



POLICY COMMITTEE

Best Practice Document

CONSIDERATIONS FOR DEALING WITH RECTORS AND TEAM MEMBERS WHO FAIL TO FOLLOW ACCEPTED PROTOCOLS

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BEST PRACTICE CONSIDERATIONS FOR DEALING WITH RECTORS AND TEAM MEMBERS WHO FAIL TO FOLLOW ACCEPTED PROTOCOLS

PURPOSE: To provide general direction for communities to develop policies in dealing with non-compliant rectors and team members.

- **NOTE REGARDING TEAM MEMBERS:** Although this document is focused on Rectors, communities are encouraged to also create a separate policy related to the potential removal of team members. The principles listed in this document can easily be applied although the actual process may differ.

BACKGROUND: All communities have developed their own qualifications, criteria and processes to qualify and appoint a pescadore to serve in the role of Rector, so it is not within the purview of this document to comment on specific requirements or qualifications. It's anticipated that the vast majority of rectors will understand the Tres Dias Method and the Essentials, and will have the maturity and experience to realize that consistency and agreement with community norms is critical to the success of their weekend as well as the ministry in general. As such, it is anticipated that the policies created as a result of this document will be referred to very infrequently.

However, in those cases where a rector needs to be reprimanded or, in severe cases, removed from that role, emotions can run high and cloud judgment. It is therefore our desire to provide community leadership with an array of consistent guidelines as a reference for them to create their own objective internal policies on how to deal with this emotionally charged issue.

GENERAL DISCUSSION: The Essentials are very clear in defining the role of the rector on a Tres Dias weekend. Section 3.2.7 states *"...That the Rector be a lay person and be responsible for all aspects of the weekend, under the authority of the local sponsoring secretariat."*

The key points of this section are two-fold:

- 1) The Rector is responsible for all aspects of the weekend, AND
- 2) Those responsibilities are under the authority of the local Secretariat.

In other words, the only authority above the Rector is the Secretariat. In most cases, the Secretariat delegates that authority to a committee or other small group of people who focus on the Weekend Phase of the Tres Dias Method. Typically this group will create weekend-related policies, confirm local traditions as well as any variations that Rectors are permitted to engage, train the rectors, provide any necessary oversight and support, etc. In most cases, this will be the group that will be interacting directly with the Rector in cases of discipline.

We point this out because in the end, the ultimate authority reverts back to the Secretariat. In other words, if a Rector fails to comply with the directions of those assigned to oversee him/her, that failure to comply is considered Secretariat insubordination and could very well be grounds for removal.

RECTOR AGREEMENT FORM: It is strongly suggested that each community develop and implement a “Rector Agreement Form” that the Rector will be required to sign. If created effectively, this form will become the basis of any disciplinary actions that might become necessary. At a minimum, the form should include the following concepts:

- The Rector understands that the success and strength of the Tres Dias weekend is in the Essentials, process, and structure of the Tres Dias model.
- The Rector agrees to adhere to and abide by the community’s policies and practices, weekend traditions, Constitution & By-Laws, and agree to be in submission to the Secretariat and any representatives they delegate their authority to.
- The Rector affirms that he/she is in agreement with the Tres Dias Statement of Belief and is in compliance with the Qualifications for Community Leadership.
- The Rector agrees to lead with Godly character, integrity and faithfulness, and to hold those under his/her authority to the same Godly accountability to the best of his/her ability.
- The Rector agrees that he/she will guide the weekend using the model of Servant Leadership; placing the needs of the team and candidates above their own.
- It’s recommended that the Statement of Belief and the Qualifications for Community Leadership be included as part of the agreement form.

WHAT TYPES OF ACTIVITIES CAN RESULT IN DISCIPLINARY ACTION: It’s not possible to list all the actions a Rector can undertake that could result in disciplinary action, but they would generally fall within one or more of these general principles:

- Knowingly violating the Essentials and/or policies, standards and traditions that have been established and mandated by the local Secretariat,
- Knowingly violating or disregarding the Tres Dias Statement of Belief and/or the Qualifications for Community Leadership, including living a lifestyle and/or condoning activities contrary to the Qualifications for Community Leadership,
 - o This also includes refusal to hold the team accountable to the Statement of Belief and the Qualifications for Community Leadership,
- Willful disregard of direct instructions from the authorized representative of the local Secretariat,
- Significant negative personality traits that come to light after selection. These could include such issues as anger management, active addiction, etc.
- Divisive conflicts with the leadership of their home church or not actively submitted to spiritual authority of the local church body.

Since many issues will have a subjective component, it will be important that there be a consensus of opinion before disciplinary action is taken.

DECISION MAKING / PROBLEM SOLVING: Having listed the above, it's also important to keep in mind that a Rector is required to make many decisions that may fall outside of the norm. Simply having an error in judgment, or a "bad day," should typically not result in disciplinary action, unless a pattern of incompetence or willful disregard can be shown. One tool that has been effective in training rectors to make decisions is to provide them with a "litmus test" of questions to be answered. For example, if a decision is to be made outside the norm, the following types of questions should be asked:

- 1) Does this decision violate the Essentials and/or policies, standards and traditions that have been established and mandated by the local Secretariat?**
 - a. This requires the Rector to be familiar with the Essentials and to have a copy on hand for reference.
 - b. If the answer is "Yes" then that decision should not be made.
- 2) Does this decision violate the spirit of the Cloister?**
 - a. This requires the Rector to be familiar with the Cloister and the common activities that can violate it.
 - b. If the answer is "Yes" then that decision should not be made.
- 3) Is this activity or decision being made solely for the benefit of the candidates, or is it perhaps to satisfy a desire or willful non-compliance of the Rector or other individuals.**
 - a. This is the most subjective question and there is considerable wiggle room since it can be very easy to claim that an out-of-the-ordinary activity can be beneficial to the candidates, even if that isn't the purpose for making the decision.
 - b. Any activity that is undertaken outside of normal community standards must be for the sole benefit of the candidates and not for the satisfaction of the Rector or any other team member.
 - c. It's recommended that there be a consensus with the Spiritual Directors and other weekend leaders, at the discretion of the local Secretariat.

PRINCIPLES OF RECTOR DISCIPLINE: It's critical that biblical standards of correction be maintained throughout the disciplinary process and involve prayer by all concerned. For instance:

- 1) If the rector objects to a directive given by their appointed mentor, they must have the ability to question and appeal that directive to a higher authority. The decision of that "higher authority" will be binding on all concerned.
- 2) In every case, the goal of discipline should be correction and restoration if at all possible, and must be done with love and prayer.

- 3) Depending on time constraints or deadlines, the first step should be to have a private meeting with the Rector to discuss the concerns (Matt 18:15). Hopefully this will be sufficient for the Rector to come into compliance. Some important points:
 - a. Get the facts
 - b. Review and make certain your motives are correct (Matt 7:3-5)
 - c. Allow the Rector the opportunity to explain his/her reasons.
 - d. Be sure to document the interaction in case the issue re-surfaces.
- 4) However, if the private meeting does not result in the desired outcome, the next step is to bring two or three others (“witnesses”) to confront the Rector (Matt 18:16).
 - a. The goal, again, is restoration through repentance.
 - b. Be sure to document the interaction in case the issue resurfaces.
- 5) If at this time there are still serious doubts about the Rector’s willingness or ability to come into compliance, then it’s time to bring it before the “governing group” that is directly responsible for the Rector’s role. In some communities it may be a committee or a group, and others may bring it directly to the Secretariat for a binding decision.
 - a. The Rector should be permitted the opportunity to attend the meeting to provide for their own defense.
 - b. Any decisions by this governing body should be binding.
 - i. The community will need to decide if a simple majority (one more than half) is sufficient for decision making, or if perhaps a super majority of +/- 75% should be required.
 1. Since this is a major decision, it’s better to err on the side of requiring a super majority, but that conversation is left solely to the communities.

TYPES OF DISCIPLINE: It goes without saying that removing a Rector from that role at any point during team building, and especially on the weekend, can have a devastating effect on all concerned, including the Rector, the team, candidates and the greater community. It also has the potential for creating divisions within the community since they will not be privy to all of the details. With this in mind, each community is encouraged to include a range of potential disciplinary actions, with removal from the role being the last and most serious action.

Much of this will depend on the nature of the infractions and the timeline of the weekend (is it during team selection, team meetings, or on the weekend itself)? Possible outcomes could include, but are not limited to:

- Verbal reprimand and warning
- Increased supervision throughout the team building process
- Assignment of a Secretariat or Governing Group/Committee member to serve on the weekend as an observer with full authority to intervene as needed to protect the integrity of the weekend, the community and the movement.
- Removal of the Rector from the role
- Possible prohibition against future team service.

Obviously, whatever policy the community chooses to put in place will require specific steps, again depending on the timeline, to make certain there is adequate personnel in place to pick up any slack. In most cases this will be the Backup Rector, but each community will need to decide for itself.

SUMMARY: The role of Rector is the single most critical position on a Tres Dias weekend. Although all team positions are important, this person is given full authority for the weekend and therefore MUST be held to a higher standard.

It is the hope of the Tres Dias International Policy Committee that these guidelines will help each community to develop a comprehensive, compassionate and biblically based methodology to deal with problematic rectors and team members.

Respectfully submitted,

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