



Irish Association for Counselling and Psychotherapy

Volunteer Policy Handbook

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Contents

- [Introduction03](#)

- Volunteer Relationship03

- Continuous Professional Development (CPD)04

- Equal Opportunities04

- Safety04

- Sample Volunteer Application form05*

- Expenses Policy06
 - Sample Volunteer Expense form10*

- Confidentiality11

- Harassment and Discrimination11

- Grievances12
 - Against a fellow Volunteer12*
 - Against an IACP Staff Member12*
 - Against a Committee Chairperson13*

- Disciplinary / Termination of Voluntary Position.....14

- Borrowing Policy15

- Key Holding15
 - Sample Key Holding Agreement.....16*

- Conflict of Interest Policy.....17
 - Sample Declaration of Conflict of Interest21*

Introduction

The IACP values the contribution that only volunteers can make and believes that volunteering should be a mutually beneficial experience. In so far as the Organisation benefits from the skills, enthusiasm and experience of Volunteers we believe that volunteers should be able to gain a positive experience also.

IACP understands a volunteer to be an individual who without compensation or expectation of compensation beyond reimbursement performs a task of their own free will at the direction of the organisation for the benefit of a cause or another beyond themselves and/or their family.

The purpose of the IACP Volunteer Policy is to provide staff and volunteers with clear guidelines, to prescribe limits of behaviour, assign responsibilities and explain volunteer systems and operating standards.

The Volunteer Policy does not constitute, either implicitly or explicitly, a binding contractual or personnel agreement. We reserve the right to change the policy and to expect adherence to the changed policy.

IACP Mission Statement

IACP identifies, develops and maintains professional standards of excellence in counselling and psychotherapy through education, training and accreditation. In promoting best practice and the professional development of its members, IACP holds at its core the protection of the public.

‘Volunteer’: A person who performs or offers to perform a service voluntarily.

Volunteer Relationship

A volunteer is anyone who provides time to IACP through work on committees or other projects. The IACP thank all volunteers for the personal investment made in the organisation. We strive to provide support, supervision and recognition to our volunteers.

As a volunteer you will:

1. Be assigned appropriate tasks according to ability, skill interests, availability and training
2. Receive support and in some cases training for the tasks accepted
3. Be treated as a fellow team member who contributes to IACP goals through volunteer work
4. Be trusted with confidential information
5. Be given Terms of Reference for your committee. Terms of Reference describe the purpose and structure of the committee and what your involvement will be.

Continuous Professional Development (CPD)

Volunteering activities with IACP do count towards Continued Professional Development (CPD) hours.

Equal Opportunities

The IACP is mindful of its responsibilities to promote equality of opportunity and to avoid discrimination at all times. The IACP actively engages volunteers from a wide range of backgrounds and abilities and commits to the necessary resources intended to promote diversity and encourage participation in volunteering by all, regardless of background or abilities.

Safety

You and IACP share responsibility for establishing and maintaining a safe volunteering environment. You are expected to obey safety rules and to exercise caution in all of your volunteering activities. You are asked to report any unsafe conditions to your Chairperson immediately. Any accident, which results in injury, regardless of how insignificant, must be reported promptly to your Chairperson and Head Office.

When volunteers are involved in meetings at the IACP Head Office, the Fire & Emergency Plan and Safety Statement (held in reception) or the Out of Office Evacuation Plan must be adhered to at all times.

SAMPLE: Volunteer Application Form

Volunteering with IACP – Sub-Committees

Please complete your details below using BLOCK CAPITALS.

Return the Application Form to:

Liz Gannon at liz@iacp.ie

IACP,

First Floor, Mariana House

11-13 Clarence Street

Dun Laoghaire

Co Dublin

SECTION 1: Personal Details

Membership Number:		Membership Type: <i>(e.g. Accredited, etc.)</i>	
First Name:		Surname:	
Telephone Numbers:			
Home:		Work:	
		Mobile:	
Which number would you prefer to be contacted at?			
Email:			

SECTION 2: Volunteering with IACP

Committee you want to volunteer on?	
Reason for interest / wanting to serve on this committee:	
Experience relevant to this committee:	
Have you served on any other IACP Sub-Committee and if so which?	

SECTION 3: Signature

Signature of Applicant:	
Date:	

This form and your membership details will be forwarded to the relevant committee who will be in contact.

Thank you for your interest in volunteering with IACP. IACP Volunteer Expenses Policy

Introduction:

As a general rule, IACP Volunteers will be reimbursed for all reasonable expenses which they incur wholly, necessarily and exclusively in the course of IACP business. The IACP must, however, ensure that such payments comply with Revenue regulations and it is therefore essential that the rules detailed in this policy are followed when making an expenses claim. IACP expense claim procedures are primarily intended to assist volunteers reclaim expenses while travelling for IACP. Occasionally, it will be necessary to claim for small incidental items. All expenses must be agreed in advance with the nominated expenses officer (e.g. Chairperson or Secretary) on the IACP Committee.

This Policy applies to:

- Members of IACP Executive Sub-Committee's and Executive Committee.
- Regional Committee Representatives attending Executive Committee Meetings.
- Regional Committee Members attending regional meetings.

Expenses include:

- **Public transport:** To and from the appointment
- **Mileage:** Allowance for travel to and from the appointment
- **Parking & Tolls:** The cost of parking for the hours worked & toll charges incurred
- **Daily and Overnight subsistence:** Allowances
- **Exceptional costs:** Agreed in advance with the Committee Chair

All volunteers bear responsibility for cost-effective business travel. Expense claims should be carefully reviewed and approved before submitting to IACP accounts for re-imburement. While these guidelines are intended to be comprehensive, it is impossible to anticipate every situation. The volunteer is expected to apply these guidelines on a conservative basis and to exercise prudent judgement for any situation outside the scope of this policy.

Authorisation:

All expense claims should be summarised on an **Expenses Claim Form** and must be approved by the authorised signatory (nominated expenses officer e.g. Chairperson or Secretary) of the IACP Committee. Expenses **cannot** be self-authorised.

Main points:

- Costs can only be reimbursed for receipts submitted / vouched expenses*
- Volunteers must submit the authorised expenses claim form to the IACP head office for approval
- Expenses should be submitted within three months of being accrued. Claims in excess of this will not be paid.
- Expenses will be reimbursed within 30 working days of being submitted

*Every form should have appropriate invoices/receipts attached to support the **Volunteer Expenses Claim Form**. Forms will be returned if they do not contain the correct receipts.

Travel Expenses

Volunteers should endeavor to reduce costs to IACP whenever they need to travel on IACP business. This may encompass some, or all, of the following:

- Combining visits, i.e. travelling to two meetings on the same day.
- Sharing transport, i.e. two or more volunteers travelling together by car to a meeting, where practical.
- Using public transport where this is suitable and the cost is lower than travelling by car.

Car Mileage (Kilometres)

The mileage rate which will be reimbursed is set annually. The current approved rate is: 39 cent per kilometre for vehicles with engine size of 1.5cc or less and 46 cent per kilometre for vehicles with engine size greater than 1.5cc. Full details of all journeys including the date, reason for the journey, starting point and destination should be shown on the expenses claim form (mileage details on the back of the form). The IACP will not, under any circumstances, reimburse parking or speeding fines.

Insurance: As the IACP does not provide car insurance cover for volunteers using their own vehicles. Volunteers are advised to confirm that they have taken out personal car insurance with an appropriate extension to cover use in connection with IACP business.

Public Transport

Where volunteers use public transport, reimbursement will be on a receipts basis, provided the expenses are reasonable.

Bus & Rail Travel: In general, all volunteers should ensure that the most economical class of travel is used - in practice this will usually be standard class.

Air Travel: Volunteers who need to travel by air should go by the most economical means available - this will usually be economy class. All air travel should be booked through IACP head office, where possible, as far in advance as possible, to take advantage of available discounted fares.

Changes can only be made to bookings, originally made through IACP Head Office, provided that:

- They do not interfere with the desired business objective
- The travel expense claimed from IACP does not exceed the actual cost of the official booking
- Approval must be obtained in advance from the appropriate officer

Taxi Fares:

Taxi fares will only be reimbursed in exceptional circumstances, for example:

- when heavy or bulky IACP goods/supplies need to be transported
- when an adequate public transport service is not available.
- or when the saving in time is deemed to justify the payment
- when on IACP business and travelling out of normal office hours for personal safety
- when 2 or more volunteers are travelling together

In cases where the volunteer still chooses to travel by taxi and the above do not apply, only the public transport costs (i.e. bus or train fares) will be reimbursed.

The IACP is only liable for the costs relating to volunteer's travel. Any accompanying persons will be responsible for their own costs. The exception to this is where their attendance is required as a representative of the IACP.

Subsistence Allowance: Daily and Overnight

The subsistence rates listed below represent the maximum permissible rates available.

Daily Meals/Subsistence Rates:

A daily allowance may be claimed to cover meals taken by volunteers who are required to work at a location which is more than five miles away from both their home and their normal place of work. The following allowances may be obtained:

Length of Absence	Current Rate:
More than 5 hours:	€15.00
More than 10 hours:	€30.00

Giving a gratuity / tip is at your own discretion, but IACP will only reimburse tips of up to 10% of any bills

Overnight Subsistence Rates:

Where volunteers travel on IACP business and an overnight stay is necessary, an overnight subsistence allowance may be claimed. The rate payable includes a partial element of the daily subsistence allowances (i.e. breakfast in a B& B arrangement). Detailed receipts are required in order for this allowance to be claimed and adequate evidence must be provided to indicate the hotel/guest house used. The subsistence rates differ according to where volunteers are visiting and will also change over time. The IACP will only bear the cost of accommodation required for business purposes and will not meet the costs of any extensions to a stay for personal reasons or for accommodation provided to a spouse or other family members. Volunteers should note that items of a personal nature, such as alcoholic drinks, mini-bars, movie hire etc. will not be reimbursed by the IACP and these should be deducted from any bills submitted for reimbursement.

The current rates are:

Dublin:	€115.00
Elsewhere in Ireland / N. Ireland:	€105.00 (or STG equivalent)

“Staying with Friends” Allowance

Where volunteers choose not to stay in a hotel or guesthouse and instead stay with friends or relatives, an allowance (currently €25 per night) may be claimed as a contribution towards the costs incurred by relatives in providing the accommodation. This allowance is instead of any hotel costs which might normally be claimed.

Entertaining

The general principle regarding the reimbursement of entertainment expenditure is that volunteers will be reimbursed reasonable entertaining costs for themselves and guests where guests are present for a professional purpose, their presence is considered to be beneficial to the IACP and **where prior approval** has been granted. Expenses for entertaining will only be reimbursed for volunteers who have a valid reason for being present. An appropriate cost for entertaining is considered to be €15 per head for lunch and €25 for dinner to include wines and gratuities.

Giving a gratuity / tip is at your own discretion, but IACP will only reimburse tips of up to 10% of any bills

It is stressed that no reimbursement of entertaining expenses will be made unless the above guidelines are followed. The following information should be included on/with expense claim forms regarding entertaining expenditure:

- (a) Names of attendees
- (b) The organisation they represent
- (c) The purpose of the entertainment (e.g. negotiation of contract)
- (d) Appropriate receipts

Miscellaneous Expenses

Telephones Calls and Mobile phones

Business calls made from a home telephone by volunteers may be reimbursed subject to their inclusion on the expenses claim form and the provision of an itemized telephone bill. The IACP will not bear the cost of any part of the rental nor of any private calls. The IACP provides mobile telephones only where a specific operational need arises. The IACP will not reimburse staff for the rental of personal mobile telephones but will meet the cost of business calls made on the phones subject to evidence of the calls being provided with the expenses claim form.

Enquiries

Any enquiries relating to these rules should be addressed to the National Director who may then, if necessary, refer the matter for further clarification to the Finance Committee.

SAMPLE: Volunteer Expenses Claim Form



Volunteer Expenses Claim Form

Please complete the following with exact details and enclose all receipts. Forms will be returned if they do not contain the correct receipts / substantiation and committee authorisation. Expenses should be submitted within three months of being accrued.

Car Registration	
Engine Size*	

Name: _____
 Committee: _____

Expenses Only				
Date	Description	Meeting	Receipt (Y/N)	Amount
19 th Jan 2016	Subsistence – more than 5 hours (EXAMPLE)	Standards (EXAMPLE)	Y / N (EXAMPLE)	€10 (EXAMPLE)
			Y / N	€
			Y / N	€
			Y / N	€
			Y / N	€
			Y / N	€
			Y / N	€
TOTAL (A)				€

Mileage (Kilometres) Only					
Date	Journey Details	Meeting	No. of Km's	Kilometre Rate*	Total
19 th Jan 2016	IACP Dun Laoghaire to Gresham Hotel, City Centre (EXAMPLE)	Standards (EXAMPLE)	25 (EXAMPLE)	39c / 46c (EXAMPLE)	€11.50 (EXAMPLE)
				39c / 46c	€
				39c / 46c	€
				39c / 46c	€
				39c / 46c	€
				39c / 46c	€
				39c / 46c	€
TOTAL (B)					€

* (39c engine 1.5l or less, 46c engine greater than 1.5l)

Total Claim (Total A+ Total B) €

Signature of Claimant: _____ Date: _____
 Signature of Committee Expenses Officer: _____ Date: _____

FOR IACP OFFICE USE ONLY

Approved for payment by: _____
 Date: ____/____/____ Date of Payment: ____/____/____
 Amount of Payment: € _____ Chq. No.: _____

Confidentiality

Confidentiality is a central and integral part of the IACP. It offers safety and privacy to all of our members & that of any other persons or bodies with whom we have dealings. Information given is held in strict confidence and in line with Data Protection Acts.

Definition and principles of confidentiality:

- a) All information that is or has been obtained during, or in the course of, involvement or has otherwise been acquired in trust due to involvement with the organisation.
- b) All information that relates to the IACP members or other person or bodies with whom we have dealings of any sort.
- c) All information that has not been made public by, or with our authority.
- d) All information that is confidential. A volunteer shall not at any time, whether before or after the end of their involvement, disclose such information in any form to any person without written consent.

Volunteers are expected to exercise care to keep safe all documentary or other material containing confidential information, and at the time of end of an individual's involvement with the IACP, or at any other time upon demand, return to the IACP any such material in their possession.

Harassment & Discrimination

IACP is firmly committed to providing a positive work environment free of discrimination and bias. Each volunteer is personally responsible for maintaining such a work environment. IACP prohibits any actions, words, jokes, or comments based on an individual's race, sex, sexual preferences, ethnic background, age, religion, physical condition, or other legally protected characteristic. Any conduct or action, whether overt or subtle, which creates an offensive or hostile work environment is prohibited and will be grounds for immediate disciplinary action.

IACP prohibits any harassment between volunteers, employees, or other non-employees on the basis of sex. No volunteer, male or female, should be subjected to unsolicited or unwelcome sexual overtones and conduct, either verbal or physical. Misconduct applies to males and females, and includes harassment between individuals of both sexes and the same sex.

Any volunteer who believes he or she is a victim of sexual or discriminatory harassment is encouraged to let the harasser know that his or her behaviour is unwelcome. In addition, volunteers who believe they have been harassed must immediately report the matter to their committee Chairperson. If the complaint is from or about the committee Chairperson, the matter must be reported directly, in writing, to the Professional Services Manager. A grievance is then filed.

Grievances

Under this policy, a grievance is defined as any event, condition, rule or practice which the volunteer believes violates his or her civil rights, treats him or her unfairly, or causes him or her any degree of unpleasantness or unhappiness in the voluntary position. A grievance may also deal with an attitude, or an opinion or statement held by a fellow volunteer or staff member.

To provide prompt and efficient evaluation of, and response to grievances, IACP has established a grievance procedure for all volunteers. It is IACP's policy to give as much consideration, as possible, to every volunteer's concerns, within the resources available. There will be no discrimination against or toward anyone for his or her part in presenting a grievance. All grievances are handled confidentially.

Grievances should not relate to therapeutic / ethical matters, i.e. complaints concerning breaches of the IACP Code of Ethics.

Grievances against a fellow Volunteer

The procedure is:

1. If a volunteer has a grievance against a fellow volunteer, they must notify his or her committee Chairperson immediately.
2. Attempt to discuss the grievance with the committee Chairperson to work out the problem.
3. If they are unsatisfied, they must submit their complaint in writing to the HR Committee.
4. The HR Committee will investigate this grievance and a response to this complaint should be made within 14 working days.
5. If they are not satisfied within 14 working days of how their written complaint was handled, they may appeal by submitting their written complaint to the Board of Directors Committee.
6. Within 30 days, the Board of Directors will act on your grievance, affirming or denying your request, choosing to investigate further. The Board of Directors decision is final.

Grievances against an IACP Staff Member

The procedure is:

1. If a volunteer has a grievance against an IACP Staff Member, they must submit their complaint in writing to the IACP HR Manager.
2. A response to this complaint should be made by the HR Manager within 10 working days.
3. If they are unsatisfied, they must submit their complaint in writing to the HR Committee.
4. The HR Committee will investigate this grievance and a comprehensive response to this complaint should be made within 14 working days.
5. If they are not satisfied within 14 working days of how their written complaint was handled, they may appeal by submitting their written complaint to the Board of

Directors within 30 days, the Board of Directors will act on your grievance, affirming or denying your request, choosing to investigate further. The Board of Directors decision is final.

Grievances against a Chairperson

The procedure is:

1. If a volunteer has a grievance against the Chairperson of their committee, they must submit their complaint in writing to the HR Committee.
2. The HR Committee will investigate this grievance and a response to this complaint should be made within 14 working days.
3. If they are not satisfied within 14 working days of how their written complaint was handled, they may appeal by submitting their written complaint to the Board of Directors.
4. Within 30 days, the Board of Directors will act on your grievance, affirming or denying your request, choosing to investigate further. The Board of Directors decision is final.

If a grievance has been raised by another volunteer or an IACP Staff Member about you, the HR Committee will make contact with you to inform you of this and to let you know what the next steps will be.

The IACP are committed to ensuring that every grievance will be:

- Processed in an orderly, efficient and fair way
- Dealt with expeditiously
- Approached with the overall intention of providing a framework within which grievances do not develop into major disputes

Disciplinary / Termination of a Voluntary position

IACP has the right to terminate a volunteer position without cause, but will always consider the cause leading to the termination.

Although it is not possible to list all the forms of behaviour or conduct that are considered unacceptable, the following are examples of infractions or conduct that may result in the limitation and termination of the volunteer relationship.

- Theft or inappropriate removal or possession of IACP property
- Misuse of organisation funds or equipment
- Falsification of timekeeping records
- Working under the influence of alcohol or illegal drugs while on duty
- Fighting or threatening violence while on duty
- Boisterous or disruptive activity while on duty
- Negligence or improper conduct leading to the damage of property
- Repeated failure to follow a supervisor's reasonable requests
- Gross misconduct or insubordination
- Violation of IACP Health & Safety Policy
- Abuse or mistreatment of IACP employees or volunteers
- Abuse or mistreatment of non-members of IACP whilst representing IACP
- Sexual or other unlawful harassment or discrimination
- Violation of IACP anti-discrimination policies
- Excessive absenteeism without notice
- Releasing confidential information

A volunteer may appeal the decision to terminate their volunteer position if they feel they have grounds to believe that their assessment was not carried out fairly and properly.

An appeal must be made (within 10 days of notification of termination) in writing to the Board of Directors.

The appeal will be dealt with under the same procedural rules as the original complaint.

The decision of the IACP Board of Directors is final.

Borrowing Policy

1. Only active IACP members can check out IACP equipment from Head Office
2. The borrower agrees to follow this policy and sign the Equipment Book in Head Office reception before a stand can be checked out.
3. The borrower agrees to return the stand in the same condition as it was when checked out and sign the Equipment Book in Head Office reception to check the stand back in.
4. The borrower agrees to treat this equipment with the same care provided to similar personal property.
5. The borrower must personally pick up and drop off equipment in Head Office during Head Office's normal working hours, 9am – 5pm, Monday to Friday.
6. Please allow 10 minutes for equipment inspection by the staff member when the equipment is returned.

Key holding

It is a requirement for some committees to hold their monthly meetings in Head Office outside the normal working hours, (9am – 5pm, Monday to Friday). In this event, the following applies;

1. A maximum of 2 keys will be issued per committee, to the Chairperson and Vice Chairperson.
2. Every member that receives a key and the codes for IACP Head Office must sign a key holder agreement.
3. Keys must not be loaned out to non-authorized key holders.
4. Door codes must not be communicated to anybody.
5. Missing keys must be reported to Head Office immediately.
6. No member is authorized to create a duplicate set of keys from theirs.
7. When a key holder steps down from a committee, their key must be surrendered to Head Office

IACP KEY HOLDER AGREEMENT

SAMPLE: IACP Key Holder Agreement

Key Holder Name: _____

Phone number: _____ Membership No _____

E-mail address: _____

Keys: Main Office door key Date Issued: _____

Codes:

Marina House door code Date Issued: _____

Main Office door code

Bathroom door code

Alarm Code

I hereby understand and agree that:

- All key issued to me by the IACP Head Office remain the property of the IACP Head Office and are to be returned to the issuing authority immediately when I step down from my position as on the _____ Committee
- I will not loan, duplicate or use the keys issued to me in any unauthorised manner.
- I will ensure the keys are either in my possession or appropriately secured at all times.
- I accept responsibility for the cost of replacement keys, rekeying locks and any associated damage or losses should I lose the keys or should the keys be lost, stolen or misused while in my possession.
- I understand that the security access codes given to me must not be communicated to anybody.

I understand that my failure to adhere to the terms of this key holder agreement could result in my being denied access to the IACP Head Office in the future.

Signature: _____

Date: _____

Conflict of Interest Policy

Contents:

1. Introduction and Definition
2. Objectives and Coverage of the Policy
3. What is a Conflict of Interest?
4. Identifying a Conflict of Interest
5. Procedures during Meetings
6. Managing these Conflicts
7. Ways to mitigate Conflicts of Interest
8. Consequences of Unmanaged Conflict of Interest
9. Codes of Ethics
10. Review

1. Introduction and Definition

No matter at what level of an association people work, there is always the possibility of a situation arising when a potential or perceived conflict of interest arises.

This Conflict of Interest Policy outlines the procedures to be followed for declaration of interests. This policy applies to all staff working for IACP, as well as members of the Board Directors and all other members serving on various committees. These procedures must be followed in their dealings with IACP. The most important message in the document is that IACP employees / members should always disclose an activity if they are in doubt about whether it represents a conflict of interest or not.

2. Objectives and Coverage of the Policy

The objectives of the policy are:

1. To protect the association against conflicts of interests that may be detrimental to its activities, by ensuring that individuals covered by the policy make decisions free from any external influences.
2. To protect the association and those individuals covered by the policy against impropriety or the appearance of impropriety.
3. To earn and maintain the confidence of the wider community in the integrity, effectiveness and impartiality of its decision-making processes.

The policy applies to the management and staff members of IACP, and also to the Board of Directors, Volunteers and anyone else who acts in a capacity for IACP.

3. What is a Conflict of Interest?

A conflict of interest is any situation in which an individual's personal interest or that which they owe to another body, and those of IACP arise simultaneously or appear to clash.

The existence of a conflict of interest may not, in and of itself, be evidence of wrongdoing. It may be impossible to avoid having conflicts of interest from time to time. However, how this conflict is managed is the key element of this policy.

While the document provides examples for many of the situations in which conflicts may occur, it is not meant to be exhaustive. The primary obligation rests with the individual to recognise situations in which he or she potentially has a conflict of interest and to disclose and discuss that conflict with the appropriate person in IACP.

4. Identifying a Conflict of Interest

Conflicts of interest may come in a number of different forms:

Direct financial gain or benefit, such as;

Payment to a member for services provided to IACP

The employment of a member in a separate post with the IACP

The awarding of business /a contract to another organisation in which the member has an interest and will receive a financial benefit e.g.:

- Where a member has an involvement with a Course that is looking for recognition by IACP
- Where a member is also a member of another Association / Organisation

Indirect financial gain, such as employment by IACP of a spouse or partner of a member where their finances are interdependent

Non-financial gain, such as when a user of the IACP's services is also a member.

Members will need to consider whether the benefit and conflict of interest will be ongoing or a one-off situation, and that procedures are being followed to ensure that the possible conflicts are managed transparently.

Not all benefits enjoyed by staff / members need to be authorised. It is perfectly acceptable to repay reasonable out of pocket expenses to members. These may include travel costs and are dealt with in a separate policy document.

5. Procedures during Meetings

At any meeting where the subject matter leads a participant to believe that there could be a conflict of interest, this interest must be declared at the earliest convenient point in the meeting. If necessary, the member should vacate the meeting while that issue is being discussed and voted upon. Declarations of interests must be clearly identified within the minutes of the meeting, including any need for a board member to withdraw. If the Chair of the meeting is the person to whom the declaration of interest relates, the Chair should vacate the seat and the meeting for that item.

The board must satisfy themselves that the decision made is in the best interests of the Association.

6. Managing Conflicts of Interest

Rather than seek to prohibit all activities that might give rise to a conflict of interest, this Policy and Guidelines provides for a three-fold approach:

1. Always disclose potential conflicts of interest,
2. Manage the conflict wherever possible,
3. Prohibit the activity when necessary to protect the public interest or the interest of IACP.

In all cases, the employee / member must disclose in writing and discuss any potential conflicts with the appropriate person(s) within IACP. If they are unsure who this person is, they should disclose in writing to the Board of Directors.

This disclosure should be made:

- Prior to the commencement of such activity
- When circumstances change in a way that give rise to conflict (changes to the employee's responsibilities in IACP, changes in the nature of the relationship between the member and IACP).

In many cases the simple disclosure of a potential conflict will be sufficient. In the event that the conflict is deemed serious and cannot be effectively managed, it may be necessary to discontinue one of the conflicting activities.

A record will be kept of the fact that the conflict was reported and of how the conflict was dealt with.

7. Ways to Mitigate Conflicts of Interest

Removal

The best way to handle conflicts of interests is to avoid them entirely.

Disclosure

IACP realise that it is not possible to prohibit all activities that might give rise to a conflict of interest. With this in mind, the key goal of this policy is to segregate the relevant decision-making and related activities, so that they are separately and independently managed. Both employees and members of IACP are therefore required to disclose any potential conflicts that may arise, to the relevant authority, as early as possible.

Recusal

Those with a conflict of interest are expected to recuse themselves (i.e. abstain) from decisions where such a conflict exists.

For example, if a board member has a close relationship with a course that is looking for recognition with IACP, then that board member should not vote on whether that course is recognised or not. In fact, to minimise any conflict, the board member should not participate in any way in the decision, including discussions.

8. Consequences of Unmanaged Conflict of Interest

If a member has received an unauthorised benefit from IACP, they will be acting outside the terms of the association's governing document and may be in breach of trust. Even if the benefit has been authorised, if this power has been used in a way which is not in the best interests of the association then a breach of trust might still have occurred. If a breach has occurred, then the transaction could be challenged by an interested party. The transaction may not be valid and the member could be liable to pay back the value of the benefit to the association.

9. Codes of Ethics

Generally, codes of ethics forbid conflicts of interests. Often, however, the specifics can be controversial. Codes of ethics help to minimise problems with conflicts of interests because they can spell out the extent to which such conflicts should be avoided, and what the parties should do where such conflicts are permitted by a code of ethics (disclosure, recusal, etc.). Thus, professionals cannot claim that they were unaware that their improper behaviour was unethical.

10. Review

This policy will be reviewed at least bi-annually. The next review is due by 1st September 2017.

SAMPLE: DECLARATION OF POTENTIAL CONFLICT(S) OF INTEREST FORM

Name of Employee / Member: _____

Position: _____

Describe the nature of the personal interest. (E.g. Involvement with a course / training institute, etc.)

I acknowledge the Association policy on **Conflict of Interest**, and declare the above interests. I confirm that I have no other activities, responsibilities or ownership entitlements that might lead to a conflict of interest situation. (Additional pages may be attached if required)

I confirm the information I have supplied is correct & true, and I understand the consequences of not declaring a potential conflict of interest **(Contents No. 8)**

Signature of Employee / Member: _____

Signature of Cathaoirleach / Board of Directors: _____

Recommendation: _____

Date: _____

Official Stamp:

Original of form to be retained on file and a copy forwarded to the IACP Office.