither party may participate through legal counsel. If either party insists upon involving legal counsel in the Procedure, these Procedures shall be terminated.

While a contract is recommended, its presence is not necessary to invoking these procedures.

The Procedure should be initiated as soon as possible after termination, but must be submitted within 90 days of the termination.

Exceptions to these Procedures may be made at the discretion of the Councillor for Professional Development, in consultation with the Committee on Career Development and Support.

I. At the Chapter Level

A. When a Member wishes to pursue the Procedures for Dealing with Complaints about Termination (Grievance Procedures) the Member shall request assistance, in writing, from the Dean of his/her chapter. This written request shall outline his/her work history in the Institution and claim of wrongful termination, and should be accompanied by a copy of the Member's employment agreement with the Institution, if there is one, or other supporting documentation, e.g. letter of agreement. The Member, by so doing, agrees to cooperate fully. If cooperation is withheld at any point, the Guild may withdraw its support of the Member and close these Procedures.

B. The Dean shall provide copies of the Member's letter and accompanying documentation to the following Individuals:

- * Chapter Coordinator for Professional Development (or another chapter officer if there is no Chapter Coordinator for Professional Development)
- * Regional Councillor
- * Regional Coordinator for Professional Development
- * National Councillor for Professional Development.

These Individuals shall promptly decide if the Member's complaint shall be acted upon. (This may be done by telephone conference call.)

The Member shall be notified of these Individuals' decision within seven days. If the Member disagrees with the decision of these Individuals, s/he may request within 30 days, through the National Councillor for Professional Development, that the National Committee for Career Development and Support review the decision. The Committee's determination shall be final.

C. If the Member's complaint deserves further consideration, the Regional Councillor shall appoint a Committee Director, who shall convene the Committee and sign all correspondence. The Committee, appointed to carry out the Grievance Procedures, shall be made up of the following individuals:

- * One or two members of the chapter, appointed by the Dean (the Dean may be one);
- * Regional Councillor (or his/her representative)
- * Regional Coordinator for Professional Development (or his/her representative)
- * National Councillor for Professional Development (or his/her representative).

To avoid conflict of interest, no member of the Committee may be a member or employee of the Institution. (Note: It can be helpful if one of the chapter's representatives is ordained.)

D. The following notice shall be published in the local chapter media. The local chapter shall refuse to advertise a regular or permanent vacancy at the Institution while these Grievance Procedures are pending.

(Notice A) Notice Informing Membership Of Case in Progress

On (date) an AGO Member filed a formal complaint against (Institution's Name) for wrongful termination of employment. The Guild is investigating the matter according to the AGO's Procedures for Dealing with Complaints about Termination. No determination has been made at this time.

Although Guild Members may provide substitute or interim services, no Member may seek or accept regular or permanent employment with (Institution's Name) while these Procedures are pending. Contact AGO Headquarters for the current status of this case.

II. At the Committee Level

A. At least two members of the Committee shall meet with the Member in person. If, after frank discussion with the Member and a review of his/her employment agreement and/or other pertinent documents, the Committee does not consider the Member's claim to be valid, it may close the Grievance Procedures.

If the Member disagrees with the decision of these Individuals, s/he may request within 30 days, through the National Councillor for Professional Development, that the National Committee for

Career Development and Support review the decision. The Committee's determination shall be final.

B. If it believes the Member's complaint deserves further investigation, the Committee shall immediately take the following actions:

(1.) Request through the National Councillor for Professional Development that no advertisement for the position be included in The American Organist, or on the Guild's Web site.

(2.) Notice A (above) will be published in the "Positions Available" section of The American Organist, on the Guild's Web site and in local chapter media as appropriate. Any departure from this wording must be approved by the National Councillor for Professional Development before publication.

(3.) Notify the appropriate leadership of the Institution, by telephone and then in writing, that the AGO has been asked by a Member (named) to investigate a charge of wrongful termination.

* Make it clear that the process has merely begun, that no determination has been made, and that the Institution will receive, within one week, a copy of these Grievance Procedures.

* Set a time limit within which the Committee intends to complete its deliberations.

* Set the time for a meeting between the Institution and the Committee. This meeting should take place within 30 days of the receipt of the notification.

* Advise the Institution that its failure to participate in this process may result in a finding in favor of the Member.

(4.) Request from the Member the names, addresses, and telephone numbers of three regular Observers of his/her work within the Institution. In religious institutions, these Observers should be lay leaders, preferably a volunteer choir member, a member of the elected lay leadership, and a member of the congregation at large.

* Send Observers a copy of the Grievance Procedures after they have been contacted by the Committee and have agreed to participate.

* The Committee shall request from the Observers, in writing, a frank evaluation of the Member's work, competence, and influence in the Institution, and solicit the Observers' responses to the Institution's action(s).

* The Committee should solicit the Observers' opinions of both the reasons and the manner in which the Member was terminated. Observers should be assured that all information, written or spoken, is confidential and will be shared only among the Committee members (not with the Member or the Institution).

C. After receiving the Observers' written evaluations, the Committee shall speak with the Observers as needed. At least two members of the Committee shall then meet in person with representatives of the Institution and separately with the member, if necessary for the purpose of clarification.

D. All Committee members (including the representatives of individuals named above in section I.C.) shall receive copies of all correspondence generated and received in connection with the inquiry.

E. The Committee shall promptly evaluate the information received from the Member, Institution, and Observers. After consultation with the Regional Councillor and the National Councillor for Professional Development, the Committee shall complete a written report that includes:

- * a summary of the proceedings
- * an explanation of its conclusion(s)
- * its recommendations for action.

Copies of this report shall be sent to the Dean (to be shared with the Executive Committee), the Regional Councillor, Regional Professional Development Coordinator, and the National Councillor for Professional Development.

F. If, in the opinion of the Committee, the Grievance Procedures revealed questionable behavior on the part of the Member or wrongful termination of the Member by the Institution, the Committee may make such recommendations as it feels are necessary to resolve the situation and to prevent a recurrence. The Institution shall be reminded of the opportunity to resolve the situation within 60 days. (See IV. Conflict Resolution.)

G. The Committee shall prepare letters summarizing the Committee's conclusions, which will be submitted to the National Councillor for Professional Development for approval. Following approval, the letters shall then be sent to the Member, Institution, and observers. The Member and observers shall be cautioned not to discuss the final outcome until the 60 days allotted for resolution have passed.

H. The response of the Institution is to be directed to the convener of the Committee, who will then share it with members of the Committee, including:

- * Regional Councillor (or his/her representative)
- * Regional Coordinator for Professional Development (or his/her representative)
- * National Councillor for Professional Development (or his/her representative)

III. At the National Level

A. If the 60-day limit passes with no resolution, the National Councillor for Professional Development shall notify the Institution in writing that the period for resolution has passed, and shall notify the National Council of these actions to be taken at the chapter, regional and national levels of the Guild:

(1.) Announcing the decision in *The American Organist*, on the Guild's Web site and through local chapter media as appropriate using the following language:

(Notice B) Notice Informing Membership of Outcome of Case

The National Council has determined that a position at (Institution's Name) was made vacant by wrongful termination of a member of the American Guild of Organists on (date).

In keeping with the AGO Code of Ethics, members shall not seek or accept employment or attempt to place a student or colleague in the position until the National Council has declared that differences between the Guild and (Institution's Name) have been resolved.

(2.) Directing the editor of *The American Organist*, the Guild's Web site, and appropriate chapter media to refrain from advertising any music positions at the Institution.

(3.) Notifying the leadership of the appropriate denominational music organization of the decision.

B. If the Member disagrees with the decision of the Committee, he/she may request, within 30 days, through the National Councillor for Professional Development, that the National Council shall, as soon as possible, review the decision.

The Committee will notify the Institution that the Member has appealed the Committee's decision. Under such circumstances, the notices about the case will continue to appear in the *American Organist*, on the Web site, and in the chapter newsletter, and no advertising of the vacancy may be published therein.

The National Council's determination shall be final.

C. If no resolution has occurred, the notice printed above (Notice B) shall appear in a box for 3 months in *The American Organist*, on the AGO Web site, and in local chapter media.

After three months, a listing giving the name of the Institution and date of the termination incident will be printed in the following venues:

- * in *The American Organist*,
- * in the local chapter media,
- * and listed on the AGO Web site.

This notice shall be printed in perpetuity until a resolution has been reached.

(Notice C) Notice in Perpetuity

(Institution) wrongfully terminated a member of the American Guild of Organists on (date) for which no resolution has been reached.

Note: When an Institution is found to have wrongfully terminated a member of the AGO, no Guild Member may serve that Institution in an interim, substitute, or independent contractor capacity beyond a 90-day period following the date of this finding.

IV. Conflict Resolution

A. When an Institution wishes to resolve a termination that has been addressed by these procedures (within the 60 days allotted in these Grievance Procedures or at a later date) a

committee (hereafter a Committee) appointed by the Regional Councillor shall review the documents from the original complaint.

This Committee shall consist of the following members:

- * A chapter representative,
- * Regional Councillor (or his/her representative),
- * National Councillor for Professional Development (or his/her representative).

If possible, its members shall be the members of the Committee that handled the original complaint.

The Regional Councillor shall appoint a Committee Director, who shall sign all correspondence.

Guided by the documents from the original complaint, the Committee may request that the Institution take specific actions, which, among other things, shall include one or more of the following:

- * Reinstatement of the wrongfully terminated member.
- * A good-faith effort to resolve financial issues with the Member, including, but not limited to, reimbursement of lost income and attending benefits.
- * Providing the Committee with a proposed contract or letter of agreement pertaining to the position, using the American Guild of Organists' sample contract as a model.

B. If the Committee is satisfied with the Institution's response, it shall recommend to the National Council, through the National Councillor for Professional Development, that the conflict between the Institution and the American Guild of Organists be declared resolved. The National Council shall take such actions as it deems necessary, including:

- * Announcing the resolution in *The American Organist*, on the Guild's Web site, and in local chapter newsletters as appropriate, stating that AGO members may accept employment with the Institution. This notification shall be printed for three months.
- * Directing the editor of *The American Organist*, the Guild's Web site, and chapter placement services to accept advertising for music positions at the Institution.
- * Notifying the leadership of the appropriate denominational music organization of the resolution.

The following is the statement to be printed in the venues listed above:

(Notice D) Notice Informing Guild Membership of Resolution of Case

On (date) the American Guild of Organists declared resolved the case of wrongful termination brought against (Institution's Name). Guild Members may now accept employment at this Institution.

SAMPLE LETTERS

Note: use only AGO or plain stationery, not personal or church letterhead

(Letter 1)

LETTER FROM INDIVIDUALS APPROVING/DENYING FURTHER ACTION

To be sent by Certified Mail

Dear (Member),

The Individuals have evaluated your complaint of wrongful termination by (Institution). Upon careful examination of your documents we have concluded that further action is/is not warranted. The Individuals' reasoning was (list reasons for the Individuals' finding while maintaining the confidentiality required by the Procedures).

If you disagree with this decision, an appeal may be initiated (Procedures I.B.)

Sincerely yours,

Chapter Dean
Certified Mail No.

(Letter 2)

INITIAL CONTACT WITH THE INSTITUTION

To be sent by Certified Mail

Dear (Name),

I am writing on behalf of a committee formed at the direction of the National Council of the American Guild of Organists (AGO) that has been charged with investigating a complaint of wrongful termination brought to the attention of the AGO by our member (Name). (Member Name) claims that on (date), s/he was wrongfully terminated as (Position Title) of (Institution's Name).

The AGO treats complaints of wrongful termination with great seriousness and has established Procedures for fairly dealing with such complaints; a copy is enclosed. I would especially like to emphasize the importance of several items listed in the enclosed Procedures:

- a. These Procedures are not legal proceedings. Neither party may participate through legal counsel.
- b. At this point in the investigation no determination of wrongful termination has been made.
- c. The membership of the AGO will immediately be notified that this investigation is underway and that although Guild members may provide substitute or interim services, no member of the AGO may seek or accept regular or permanent employment with (Institution's Name) while these Procedures are pending.

Our committee requests a meeting with you as soon as possible but no later than (date). During this meeting we would like to frankly discuss the reasons for (Member Name's) termination. It is our goal that all parties be given an impartial and confidential hearing. I will be in contact with you on or before (date) to arrange this meeting. We plan to complete the investigation and make a determination by (date). Sincerely yours,

Committee Director

Certified Mail No.

(Letter 3)

INITIAL CONTACT WITH OBSERVERS

Dear (Name),

I am writing on behalf of a committee formed at the direction of the National Council of the American Guild of Organists (AGO) that has been charged with investigating a complaint of wrongful termination brought to the attention of the AGO by our member (Name). (Member Name) claims that on (date), s/he was wrongfully terminated as (Position Title) of (Institution's Name).

(Member Name) has given us your Name to contact as an Observer during our investigation. To assist us, we would appreciate, in writing, your frank evaluation of (Member Name's) work, competence, and influence at (Institution's Name). Also, please respond to both the reasons and the manner in which (Member Name) was terminated.

The Procedures provide for the confidentiality of your evaluation. It will be shared only among the Committee members and not with (Member Name) or (Institution's Name).

The AGO treats complaints of wrongful termination with great seriousness and has established Procedures for fairly dealing with such complaints; a copy is enclosed. I would especially like to emphasize the importance of several items listed in the enclosed Procedures:

- a. a. These Procedures are not legal proceedings. Neither party may participate through legal counsel.
- b. b. At this point in the investigation no determination of wrongful termination has been made.
- c. c. The membership of the AGO will immediately be notified that this investigation is underway and that although Guild members may provide substitute or interim services, no member of the AGO may seek or accept regular or permanent employment with (Institution's Name) while these Procedures are pending.

It is our goal that all parties be given an impartial and confidential hearing. We would appreciate your response within one week in order that we may complete this investigation by (date). We appreciate your participation in this important process. If you have any questions, please contact (Contact's Name) at (Contact's Telephone Number).

Sincerely yours,

Committee Director

(Letter 4)

TO THE MEMBER WHEN FINDING IN FAVOR OF THE MEMBER

To be sent by Certified Mail

IMPORTANT: THE WORDING OF THIS LETTER MUST BE APPROVED BY THE NATIONAL COUNCILLOR FOR PROFESSIONAL DEVELOPMENT

Dear (Name),

The Committee appointed to carry out the Grievance Procedures has completed its investigation of your charge of wrongful termination by (Institution's Name).

After careful consideration of your supporting documents, including the review of statements from your Observers, and discussions with representatives of (Institution's Name), we find that wrongful termination did occur. (Here you should list reasons for the Committee's finding while maintaining the confidentiality required by the Procedures).

We are writing to (Institution's Name), informing them of our decision and giving them an opportunity to resolve the situation to the satisfaction of the Committee within 60 days. In the meantime, no AGO member may seek or accept regular or permanent employment with (Institution's Name).

If no resolution is reached within 60 days, the National Councillor for Professional Development shall notify (Institution's Name) in writing that the period for resolution has passed, and shall notify the National Council of these actions to be taken at the chapter, regional and national levels of the Guild:

This statement will be published in the chapter media, The American Organist, and on the AGO Web site:

The National Council has determined that a position at (Institution's Name) was made vacant by wrongful termination of a member of the American Guild of Organists on (date).

In keeping with the AGO Code of Ethics, members shall not seek or accept employment or attempt to place a student or colleague in the position until the National Council has declared that differences between the Guild and (Institution's Name) have been resolved.

Likewise, the editor of The American Organist, the Guild's Web site, and appropriate chapter media will be directed to refrain from advertising any music positions at (Institution's Name).

Leadership of the appropriate denominational music organization will be notified of the decision. We would like you to know that you have the full support of the Committee.

Sincerely yours,

Committee Director

Certified Mail No.

(Letter 5)

***TO THE INSTITUTION WHEN THE COMMITTEE
FINDS IN FAVOR OF THE MEMBER***

To be sent by Certified Mail

***IMPORTANT: THE WORDING OF THIS LETTER MUST BE APPROVED BY THE NATIONAL
COUNCILLOR FOR PROFESSIONAL DEVELOPMENT***

Dear (Name),

The Committee appointed to carry out the Grievance Procedures has completed its investigation of the charge of wrongful termination by (Name of Member).

After careful consideration of the supporting documents, including the review of statements from the Observers, and discussions with representatives of (Institution's Name), we find that wrongful termination did, indeed, occur. (Here you should list reasons for the Committee's finding while maintaining the confidentiality required by the Procedures).

It is our hope that a situation like this can be avoided in the future. We would like to be assured that certain precautions are in place for the next musician. In accordance with the AGO Procedures for Dealing with Complaints about Termination, we would like to offer you an opportunity to resolve the situation to our satisfaction within 60 days. (see Procedures IV A for possibilities of conditions for resolution.)

Until resolution is reached, there may be no advertisement of the position in The American Organist, on the AGO Web site or in the local chapter media. AGO members may neither seek nor accept regular or permanent employment with (Institution's Name). Leadership of the appropriate denominational music organization will be notified of the decision.

We would like you to know that we will do everything possible to effect a resolution of this matter. Please feel free to contact me if I can be of any assistance to you.

Sincerely yours,

Committee Director.

Certified Mail No.

(Letter 6)

TO THE MEMBER WHEN FINDING IN FAVOR OF THE INSTITUTION

To be sent by Certified Mail

IMPORTANT: THE WORDING OF THIS LETTER MUST BE APPROVED BY THE NATIONAL COUNCILLOR FOR PROFESSIONAL DEVELOPMENT

Dear (Name),

The Committee appointed to carry out the Grievance Procedures has completed its investigation into your charge of wrongful termination by (Institution's Name).

After careful consideration of your supporting documents, including the review of statements from your Observers, and discussions with representatives of (Institution's Name), we find that wrongful termination did not occur. (Here you should list reasons for the Committee's finding while maintaining the confidentiality required by the Procedures).

An appeal procedure is provided in Procedures III. B.

We are concerned any time one of our colleagues is terminated from a position. Your contributions to the profession are valued. If there are ways the Committee may be helpful to you in the future, please feel free to contact us.

With every good wish,

Committee Director

Certified Mail No.

(Letter 7)

TO THE INSTITUTION WHEN COMMITTEE FINDS IN FAVOR OF THE INSTITUTION

To be sent by Certified Mail

Dear (Name),

The Committee appointed to carry out the Grievance Procedures has completed its investigation into the charge of wrongful termination by (Name of Member).

After careful consideration of the supporting documents, including the review of statements from the Observers, and discussions with representatives of (Institution's Name), we find that wrongful termination did not occur.

It is now possible for this position to be advertised in The American Organist, on the AGO Web site and in the local chapter media. AGO members may now accept employment at (Institution.)

We very much appreciate your cooperation in this matter and wish you all the best as you seek to fill this position.

Sincerely yours,

Committee Director

Certified Mail No.

(Letter 8)

TO THE INSTITUTION IF THE 60-DAY LIMIT IS REACHED WITH NO RESOLUTION

To be sent by Certified Mail

Dear (Name),

As outlined in the letter of (date of previous letter) from (Committee Director), the 60-day limit has been reached with no resolution. Therefore the following notice will be published in The American Organist, on the AGO Web site and in the local chapter media:
(Institution) wrongfully terminated a member of the American Guild of Organists on (date) for which no resolution has been reached.

Until a resolution is reached, no AGO member may serve your institution in an interim, substitute or independent contractor capacity beyond a 90—day period following the date of the receipt of this letter.

We remain available to assist with the resolution of this matter.

Sincerely yours,

National Councillor for Professional Development

Certified Mail No.

(Letter 9)

TO THE OBSERVERS WHEN THE INVESTIGATION HAS BEEN COMPLETED

Dear (Name),

The Committee assigned to the grievance involving (Institution and Name of Member) has completed its investigation into the charge of wrongful termination. After careful consideration of all supporting documents and information, the committee found in favor of (Institution or Name of Member).

Your timely and thoughtful response about (Name of Member) greatly aided our investigation. The Committee would like to thank you for taking part in this process.

Sincerely yours,

Committee Director

Guidelines for the AGO Grievance Procedures

*Approved by the Executive Committee of the National Council of the AGO 6/11/01
Updated Sunday, July 8, 2001*

GUIDELINES

At the Chapter Level

1. Only Members may implement the Procedures. A chapter cannot implement the Procedures, nor can an Institution. (Disputes between and among Members are resolved through the AGO Discipline.)
2. Prompt action by the Member is advisable. There is nothing to prevent an AGO member from accepting the position if a grievance has not been filed.
3. The importance of confidentiality cannot be overemphasized. Information gathered in and outside of meetings should be held in the strictest confidence.
4. Evidence of the direct participation of legal counsel by either party will immediately terminate the Procedures. Examples of such participation include letters from attorneys, bringing the attorney to meetings scheduled under the Procedures, and refusing to answer questions on the specified advice of the attorney. Parallel litigation does not necessarily terminate the Procedures.
5. In the early stages, the Chapter engages in fact-finding, only. It should never give the appearance of promoting the interests of either side. This is a time for inquiry, not advocacy, regardless of the appearance of the case.
6. Timeliness is essential in implementing the Procedures. Always send a copy of the Procedures to the parties as soon as possible. (The most recent version may be downloaded from the AGO Web site: www.agohq.org.) See sample letters at the end of this document for initial contact with the Institution.
7. If the Individuals listed in Procedures I. B. determine that the case is without merit, the Member could appeal the closing of the Procedures. If that happens, the “case in progress” status applies until the appeal is decided.
8. Critical correspondence should be sent certified mail, return receipt requested with copies kept in the file. Always include the certified mail number on the document (and the file copy) being sent.
9. At this stage, it is advisable to “flush out” the actual dispute and separate it, if possible, from collateral issues. For example, if the termination is really due to conflicting musical tastes between employee and employer, it may be cause for termination if done under the contract and/or in accordance with law. It should not be confused with other matters which might have aggravated the conflict, such as lack of communication, insubordination and personality clashes, which may or may not, in and of themselves, also be grounds for termination.
10. A Chapter will act upon the complaint where there appears to be wrongful termination. Examples of wrongful termination may include (but are not limited to):

- * Dismissal inconsistent with the existing employment agreement, the Institution's personnel policy and/or past practice
- * Failure to communicate
- * Discrimination
- * Intimidation and harassment
- * A record of good performance reviews followed by sudden termination
- * Conduct that offends the Committee's sense of fairness

11. An otherwise timely termination notice or resignation does not automatically preclude the Procedures if precipitated by fraud or duress.

At the Committee Level

12. If the Procedures are closed because the Committee does not consider the Member's claim to be valid, this determination might be appealed. The "case in progress" status applies until the appeal time (30 days from receipt of notification) has expired or until the appeal is decided.

13. A "paper trail" is essential. Copies of all correspondence, e-mails, faxes, summaries of phone calls, and documentary evidence should be archived indefinitely.

14. The Member is entitled to know, in general terms, the reasons for the Committee's decision, without the Committee violating the confidentiality clause contained in the Procedures.

15. Hearsay encompasses oral or written statements being used to support the truthfulness of a matter at issue when the person making the statement is not present for questioning. The Committee should be wary of hearsay, written or oral, when interviewing the Member, Observers and representatives of the Institution. Although the Procedures do not invoke strict legal rules, hearsay is not generally reliable. Be fair to both sides and be consistent in the treatment of all evidence. The Committee should, at least, discuss the reliability of any hearsay before accepting it and should decide what weight, if any, to accord it.

16. The burden of proof is usually upon the party seeking relief, i.e. the Member. It is therefore necessary for the Member to cooperate fully and present all relevant materials in a timely fashion.

17. In a simple majority vote of the Committee weighing the evidence, the standard of proof is a "preponderance of the evidence," more than 50%.

18. All contact with the parties outside of the meetings should be in writing, with copies retained by the Committee.

19. It is anticipated that during the investigation, the parties' input may not be totally forthcoming or relevant. In that case, specific written questions from the Committee to the parties and/or Observers may be appropriate.

At the National Level

20. This section of the Procedures has two parts. First, it outlines the sanctions available to the Member if the Member prevails [see Procedures III. A.]. Second, it provides a final stage of

appeal for the Member [Procedures III.B.]. The appeal may be written or it may be by way of a hearing.

21. Appeals do not normally provide opportunities for a rehearing of the case or the presentation of additional evidence. An appeal should only determine whether the previous decisions under the Procedures are supported by the facts and controlling authorities, such as the parties' written contract, the Institution's past practice, personnel manual, etc.

Conflict Resolution

22. Conflict resolution is available to the Institution when the Procedures have "addressed" a termination. Therefore, the matter need not have been completed or carried through fully in order for the Institution to resolve the dispute [Procedures IV.A.].

23. At some point, the Committee may be called upon to evaluate the reasonableness of the Member's demands for a particular remedy.

24. A Member should be counseled regarding the consequences and desirability of being reinstated to any position from which s/he has been terminated.

TIMELINE FOR IMPLEMENTATION OF GRIEVANCE PROCEDURES

Chapter Level

1. Within 90 days of termination: Grievance Procedure initiated in writing.
2. Dean provides Members letter and documentation to Individuals.
3. Individuals promptly decide on merit of complaint.
4. Notice A in Grievance Procedures is printed in Chapter media.
5. Within 7 days of the Individuals' decision: Member notified in writing. [Sample Letter 1]
6. If Member disagrees with the decision of the Individuals, within 30 days s/he may request through the National Councillor for Professional Development, that the National Committee for Career Development and support review the decision and offer an opportunity for a written appeal.
7. If the complaint deserves further consideration, Regional Councillor appoints Committee Director.

Committee Level

8. 2 or more Committee members meet with Member to make a determination whether or not to continue with the Procedures.
9. If Member disagrees with the decision of the Committee, within 30 days s/he may request through the National Councillor for Professional Development, that the National Committee for Career Development and support review the decision and offer an opportunity for a written appeal
10. If complaint deserves investigation, TAO and the AGO Web site are notified that they shall accept no advertising for this position.
11. Notice A in Grievance Procedures is placed in TAO, on Web site and continued in chapter media,
12. Committee informs Institution of complaint. [Sample Letter 2]
13. Committee requests names of Observers from Member.
14. Evaluation requested from Observers. [Sample Letter 3] and Committee meets with the Observers as needed.
15. Within 30 days of notification of the Institution, the at least 2 members of the Committee meets with representative of Institution.
16. Committee sets time for completion of deliberations.

17. Committee meets with Member if necessary for clarification.
18. Committee promptly evaluates all information and, in consultation with the Regional Councillor and National Councillor, prepares a report.
19. If Committee finds that the member was wrongfully terminated, the Institution has 60 days to resolve the situation. [Sample Letter 4 to Member and Sample Letter 5 to Institution] If the committee finds that the member was not wrongfully terminated, the Committee sends Sample Letter 6 to the Member and Sample Letter 7 to the Institution.

National Level

20. If 60-day period passes with no resolution, National Councillor notifies the Institution of that fact [Sample Letter 8] and Notice informing Membership of Outcome of Case is placed in TAO, on AGO Web site and in local chapter media. [Notice B in Grievance Procedures]
21. Observers thanked for their assistance. [Sample Letter 9]
22. Within 30 days: appeal may be filed if the member disagrees with the decision. During that time notices continue to run in TAO, on Web and in chapter media and the position may not be advertised in AGO media.
23. For 3 months: Notice B appears in a box in TAO, on Web site and in chapter media if no resolution occurs..
24. After 3 months has passed: a listing giving the name of the institution and date of termination is printed in TAO, on Web site and in chapter media in perpetuity. [Notice C in Grievance Procedures]
25. At a later date: A Committee may be appointed to deal with the Institution if it wishes to resolve the situation.
26. At such time as the case is resolved, Notice D in Grievance Procedures is published in TAO, on the Web Site and in local chapter media.