Part 1 – “So... you want me to set up a what?”

Having a process in place can help position a Chapter in times of need. Options include:

- **Smaller or newly established Chapter**
  - two or three member ad hoc panel
  - request another Chapter assist

- **Mid-sized & up and running Chapter**

- **Large or well established Chapter**
  - standing multi-member ethics committee
  - ad hoc select & direct panel as needed

Some other thoughts:

- *What’s the best option above for your Chapter?*
- *What’s a good first step to take?*
- For smaller or new Chapters a good first step may be to invite an attorney to be an ethics advisor and empower them to set up a Chapter solution.
- Invite legal practitioners or those that would enjoy exploring ethical issues to be on a panel or committee.
- Take action before a situation happens – but this process can and should take time to meet the needs of your Chapter. *Rome wasn’t built in a day!*
Part 2 – My Chapter Has an Ethics Issue.

What’s the Resolution Process Look Like?

- Start with the realization that your Chapter has all of the talent and resources needed to bring resolution to bear.
- The Independent Review Board is typically not the venue for Chapter ethics issues.
- A key resource is the ICF Chapter Dispute Resolution Guide.
- Consult with other Chapters to understand their strategy and processes – they may have resources that can save lots of time.
Part 3 –

All Other Processes Are Not Working. How Can ICF Global Help With a Chapter Ethics Issue?

When chapter leadership believes it has exhausted its local options to effectively resolve the issue or an issue has escalated within the regional system, the chapter or region may request assistance from ICF Global.

The Chapter should be ready to demonstrate that they have attempted to resolve the situation locally via the Chapter Dispute Resolution Process. This is done by submitting documentation in your request to Global.

Issues such as

- Disputes that have been caused by multiple interpretations of Chapter Bylaws
- Behavior of leaders that are not addressed in the ICF Code of Ethics, but clearly are not representative of the culture of the organization, and
- Situations in which there is a deadlock/tie vote that.
- An abuse of power or a Chapter Board lacks competency on a specific issue.

Present just a few of the circumstances where ICF Global engagement may be warranted.

Once ICF Global is engaged, four main steps follow:

1) Intake. The Dispute Resolution Panel (see below for details) reviews the situation to determine if the matter should proceed to the Global process.

2) Facilitation. This will be a conversation held with all of the parties in the matter. The conversation may facilitated by the regional director with a board member and senior staff member in attendance. If facilitation is not successful, the case will be moved onto step 3.

3) Mediation. ICF Global may elect to retaining an outside professional mediator, to work with the various parties within the chapter or region.

4) Investigation & Resolution. If both a facilitated conversation and mediation fail, the matter will be investigated and reviewed by the Dispute Resolution Panel.

Dispute Resolution Panel
The Panel reviews complaints and makes final recommendations for resolution. This is done by investigating the issues and by interviewing individuals on all sides of the issue, by reviewing documentation, and communications between the parties. The Panel process is the same used by the Independent Review Board's Ethical Conduct Review.

The Panel will present their findings and recommendations to the Chapter Board and regional director and work with them to see that recommendations are implemented and the situation resolved. The recommendations of the panel shall be final and not subject to review by the Board of Directors.
Part 4 – Chapter Leadership Strategies

Communicate – Use your coaching skills to express Chapter needs.

Openness – Be available to let others’ expertise shine, and comfortable with being wrong.

Talent - Identify and leverage the strengths and talent of your membership.

Assess – Review the documents/ policies your Chapter has in place now. What’s missing or needed? Take time to breathe and prioritize strategically. *It is not a sprint, more of a marathon.*

Resource list – Other chapters, past Board members, your membership, your coach, your mentor.

Sound off – If there is a bad situation or a broken process let everyone know, and begin the discussion earlier. *Bad news doesn't get better with time!*

Breathe – You will not have all the answers, but help is there.