

NORTHERN CALIFORNIA WORLD SERVICE COMMITTEE  
GUIDELINES FOR CONFLICT & COMPLAINT RESOLUTION

Methods of Reconciliation

In the spirit of Al-Anon's First Tradition, "Our common welfare should come first; personal progress for the greatest number depends upon unity."

If there is a conflict/complaint regarding an NCWSA officer, coordinator or alternate coordinator function, **that cannot be resolved through a personal inventory**, the following procedures are suggested to resolve the conflict and/or complaint:

1. First action -discuss the problem with the person involved as soon as possible. This action attempts to resolve simple misunderstandings or miscommunications. An effective discussion will assess mutual needs, explore alternatives, and set an agreed time frame. If this discussion does not lead to a resolution/reconciliation, the person complaining needs to say so and why. "Talk to one another, reason things out with someone else, but let there be no gossip or criticism of one another."
2. Second action-if the discussion has not provided resolution within the agreed upon time frame, write and send a letter to the person with whom you have a conflict/complaint. An effective letter will contain: a written description of the problem, description of the conversation held in attempt to resolve it, why you feel there was no resolution, a clear statement of the resolution you desire, and the time frame.
  - If the conflict/complaint is with an alternate coordinator, a copy of the letter needs to be sent to the coordinator.
  - If the conflict/complaint is about a coordinator, a copy needs to be sent to the NCWSA Chairperson (hereafter referred to as Chairperson).
  - If the conflict/complaint is with an officer, send copies to the Chairperson and Executive Committee.
  - If the conflict/complaint is with the Chairperson, a copy of the letter needs to be sent to the Executive Committee.
3. Third action-upon receipt of a written complaint, the trusted servant responds in writing to the complainant with their explanation and what they propose as an appropriate resolution, sending copies to the recipients of the first letter. At any time in these proceedings, participants may use mediation to resolve the issue (see mediation guidelines in 6.)
4. Upon receipt of a written complaint, the Chairperson or coordinator follows up to ensure that the third step has been completed. After receiving the response, if no resolution/reconciliation has occurred, the coordinator or Chairperson discusses the conflict/complaint with both parties, and with their active participation attempts to resolve the problem and reconcile the participants.

5. If the issue concerning a coordinator cannot be resolved, the Chairperson may consult the Executive Committee before referring the matter to NCWSC.
6. If the issue concerning an officer cannot be resolved/reconciled, the matter will be referred by the Chairperson, officer or complainant to the Executive Committee, for review and recommendations.
  - a) The Executive Committee will attempt to reconcile the parties and resolve the issues, placing principles above personalities.
  - b) The Executive Committee may choose mediation as a tool.
    - A mediator or mediators agreeable to all parties is chosen.
    - Binding or non-binding mediation may be selected.
      - Non-binding mediation: The mediator discusses the complaints with all parties separately and together and attempts to find a resolution
      - Binding mediation: All parties agree that after discussions with all parties, separately and together, the resolution of the mediator will be accepted by all parties
    - To be a mediator, a person must be an Al-Anon member, chosen and trusted to be impartial by all parties.
    - All parties agree that the mediator(s) may review all documents and talk to anyone necessary.
    - There will be no minutes or records of mediation proceedings reported or filed.
  - c) The Executive Committee may decide that sufficient evidence exists to suggest the officer resign by a specific date. If the officer does not resign by that date, the Executive Committee informs the NCWSC that the matter will be referred to the Assembly with documentation.
7. If no resolution/reconciliation is achieved, and the officer does not resign, removal of an officer **must** be decided by the Assembly. (By-Laws: Article VI, Section 7. B.)

# NCWSA/NCWSC Conflict/Complaint Resolution/Reconciliation Flow Chart

9/20/96 Draft

|   |                                       |   |                                       |
|---|---------------------------------------|---|---------------------------------------|
| Complaint with:<br><u>Alternate<br/>Coordinator</u> | Complaint with:<br><u>Coordinator</u> | Complaint with:<br><u>Officer</u>       | Complaint with:<br><u>Chairperson</u> |
| copy to:  | copy to:                              | copy to:                                | copy to:                              |
| Coordinator   | Chairperson                           | Chairperson<br>(Executive<br>Committee) | Executive<br>Committee.               |
| If unresolved,<br>refer to:                         | If unresolved,<br>refer to:           | If unresolved,<br>refer to:             | If unresolved,<br>refer to            |
| Chairperson   | Chairperson                           | Executive<br>Committee                  | Inform NCWSC                          |
| NCWSC   | NCWSC                                 | Inform NCWSC                            | Assembly                              |
|   |                                       | Assembly                                |                                       |

Mediation is optional at any time.

## Al-Anon Unity Statement

“Each member of the Fellowship is a significant part of a great circle of hope.  
While respecting each other’s individuality our common welfare must come first.  
Our recovery depends on our mutual need and an atmosphere of trust”

Adopted by the 1984 World Service Conference

RECOMMENDATIONS TO EXECUTIVE COMMITTEE FOR OFFICER EVALUATION  
December 8, 1996

**I. Officer Orientation**

1. Evaluation of Officers is conducted in the spirit of Concept 9, "Good personal leadership at all service levels is a necessity." It is a positive tool for improving effectiveness as leaders.
2. It is advisable that the outgoing and incoming Executive Committee meet with newly elected officers to discuss and agree on job descriptions and evaluation criteria..
3. Delineate duties using the Bylaws, Service Manual, NCWSC Guidelines, Motions Passed and Failed, and other appropriate service material.
4. Discuss what the officer expects, as well as what the Area Assembly expects from them.

**II. Objective Guidelines for Evaluation of an Officer**

1. Solicit input from all NCWSA officers in evaluating officer performance.
2. Ask the officer to be evaluated to bring a written report of what has been done to carry out the duties of the office. Use the evaluation as a constructive inventory of the job the officer is doing, ask questions similar to the following:
  - a) Is the job what you expected?
  - b) How well do you think you are doing the job?
  - c) What are your strong points?
  - d) What are your difficulties with this job?(i.e., equipment, officer interaction, etc.)
  - e) What assistance or changes would you recommend concerning this job?
  - f) Do you see any impending problems in the team effort of Area Service?
3. Use correspondence and resolution from conflict/complaint process in evaluating the officers.
4. Conflict/Complaint Resolution Guidelines may be suggested in the event that officers are having problems with one another.
5. Use the evaluation interview to guide improvement, develop goals and plans if necessary.

**III. Other Executive Committee (E. C.) Functions**

1. Keep- all evaluations on file.
2. Keep all complaint and resolution correspondence, including the outcomes on file.
3. Keep accurate minutes of all meetings even if conflict or distastefulness is involved.
4. Both the E. C. and the Chairperson should be advised of any problems or conflicts.
5. When complaints/conflicts cannot be resolved or evaluation shows performance to be unacceptable, E. C. may ask for an officer's resignation. If the officer does not resign, E. C. refers the matter to the Assembly after advising the NCWSC.